Annual Performance Report – Council Plan Delivery Plan for 2020/21

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4.0 Priority - Improving the quality of life for local people

5.0 Priority - Providing value for money services

1.0 Our Council Plan – Vision, Values and Priorities

1.1 Drawing upon an extensive evidence base and using horizon scanning tools we developed a new four year plan from 2019 to 2023 with the same **vision – putting our communities first.** The plan provides a focus to our activities and identifies the priorities which require a collective corporate effort to deliver real outcomes.

1.2 It isn't just about what It isn't just what we do that is important, it is the way that we do it. The council has four **values** that describe how we will work to achieve our vision of putting our communities first:

- **We are customer focused:** delivering great customer service, meeting customer needs. We regularly carry out satisfaction surveys to find out what our communities and residents think of the services we provide. We engage with our residents, tenants, visitors and businesses through a wide range of groups, forums, roadshows and online, seeking their views on our services and how we can improve them. We look to deal promptly and effectively with complaints and always welcome comments and compliments.
- **We take a can do approach:** striving to make a difference by adopting a positive attitude. Our staff come up with and deliver solutions to problems and regularly go the extra mile to ensure our communities are well served. We contribute actively to partnerships with other organisations in the borough and beyond. We manage our suppliers and contractors fairly but robustly to make sure we get the best from the public money we spend.
- **We act as one council, one team:** proud of what we do, working together for the greater good. We value regular and open engagement with all staff and carry out regular surveys to find out how we can improve as an employer. We invest in the development of our staff, regularly attracting additional funding for training. We promote a commercial outlook within our teams, to make sure we secure value for money and look for opportunities to generate additional income that we can then invest in service delivery.
- **We believe in honesty and respect:** embracing diversity and treating everyone fairly. The council has a strong record of going well beyond its statutory equality duties and regularly works with partners to host and promote events throughout the borough that celebrate diversity. Our staff and councillors work well together and individuals are able to express their views openly within their teams and at wider meetings and events.

1.3 To ensure we stay on track for delivery we are also developing annual delivery plans. These delivery plans identify the key milestones, inputs, outputs and measures we will need to deliver during each year of the plan to maintain progress. The delivery plan will be

reviewed annually and approved by Council in February alongside the budget and medium term financial plan.

1.4 This report focuses on the progress made towards our second Council Plan Delivery Plan – 2020/21 and the milestones and measures for our three priority areas:

- Making Chesterfield a thriving borough
- Improving the quality of life for local people
- Providing value for money services

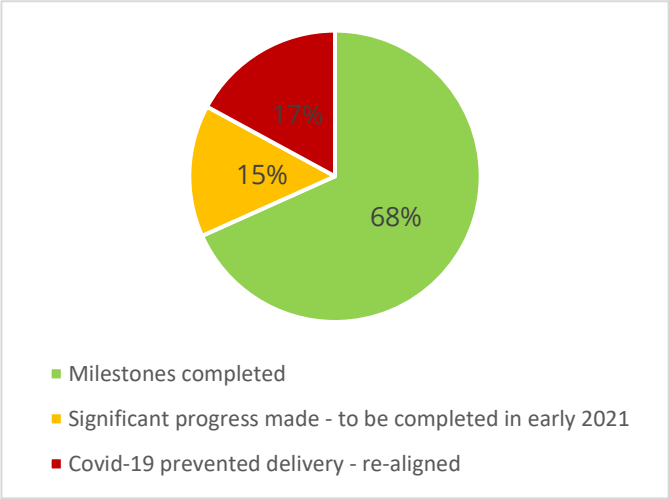
1.5 It is important to note that Covid-19 was a key challenge throughout 2020/21 and had a significant impact on delivery in a variety of ways including:

- Diverting resources into Covid-19 response – community and economic measures
- Challenges around delivering Covid-19 workplaces and activities
- The impact of government guidance and emergency provisions
- Partnership challenges due to Covid-19 demands on key partners
- Shortages of supplies

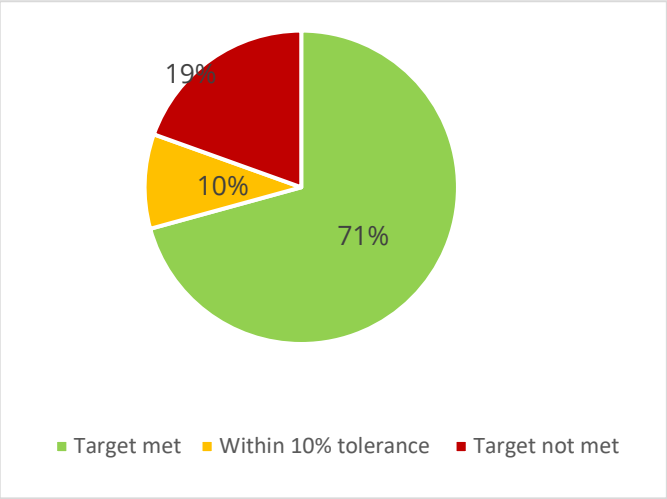
All activities have continued to be assessed throughout the period for Covid-19 impact and response.

2.0 Performance dashboard

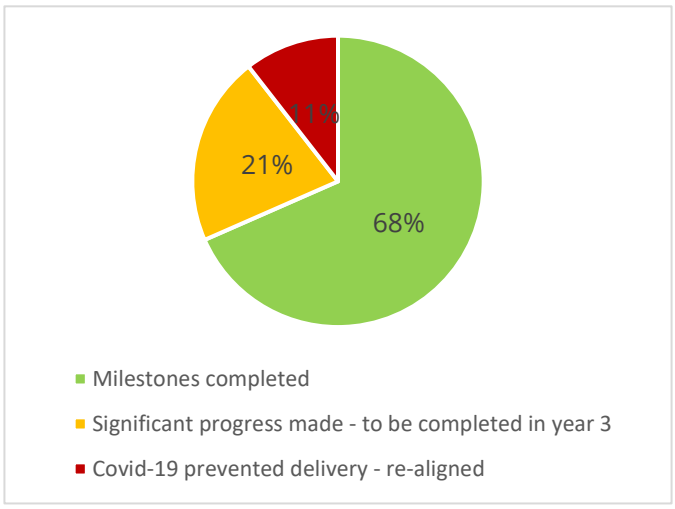
Total delivery plan milestones in 2020/21



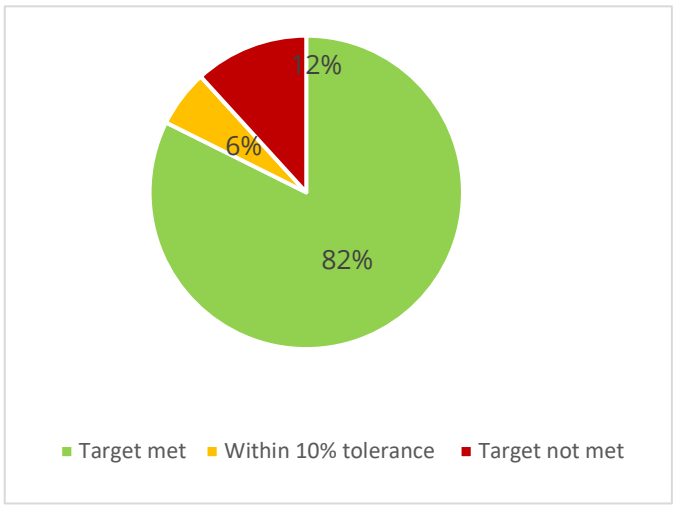
Total delivery plan measures



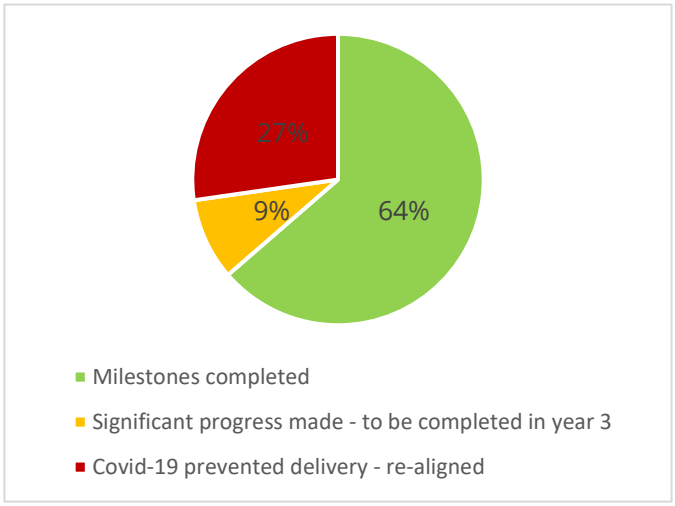
Making Chesterfield a thriving borough milestones



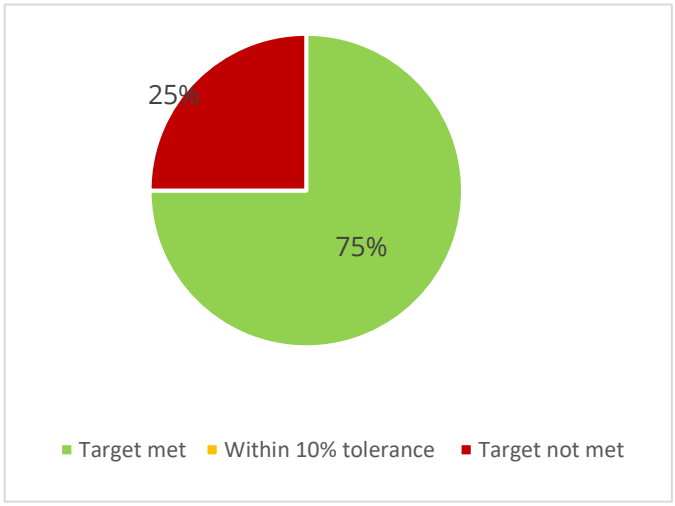
Making Chesterfield a thriving borough measures



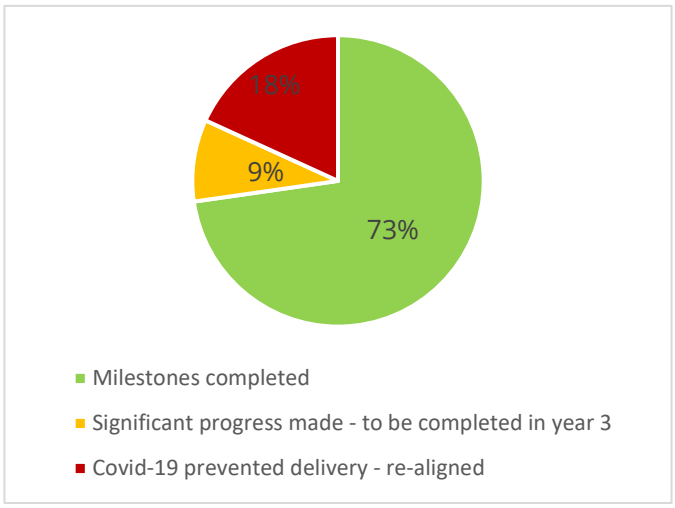
Improving quality of life for local people milestones



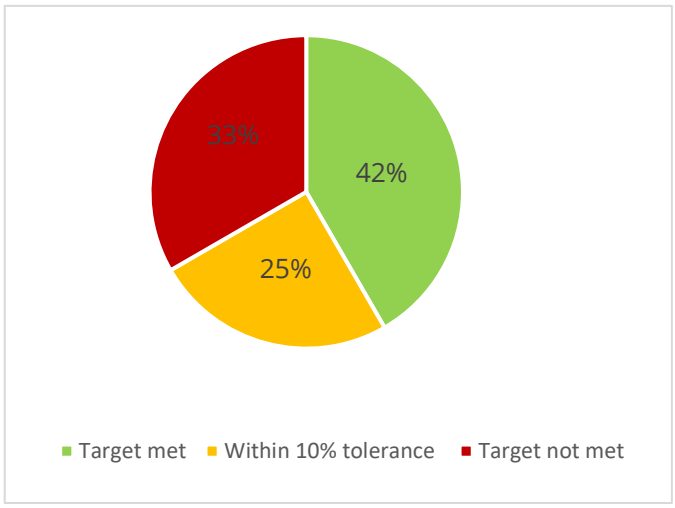
Improving quality of life for local people measures



Providing value for money services milestones



Providing value for money services measures



3.0 Priority – Making Chesterfield a thriving borough

3.1 There are four objectives for this priority area:

- 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

3.2 The progress on the key milestones for this priority is detailed in the table below. Of 19 milestones risk assessment indicated that six were likely to be impacted by Covid-19 to a high extent, eight as medium and five as low. Despite Covid-19 having significant delivery impacts for 74% of the milestones for 2020/21, 68% of the milestones were delivered to schedule and a further 21% due to be completed in 2021/22.

Milestone	Covid Risk	RAG	Progress
Complete and open the Northern Gateway Enterprise Centre	M		Building works commenced in April 2020, however the delivery programme was impacted by the Covid-19 pandemic mainly through supply chain shortages and Covid-19 secure construction and workplace challenges. At the half year performance stage, the programme had been re-aligned taking into account the Covid-19 challenges and a revised completion date for 2021 agreed. The latest progress indicates that this is possible however it is regularly reviewed due to ongoing Covid-19 related supply chain challenges. 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. A marketing strategy has been developed, with the new Centre adding to the Enterprise Chesterfield brand. The new building has been designed to have sustainability principles at its heart, minimising its impact on the environment.
Progress the land assembly plan for the next phase of the Northern Gateway	M		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. Significant progress has been made to establish viability of redevelopment and is supported by a detailed planning brief to show design/layout and character of possible development. The next stage is to engage further

			with landowners and occupiers to seek alternative relocation options. Progress will continue into 2021/22.
Continue to support the delivery of the Elder Way development	**H**		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. 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. 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 working onsite delivering the improvements and completion is expected in summer 2021.
Waterside – commence construction of commercial development at Basin Square	**L**		The first development in the Basin Square area commenced in October 2020. Construction is well underway, ground works are completed and steels are erected to full height on site. Chesterfield Borough Council is working closely with the main contractor and Chesterfield College to maximise the impact of the local labour clause and to support local supply chains. The site is also being utilised to support Chesterfield College students with their Construction Skills learning. We have funded an interactive time lapse camera to support students with their digital construction skills lab at college. Supported site visits have also taken place. Other elements of the Waterside scheme also continue to progress. There is active interest in the multi-storey car park proposed for the site and with the hotel operator.
Complete consultation, develop and adopt the HS2 station masterplan	**M**		Chesterfield Borough Council 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: • 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 Consultation on the draft masterplan was undertaken from 8 February 2021 to 8 March 2021. Due to Covid-19 related restrictions the consultation was undertaken largely online through the use of a virtual exhibition room, although paper copies of all materials and contact phone numbers were also provided to assist residents unable to engage virtually. 1,396 visits were recorded to the Masterplan Consultation Website and 114 individual responses received. Responses were received from Statutory Consultees, Key Stakeholders, Interest Groups and the General Public. A comprehensive Report has been drafted on the outcome of the Consultation process and the Masterplan is currently being revised in line with consultation responses. The Final Masterplan is due by mid-May 2021 and is expected to be adopted in July 2021.
Progress key site acquisition strategy to maximise HS2 benefit	**L**		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. The legal agreement to secure the site was successfully implemented and demolition is in progress. The internal 'soft-strip' is completed and visible demolition work is expected to commence during June 2021.
Progress year 2 of the HS2 and you programme	**H**		The HS2 and you programme was paused from March 2020 due to the impact of the Covid-19 pandemic on school provision. The programme was paused approximately two thirds of the way through the programme with the programme originally due to complete in June 2020. The impact of Covid-19 has continued to impact schools with restrictions on external visitors / activities expected to remain well in to the 2021/22 academic year. At the half year performance stage, the programme was re-aligned taking into account the Covid-19 challenges with a revised approach being agreed. We worked with Learn-By-Design and Spanish Rail

			Manufacturer Talgo to develop on-line materials that provide all primary and secondary school students in Chesterfield borough with the opportunity to access resources virtually by taking part in a 'Green Rail' Competition. https://www.learnbydesign.co.uk/dr-green-competition Both competitions focus on sustainable and green rail. The Primary Challenge asks students to design a sustainable and green train and the Secondary Challenge is centred on planning a new route for Talgo's Hydrogen Train. Both challenges are supported by resources that embed STEM skills and align to curriculum subjects.
Deliver year 1 of the Visitor Economy Action Plan	H		Work on the preparation of the Visitor Economy Strategy and Action Plan has commenced. Following a procurement exercise, Team Tourism (specialist consultants in the tourism and visitor economy sector) have been appointed to develop the Strategy. The project inception meeting took place at the beginning of March 2021 and since that time Team Tourism have been undertaking background research (building on the Chesterfield Visitor Economy Audit that was completed in August 2020) and an initial round of stakeholder engagement. This engagement has included a facilitated session with a CBC Scrutiny Project Group which has an active interest in the development of the Visitor Economy Strategy and action Plan. Following wider consultation on both options for development and the draft document, the strategy is scheduled for completion autumn 2021.
Deliver a programme of Borough wide events	H		The events programme has been critically impacted by the Covid-19 pandemic. Major events for 2020 were cancelled due to social distancing requirements including Medieval Fun Day, Walking Festival, 1940s market, Motor Fest, Fireworks extravaganza and the Christmas Lights switch on. The approach was revised in-year with a focus on virtual events developed around arts, culture, museums and civic and where appropriate carefully managed Covid-19 secure scaled back in-person events such as Remembrance. We delivered a Covid-19 secure Christmas event "The Amazing Santa House" augmented reality experience. This event proved to be successful with many families attracted to visit the Town Centre in the run up to Christmas. Visits were pre-bookable and sold out very quickly. Over 750 families

			booked to visit the Santa House. Feedback was obtained from those visiting and 98% of visitors said they would recommend the experience to friends and family. 76% of those visiting reported that they stayed in town and spent money. Further, 91% of those attending said they would be more likely to come to Chesterfield if more regular events and experiences took place. In addition to our own events programme we have worked hard to provide information to event organisers on Covid-19 event specific Health and Safety requirements. A checklist is available on our website and support available. If events do go ahead, they must comply with emerging government guidance to review the events usually held. We are using the checklist and guidance to develop our events for 2021/22 which a range of "little and often" events to support town centre recovery.
Re-launch the Town Centre Forum to increase engagement and activity to promote and support the Chesterfield Town Centre economy	**M**		The re-launch of the full Town Centre Forum had to be delayed due to Covid-19 restrictions, however an alternative approach was developed during 2020/21 which enabled engagement, promotion and support activity to go ahead. This has included one to one engagement with businesses and key stakeholders within the town centre in order to support them during the different stages of Covid-19 restrictions and beyond. Our Town Centre Engagement Officer The re-launch of the town centre forum forms a key part of our economic recovery plan and is being developed for 2021/22.
Support the development of Peak Resort and Adrenaline World (now Summit @Peak), maximising the benefit for Chesterfield's economy	**L**		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. Summit @ Peak construction is underway and will provide a variety of activities including zip lines, climbing walls and a ninja course. Another key part of the development is the Gateway @ Peak to 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.
Consider the options for the refurbishment of the George Stevenson Memorial Hall and progress to design phase if viable.	**M**		The options development stage was paused during the first half of 2020/21 due to the impact of the Covid-19 pandemic. The project was however progressed from October 2020 and an initial options appraisal was presented to members and officers in December. The Royal Institute of British Architects stage 1 report was considered in February 2021 and stage 2 report considered in May 2021. Detailed designs and financial summary have been produced which detail the proposed costs of the capital project and also revenue implications. If the options are considered desirable and viable and outline project funding plan will be developed to include potential external funding opportunities and financial borrowing options and costs.
Develop schemes and initiatives including the town investment plan to maximise the Staveley Town Centre Deal potential	**L**		The Staveley Town Board has been meeting regularly to consider the range of complex issues of programme development, sifting projects of significant scale, impact and community benefit that are deliverable within the 5 year Town Deal period. Following consultation, the place vision was approved by the Staveley Town Deal Board along with a Town Deal logo. The Town Investment Plan was then co-designed and submitted to Government. In March 2021 Government announced that Staveley had been successful in securing £25.2 million. Chesterfield Borough Council are the accountable body for the fund and work continues to develop the assurance framework, guidance and policy around the town deal. There has also been significant engagement in national level town deal workshops, focus groups and technical events as well as local project sponsor workshops. In addition, we are actively engaged with the national programme with other town deal areas (101 in total) to collaborate and learn from best practice. A report went to Joint Cabinet, Employment & General on 13 April to set out the Management and staffing arrangements for the Staveley Town Deal. Staveley received funding ahead of the Town Deal, namely £500k Accelerator Fund from Government.

			Four of the five projects: DRIIVe, CCTV, Play equipment in King George V Park and drainage for Staveley Miners Welfare Football pitches are now all complete. One further project (Springwell Community College) is working through various legal and funding issues but expects to commence later in 2021/22 in accordance with agreed timescales.
Further develop the visitor offer at the Pomegranate and Winding Wheel Theatres	**H**		Due to the Covid-19 pandemic, the focus during 2020 was re-opening the theatres as a Covid-19 secure venues to ensure the safety of customers and staff. The Pomegranate Theatre was initially re-opened as a cinema in July 2020 and then for live theatre in October 2020 and the Winding Wheel Theatre was re-opened for live theatre in October 2020. All activities had to be carefully risk assessed to ensure safety. Unfortunately, due to government restrictions, both theatres had to close in early November 2020, and have remained closed for entertainment since then. However, since January 2021 the Winding Wheel Theatre has been licensed by the NHS for use as a vaccination centre. During the periods of closure of the theatres, we have continued to engage with customers virtually using social media and other online platforms with quizzes, competitions, activities and information.
Conduct research and develop options for alternative usage of retail space in the town centres	**L**		We continue to actively explore different uses for retail space within the Town Centre. Town centre spaces are evolving over time and Covid-19 has had a significant impact. Where spaces have become available we have worked with stakeholders to develop alternative uses where appropriate, for example Job Centre Plus with the former Argos retail store. We are also working with Vicar Lane to bring a greater variety of uses to retail space in order to maintain town centre vibrancy. A further study has also been commissioned to consider the demand for housing within the town centre.
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 • The provision of enhanced public realm linked to the Northern Gateway development 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 at Elder Way to include Packers Row (as far as the junction with High St). Completion is expected in summer 2021. The design work for the reconfiguration of the market place is underway with works planned to start in early 2022 following consultation.
Develop and adopt a long-term parking strategy including electric vehicle charging	**M**		Development of the parking strategy is underway, however specific aspects of delivery and improvement have already been progressed including: • Total replacement of parking equipment to mirror Saltergate MSCP enabling customers to purchase weekly, monthly and annual passes directly from pay stations as well as online • Pay by phone launched for surface pay and display sites • Work is underway with Derbyshire County Council and AECOM to deliver a vehicle management system to improve traffic flow into Chesterfield via the A61 corridor and it's arterial routes. • Electronic signage available on strategic routes into the town centre to inform customers of car parking availability. The signage is completed with a further stage now underway to link back office systems to inform the display regarding the number of spaces available at each site • 23 electric vehicle chargepoints have been installed in partnership with Derbyshire County Council and Chargemaster, utilising external funding of around £100k. There is also a 10 year maintenance and upgrade agreement • Funding has been secured to provide chargepoints in residential settings through the Onstreet Residential Chargepoint Scheme (ORCS) (2020-21 round). This fund is aimed at providing charging facilities to residents who do not have access to off street parking for electric vehicle charging, to ensure that this is not a barrier to EV use and ownership. The groundworks have been completed with the final installation happening in June • Structural repairs to Beetwell Street Multi-Storey car park have been completed and have led to increased capacity

Deliver new business units at Calow Lane	H		This activity was halted in 2020, to allow the Economic Development Team to focus on delivery of activity contained in the Covid-19 Recovery Plan. The pause also gave an opportunity to review the demand for industrial units during the Covid-19 pandemic. The demand for industrial units within Chesterfield continues to be high with high letting rates across existing stock and a high enquiry rate. Work on the delivery of new business units has now commenced with site investigations being completed and architects procured to develop designs. The draft designs are currently being costed by quantity surveyors. When detailed costs are available, the design will be progressed and a planning application submitted.
Refreshing the skills action plan to include harder to reach young people including care leavers, apprentice town and annual skills conference support	M		The Skills Action Plan has been refreshed focusing on and responding to the challenges and opportunities highlighted in the Councils Growth Strategy and Economic Recovery Plan. The plan focuses on four key themes: supporting young people, raising skill levels, improving the role of higher education provision and realising our growth ambitions by harnessing the power of investment. The Skills Action Plan however continues to be reviewed and refined to respond to the latest information and Government direction. This includes the Skills White Paper published in January and the Skills Accelerator Prospectus in April. There were further announcements around post 16 education within the Queen's Speech 2021 which will also be important to reflect. A range of activities have been delivered during 2020/21: **Young people and Careers (including supporting harder to reach)** New activities have included the establishment of a Chesterfield provider network (April 20) and the delivery of virtual skills and careers platform My Future (Aug 20), supporting the Chamber of Commerce in the delivery of the Kickstart Scheme in Chesterfield which has generated 161vacancies across 51 companies in the borough. . These activities recognise increases in unemployment, in particular amongst 18-24 year olds, the 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.

			There has been increased engagement with DCC Childrens Services and Careers Services teams to ensure unemployed, those at risk of redundancy and harder to reach groups including NEET and Care leavers can access activities within the economic recovery strategy and skills action plan. **Apprentice Town** activity has continued to be delivered and has included the Apprentice Round Table event in February and a refreshed marketing campaign from December 2020, resulting in 11,500-page views, 8,320 of them being unique views between April 2020 – March 2021. This is a 50% increase on the previous year. **Local Labour Activity** A key objective within the skills action plan is to harness the power of investment and maximise the number of training, employment and supply chain opportunities for local people arising from new development secured through local labour agreements. This has continued in earnest and will continue to be a priority in the refreshed plan. We have seen significant impact resulting from this activity in 2020/21 with activity enabling: 375 jobs 45 Apprenticeships £23,107,028 contracts within local supply chain As well as number of social value impacts including: - £6825 contribution to Speedwell Infant School as part of contractors' social value commitments • Virtual Work Experience (Fortem / Springwell School) • Virtual Workplace Tours (MADE / Woodhead Construction) • Live briefs and Curriculum Projects (Britcon, Woodhead, Fortem) Women in construction mentoring **Annual Skills and Employability Conference** Recognising continued social distancing restrictions, the annual employability conference was delivered in a new virtual format in February 21. The event was attended by 89 delegates from across the business and education community and focussed on strengthening relationships between

			employers and the future workforce with the theme of innovation, change and resilience.

3.3 The progress on the key measures for this priority is detailed in the table below. There are 22 measures, 17 of which had targets and measures collected during 2020/21. 14 of the 17 measures met their target (82%). A further measure is within 10% tolerance of meeting the target and two were not met. These three measures around town centre occupancy, town centre housing and NEET for young people were both significantly impacted by Covid-19 and reflect the national picture.

Measure	2020/21 target	2020/21 actual	Rag Rating	Comments
Number of new homes in the borough	240	297		
Number of new homes in the town centre	Increase from 10	1		Covid-19 has had a significant impact on town centre conversion activity. A further study has also been commissioned to consider the demand for housing within the town centre.
Major planning applications - speed of decisions	60%	84%		Rolling two-year average required of over 60% to meet national planning standards
Other planning applications – speed of decisions	70%	74%		Rolling two-year average required of over 70% to meet national planning standards
Major planning applications – quality of decisions	Under 10%	0.3%		Rolling two-year average required of under 10% to meet national planning standards
Other planning applications – quality of decisions	Under 10%	0.3%		Rolling two-year average required of under 10% to meet national planning standards
Amount of external funding accessed for HS2 programme	£1 million	£2.37 million		£9.8 million secured during the first two years of the council plan.
Number of children reached via HS2 and you project	530			Activity not undertaken due to Covid-19 pandemic
Tourism contribution to the economy	5% increase			Activity not undertaken due to Covid-19 pandemic
Visitor numbers	5% increase			Activity not undertaken due to Covid-19 pandemic
Visitor overnight stays	5% increase			Activity not undertaken due to Covid-19 pandemic
Town centre occupancy rates	90%	87%		Occupancy rate impacted by Covid-19. This is inline with the national picture.
Number of businesses	Over 3280	3360		An increase of 80 despite the high impact of Covid-19.

Number of business start-ups in the borough	Over 340	415		An increase of 75 despite the high impact of Covid-19.
Number of businesses supported to find accommodation	Over 500	609		
% local labour clauses	100%	100%		
% jobs secured by local people on developments with local labour clauses	50%	61%		
Percentage of young people not in education, employment or training	Under 5%	5.8%		Worsening picture across the country as under 25s have been significantly impacted by Covid-19 economic impact.
Number of schools and businesses engaged in skills programmes	40	153		
Number of learners engaged in skills programmes	400	1534		
Funding levied for skills programmes	Over £500k	£661,069		Over £1.7 million in external skills funding secured during the first two years of the Council Plan.
Visitor numbers at theatres	135,000			Theatres closed during most of 2020/21 due to Covid-19 pandemic.

4.0 Priority – Improving quality of life for local people

4.1 There are four objectives for this priority area:

- Provide quality housing and improve housing conditions across the borough
- 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

4.2 The progress on the key milestones for this priority is detailed in the table below. Of 11 milestones risk assessment indicated that four were likely to be impacted by Covid-19 to a high extent, four as medium and three as low. Despite Covid-19 having significant delivery impacts for 72% of the milestones for 2020/21, 64% of the milestones were delivered to schedule and a further 9% due to be completed in early 2021/22.

Milestone	Covid Risk	RAG	Progress
Develop, agree and implement the Rough Sleepers Strategy	L		The Rough Sleepers Strategy was approved in early 2020/21 however learning from the pandemic and new requirements are being used to update the Strategy for 2021/22. 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 for rough sleepers. 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. CBC are the lead authority and the SLA with P3 and Pathways. The service launched on 1st October 2020. The Housing First Scheme has been developed and is now operational providing an initial 7 units of supported accommodation for people with complex needs. Due to the immediate success and demand for the service the decision weas made to expand to 14 units. 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 is based within Probation but largely focussed within the council's homeless prevention team. 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. The Next Steps Accommodation funding bid to MCHLG has been successful, £152K awarded to Derbyshire, 72% of what was asked for, which will deliver • 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

			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. The focus and investment in services due to Covid-19 have enabled a step change in the delivery of the strategy. The provision of the winter Nightshelter that has been in place in the previous 2 years was not possible this year due to the pandemic. As an alternative CBC in partnership with other Derbyshire councils commissioned a 35 unit facility to ensure the safe delivery of accommodation during the winter period. This was in operation between 15th December 2020 to 31st March 2021. CBC led on a county wide bid to the MHCLG's Rough Sleeper Initiative Fund in an attempt to secure funding to continue to deliver: • 2 x rough sleeper co-ordinators • 6 x Rough sleeper outreach workers • 6 x Supported Lettings workers • 1 x Rough Sleeper Team Leader • 1 x Prison Resettlement worker • 3 x Rough Sleeper Navigators • Contribution to winter provision in 2021. The overall application was for in excess of £655,000. Notification of the outcome of the bid will not be made until May/June 2021 but initial feedback from MHCLG has been positive.
Assess private sector stock condition survey and develop a costed action plan for improvement	H		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. To enable us to be as informed as possible in terms of the private sector housing stock in Chesterfield, we 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, was intended to be completed towards the end of this financial year which will inform any correlations between poor housing and ill health and from that we will determine investment

			priorities going forward within the action plan. Unfortunately the project was delayed due to Covid-19 and the staff (employed by Derby City) were redeployed onto other Covid-19 duties. This activity however is now restarting and will provide vital data to inform our action plan.
Deliver year 2 of the five-year housing environmental schemes programme	**M**		Phase 1 of the Environmental Scheme ay Barrow Hill was completed in 2020/21. Phase 2 is now underway and progressing well. The scheme value is approximately £3.9m with the work scheme broadly classified into the following types of external environmental improvements: • Pathways • Private access paths and courts • Shared surface streets and courtyards • Green space and tree planting • Gardens and boundaries The full scheme is due for completion in June 2022. Following the successful completion of the Grangewood scheme, the Council continues with the residential block refurbishment Programme to upgrade and improve various residential blocks throughout the Borough. The value of the overall programme is £8m over a 5-year period with the project initially focussing on the following blocks - Ashcroft Court, Seaton Court, Brearley Court, Dixon Court and Newland Dale with additional blocks coming on stream in future years. As part of the refurbishments schemes, the blocks will undergo extensive internal and external improvements included decorating the communal areas, upgrades to the communal 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 in some cases will be replaced and concrete repairs will be carried out on communal stairwells to ensure the safety of all residents and visitors. In response to the climate emergency, the Council is committed to ensuring that its existing housing stock is as energy efficient as possible. As part of that commitment, the windows and in some cases the insulation in each property and all communal

			areas will also be upgraded to improve the thermal efficiency of residents' homes. Limited hard and soft landscaping works will be included where appropriate as part of the block refurbishments with improvements including provision of additional parking and renewal of footpaths and green spaces.
Deliver year 1 of the climate change plan	**M**		Delivery during the first year of the Climate Change Action Plan has been strong despite the significant impacts and challenges of the Covid-19 pandemic. The pandemic has made engagement with the private sector and some partners more challenging and also slowed some action areas internally and externally due to the need to redeploy and refocus resource pandemic response. 30 of the 39 actions within the plan have either been completed in year 1 or remain on target for their delivery date. The remaining nine actions are being progressed but the timescales have been adjusted to take into account the challenges experienced during 2020/21 and into 2021/22. They are however still expected to be delivered during year 2 and 3 of the plan. **Homes and buildings** 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. 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 that commitment, the windows and in some cases the insulation in each property and all communal areas will also be upgraded to improve the thermal efficiency of residents' homes. In August 2020, Government launched Phase 1a the Green Homes Grant Local Authority Delivery scheme. Chesterfield were successful in their bid for £500K to improve approximately 40 privately owned/rented properties within the borough. In January 2021, the Council were successful in their Phase 1b bid for a further £500K in round 1b

			to improve a further 40 privately owned/rented properties. Government have just launched Phase 2 of GHG and Chesterfield have been provisionally awarded a further £445K subject to the submission of a successful bid. To qualify all homes must have an EPC of grade E or below and the occupier of the property must be in receipt of an annual income of less than £30K, which would mean that they are in fuel poverty. Phase 1a must be delivered by the end of June 2021, Phase 1b must be delivered by the end of September 2021 and Phase 2 must be delivered by the end of December 2021. The delivery of approximately £1.5 million pound in improvements to privately owned properties within the borough, will ensure the vulnerable occupiers of these properties will have warmer homes with lower energy bills and as a result make a significant contribution towards tackling climate change and fuel poverty. **Power and electricity** Chesterfield Borough Council is now on a fully renewable energy plan for all our electrical energy needs. This has been renewed at a significantly (circa 25%) reduced rate for 2021/2022. LED lighting is being installed in CBC operational buildings (internally and externally) as existing fittings reach the end of life. DCC report that they are in the process of switching all streetlights, illuminated signs, bus shelters, and traffic signals to LED operation county-wide. This has resulted in a saving of approximately 15.7 GWh of electricity per year since 2015 (around 11,700 tonnes of CO_2 emitted annually). Currently about 88% of streetlights have been converted to LED across Derbyshire. **Transport** A Borough-wide Integrated transport assessment is being conducted and the new Local Plan prioritises walking and cycling in the overall spatial strategy (and in a range of specific policies throughout the plan). Preparation of Walking and Cycling SPD has been delayed due to resourcing constraints while responding to White Paper on Planning. This is expected by the end of 2021. Work on a CBC fleet needs assessment has been completed and is being refined in readiness for contract renewal (in 2023). A trial of electric bicycles for use by CBC staff in place of fossil-

			fuelled powered vehicles for work travel is being developed. **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. While we saw a significant drop in CO_2 emissions during 2020 the challenge remains to recover economically, without immediately returning to a high emission "business as usual" scenario. 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. Work is ongoing in partnership with Destination Chesterfield to support change in the private sector in transition to a lower carbon mode of doing business, however this engagement work has been severely hampered by the Covid-19 pandemic. Destination Chesterfield are including a sustainability category within their Love Chesterfield awards in Autumn 2021. **Land use** A preliminary tree canopy assessment found an average canopy cover in the borough of 16.3%. This is greater than the national mean for urban areas (15.8%). A more detailed survey is planned which will assess this in more detail at ward level over the summer of 2021, this survey is likely to take quite a long time to complete as it requires detailed survey work of a number of sample plots. Work is progressing with partners to begin to develop a full trees and woodland strategy – this will incorporate (and to some extent supersede) the work on CBC carbon storage, and also incorporate work on biodiversity mapping and other natural capital in the borough. This is a substantial piece of work and is expected to be completed in early 2022. We have and will continue to work with Derbyshire County Council to establish our approach to nature friendly road verges. Changes are being applied to cutting schedules to reflect

			these (although this has been a relatively low priority during the winter months). CBC planted around 3000 trees during the 2020/21 planting season. **Waste** Following a period of significant disruption due to Covid-19 and issues around domestic recycling, CBC has terminated our contract for domestic recycling and re-issued it on a temporary basis before a fresh tendering exercise. Work is now ongoing in developing revised waste strategies and other outreach activities. This project area has suffered substantial slippage due to the period of disruption but is once again making progress. **Engagement and Communication** A new communications and engagement strategy for the council on climate change has been completed. Based on this, we have added material to the council website on climate change and have developed an annual communications plan focussing on climate change messaging. As of the reporting date we were also integrating a number of other climate change messages in our wider communications, commissioning branding for climate change campaigns, developing a stakeholder mapping exercise to establish groups in the community which we were not engaging with on this issue, and assessing the need for carbon literacy training for elected members.
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. 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 that commitment, the windows and in some cases the insulation in each property and all communal areas will also be upgraded to improve the thermal efficiency of residents' homes.

Develop and deliver schemes and trials to increase recycling rates	H		During February 2021 the council terminated its contract with its recycling contractor. Work is underway to secure the way forward for the recycling services, with a short/medium term solution in place with a different contractor. This aspect of the council's delivery plan will be picked up as part of the longer term solution.
Deliver year 1 of the Parks and Open Spaces Strategy	H		The Parks and Open Spaces Strategy is to be presented to council in Quarter 2 of 2021. It has been delayed slightly in order that it can be rolled out together with the play strategy which is an integral part of the Parks and Open Spaces strategy.
Plan and deliver the 2020/21 local democracy programme with a climate change theme	H		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. The Climate change local democracy programme has however been developed and will only require minor updating for 2021/22.
Plan and deliver with the Equality and Diversity Forum four equality and diversity events	M		Face to face events during 2020/21 were not be possible due to social distancing measures. However, following successful virtual meetings of the Equality and Diversity Forum, four virtual events have taken place during the second half of the year: • A Mental Health training session was held in October 2020, looking at the impact of Covid-19 on mental health. This was a well attended session and excellent feedback was received. As a result two more sessions are booked for Q1 2021. • An online Holocaust Memorial Day event was held in January 2021. The forum worked closely with the charity 'Generation 2 Generation' and welcomed a guest speaker who spoke about her mother and grandmother and their experiences during the Second World War when they had to live as non-Jewish Hungarians in Budapest. • For International Women's Day in March 2021, the forum chose to spotlight local services who support victims of domestic abuse. In partnership with the Elm Foundation, a series of short videos and information about the

			support which is available were posted on social media throughout the day. • Two days of 'Hope Not Hate' webinar training sessions were completed during March 2021, concentrating on Unconscious Bias and Antisemitism.
Implement the Derbyshire Care Leaver Offer	**L**		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. Improvements in communication between the Housing Options Team at CBC and the Leaving Care Team at DCC have been made to improve the level of support, information and choices around suitable accommodation. Key links have been made between the Skills team at CBC and the leaving care team at DCC to ensure care leavers can access key skills activities like the MyFuture platform, educational and apprenticeship information and opportunities.
Deliver year 1 of the Armed Forces Covenant action plan	**M**		Key elements of the plan have been delivered including: • Appointing an Armed Forces Champion • Providing member and officer representation and engagement at Derbyshire Covenant Partnership • 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 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. 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. We are currently developing plans for Remembrance Sunday and the 11th hour ceremony. We have recently submitted our application for Silver Award status in the Ministry of Defense Employer Recognition Scheme.

4.3 The progress on the key measures for this priority is detailed in the table below. There are 12 measures, eight of which had targets and measures collected. Six of the eight measures met their target (75%). The two measures where targets were not met – new Council homes and the number of children in the learn to swim programme were significantly impacted by Covid-19.

Measure	**2020/21 target**	**2020/21 actual**	**Rag Rating**	**Comments**
Number of new Council homes developed or acquired	37	17		Development and acquisition stalled in March 2020 due to Covid-19. Developments and acquisitions have resumed and the programme is back on track to achieve 100 new homes or acquired homes by April 2023.
Decent homes standard	100%	100%		
Children who are fairly active as measured by the active lives survey	Above 50%			Activity not undertaken due to Covid-19 pandemic
Adults who are fairly active as measured by the active lives survey	Above 65%			Activity not undertaken due to Covid-19 pandemic

Number of children in our learn to swim programme	1900	1466		Although the target has been missed this is an excellent result to achieve over 75% of the target number given the limited availability of provision due to Covid-19 restrictions.
Number of green flag rated parks and open spaces	5	5		
Tenancy sustainment, percentage of people supported who remain in their tenancies one year after support started	85%	96%		
Number of homeless preventions per annum	Over 300	330		
Additional amount of benefits claimed due to Council support	Over £750,000	£889,797		Over £1.68 million in additional benefits have been claimed during the first two years of the Council Plan.
Number and amount spent on disabled facilities grants	Over 400,000	£414,000		
Number of children engaged in local democracy and civic campaigns	500			Activity not undertaken due to Covid-19 pandemic
Number engaged in theatres health and wellbeing programme	1000			Activity not undertaken due to Covid-19 pandemic

5.0 Priority – Providing value for money services

5.1 There are three objectives for this priority area:

- 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

5.2 The progress on the key milestones for this priority is detailed in the table below. Of the 11 milestones risk assessment indicated that five were likely to be impacted by Covid-19 to a high extent, three as medium and three as low. Despite Covid-19 having significant delivery impacts for 73% of the milestones for 2020/21, 73% of the milestones were delivered to schedule and a further 9% due to be completed in early 2021/22.

Milestone	**RAG Rating**		**Progress**

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. The Year-End final accounts and report will be presented to Cabinet in June 2021.
Develop the Council's Organisational Development approach further to ensure alignment of key strategies, plans, programmes and functions	**M**		Organisational Development Strategy approved at Full Council. The OD Strategy recommends that the Council builds on its existing best practice by integrating existing change programmes and emerging future priorities into a detailed OD plan, which focuses on seven themes and outcomes: 1. People & Culture: Develop a skilled, resourceful and effective workforce, which is capable of delivering our future ambitions 2. Finance & Commercial: Increase financial performance and resilience throughout the Council and further develop a commercial culture, including working with partners, to maximise the performance of our assets 3. Access to Services: Provide improved access to services to our communities for the services they need, in the way they need, and via a single point of contact and resolution 4. Digital & Data Capability: Develop digital capability, which enables new ways of working, enhanced service performance and culture change; making management and use of data more effective, to inform decision making and insight 5. Strategy, Policy & Governance: Enhance and standardise evidence based planning and decision making, with agile, transparent and effective governance structures 6. Programme & Performance Management: Deliver Council priorities more effectively through centrally coordinated programme and performance management, which is incorporated into a corporate framework and with dedicated management resource 7. Engagement & Communication: Co-design services and improvements with our stakeholders. Increase awareness of council services and improve our reputation by demonstrating delivery of Council outcomes and associated benefits to our communities

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. The Councils organisational development strategy, which was approved at Cabinet and Council in April 2021, will include the review of the Councils approach to commercialism. The review will look at; • establishing an updated definition of commercialism for the Council • creating a better understanding of the opportunities to integrate commercial awareness with public sector values • considering whether the new definition should incorporate pursuing service efficiencies to eradicate 'waste' in the system • considering the role of procurement, innovation, and working effectively in 'taking a commercial approach' • considering the contribution that could made to maximising social value for our communities
Successfully return Arvato and Kier services	L		All Arvato and Kier services have successfully transferred back to Chesterfield Borough Council. The final services transferred back in January 2021.
Deliver the activities identified in the Council's Asset Management Strategy and Plan for 2020/2021	H		A final draft of the Asset Management Strategy has been prepared. This is being reviewed in light of the Covid-19 pandemic impacts and in conjunction with the Organisational Development (OD) strategy. The Council is still managing the delivery of its Asset Management Delivery Plan which contains all the ongoing asset related priority actions and outputs. The Covid-19 pandemic has led to a number of these actions being reviewed due to capacity and re-prioritisation. The plan will continue to be co-ordinated and managed through the Councils Asset Management Group and will be further updated for consideration / approval once the Asset Mgt. Strategy (2021-24) has been approved. A number of key renovation works have been completed and the three year asset disposal programme has also continued.
Complete the second year of the ICT	L		ICT improvement programme continues to deliver at pace and remains on budget and within project

improvement programme.			timescales despite the challenges of Covid-19. Some key achievements so far this year include: • Completed upgrade to Windows 10 on all computers improving performance and security for computer users • Completed the move of all services to the new resilient internet connections and decommission old connections. • Implemented automatic monthly security patching to end-user devices to improve security • Migrated housing (Northgate) and finance (Logotech) systems to cloud or vendor hosting improving availability, performance and security whilst reducing maintenance effort • Roll out user portal of the ICT Service Desk; users can log calls and request services directly via the portal. • Completed upgrade of all network equipment to improve the Council's network and allow remote support of network infrastructure • Office 365 phase 1 rollout completed. Phase 2 defined and scoped. Improvements planned for OneDrive, Teams & SharePoint Online • COINS system PDA roll out is complete. 115 employees to access key systems remotely while out on site, increasing productivity, efficiency and communication • Retiring of legacy servers – 44 servers retired in total, reducing maintenance effort and licence costs • Covid-19 business grants process developed on Salesforce as an end-to-end digital solution • Salesforce digitalisation projects in progress for Environmental Health and Food, Licensing and Waste Management
Develop our future ICT Strategy for 2022/2023 onwards	**H**		Maintaining the progress on the current ICT programme has been the priority, with many initiatives brought forward to address mobile working. New services the council has provided in response to pandemic (such as business grants) have been implemented as digital projects with quicker time-to-market and reduced operating cost compared to a manual process. The medium and long-term impacts of the pandemic (technological, cultural, societal, financial) will have a major influence on the future ICT programme so this activity will need to span

			into 2021/22. Some planned areas of focus for the ICT strategy are data and application integration, improving business intelligence and further digitalisation workstreams.
Further develop the performance management framework to include key organisational health check measures to support service improvement	M		The Council Plan Delivery Plan for 2021/22 approved at Council in February 2021 includes a revised measures suite to incorporate some corporate health measures. The Performance Management Framework also includes sector led improvement activity with the Local Government Association. The next Peer Challenge has been booked for October 2021 and will include a focus on corporate health factors. Performance Management is a key part of the Organisational Development Strategy with actions planned over the next two years.
Achieve customer services excellence accreditation	M		We are currently awaiting feedback from our submission to Customer Service excellence. Maintaining core services has been the priority during the Covid-19 pandemic alongside new demands such as business grants and business rate changes. We have however continued to build on the successful customer service excellence assessment for 2019/20 and have submitted our application for 2020/21 and are expecting a positive result.
Deliver the 2020/2021 activities identified in the People Plan 2019 – 2023	L		Progress on the People Plan 2019 – 2023 has continued at pace with key achievements including: • Council was awarded a place as a Top 100 Apprentice employer in the national competition run by the Government body ESFA • Supporting the redeployment of staff to the Proact Stadium to act as marshals for the local testing station • Development and implementation of a set of bespoke management seminars aimed at supporting managers to adapt to managing remotely and supporting their staff to work in an agile way • 'Art of Brilliance' seminar delivered by Dr Andy Cope focusing on resilience, and access obtained to 18 'bite size' Art of Brilliance webinars on topics such as 'Dealing with rapid

			change', 'Difficult conversations' and 'how to find your brave' • A suite of e-learning modules 'Covid essentials' was quickly made available and advertised on aspire learning • Restructure of Corporate Leadership Team • Launched a coaching and mentoring programme • Launched mental health first aid programme and procured a 24/7 Employee Assistance Programme for staff and members • Developed a process for Members to access Occupational Health and assistance scheme • TUPE transfer 2 large service areas resolving pay and rations issues e.g. removing bonus from Arvato staff and substituting Voluntary Living Wage and NJC equivalent annual pay awards. • Rapid change in the culture of the organisation supported by ICT/HR/L & D. 187 staff changed from fixed desktops to laptops to enable agile working supported by ICT to address home broadband issues etc.
Complete the Investor in People Assessment improving silver scores in key areas	H		A strategic review of the council's people practices was undertaken in January 2021 and the council's accreditation was extended until January 2022 at which point the council will apply for further re-accreditation. The strategic review was entirely positive and recognised the huge amount of progress made by the council during the last year.

5.3 The progress on the key measures for this priority is detailed in the table below. There are 16 measures, 12 of which had targets and measures collected. Five of the 12 measures met their target (42%). A further three measures are within 10% tolerance of meeting the target (25%). However four within the call centre will critically impacted by the extreme surge in demand due to Covid-19.

Measure	**2020/21 target**	**2020/21 actual**	**Rag Rating**	**Comments**
Number of CBC apprentices	23	48		
Council tax collection	96.4%	95.5%		Collection rates have been negatively affected by Covid-19 which is in line with the national picture.
NNDR collection rates	97%	94.7%		Collection rates have been negatively affected by Covid-

				19 which is in line with the national picture.
Rent collection rates	97.7%	94%		Collection rates have been negatively affected by Covid-19 which is in line with the national picture.
Revenues, benefits and rents calls average time to answer	1 minute	3 minutes 41 seconds		Service has been significantly impacted by the surge in calls related to Covid-19 restrictions and professions including the need to divert staff to key activities including the business grants programme. Measures were put in place to reduce impact including mutual aid.
Environmental services calls average time to answer	1 minute	2 minutes 29 seconds		Service has been significantly impacted by the surge in calls related to Covid-19 restrictions and professions including the need to divert staff to key activities including the business grants programme. Measures were put in place to reduce impact including mutual aid.
Switchboard calls average time to answer	1 minute	2 minutes 32 seconds		Service has been significantly impacted by the surge in calls related to Covid-19 restrictions and professions including the need to divert staff to key activities including the business grants programme. Measures were put in place to reduce impact including mutual aid.
Housing repairs hotline calls average time to answer	1 minute	3 minutes 22 seconds		Service has been significantly impacted by the surge in calls related to Covid-19 restrictions and professions including the need to divert staff to key activities including the business grants programme. Measures were put in place to reduce impact including mutual aid.
Facebook followers	Above 10,000	11,032		Instagram introduced in 2020/21. You Tube and LinkedIn will be included for 2021/22.

Twitter followers	Above 8,000	8,889		Instagram introduced in 2020/21. You Tube and LinkedIn will be included for 2021/22.
Instagram followers	Above 1,000	1,336		Instagram introduced in 2020/21. You Tube and LinkedIn will be included for 2021/22.
Net promoter score – Winding Wheel	Above 50%			Activity not undertaken due to Covid-19 pandemic
Net promoter score – Pomegranate Theatre	Above 65%			Activity not undertaken due to Covid-19 pandemic
Participation in parks and open spaces events and activities	Over 60,000			Activity not undertaken due to Covid-19 pandemic
My Chesterfield sign ups – digital account	Baseline	9,537		
Website hits	Over 450,000	926,645		Significant increase due to Covid-19 information hub traffic. Over 400,000 additional visits.