



Chesterfield Borough Council

**Equality and
Diversity Annual
Report**

2020 – 21



Are we accessible to you?

- We want everyone to be able to understand us.
- We want everyone to be able to read our written materials.
- We aim to provide you with what you need to read, speak and write to us.

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1. Introduction from Cllr Sharon Blank, Cabinet Member for Governance



Welcome to Chesterfield Borough Council's Equalities Annual Report for 2020/21. The report sets out the work we have been doing over the last year to promote and celebrate equality and diversity.

The COVID pandemic has highlighted just how important the promotion of equality is, especially within local communities - working with partners, voluntary groups and other organisations is an essential part of how we do this. We are very proud of our achievements, including our continued promotion of equalities and celebration of diversity within our services, as well as out in the wider community.

The Equality and Diversity Forum continues to promote equality and diversity within the borough and, during lockdown, held virtual meetings and events. The Holocaust Remembrance Day event was, for me personally, the most moving I have attended.

"Putting Our Communities First", Chesterfield Borough Council is committed to treating people fairly in everything we do as a service provider, employer and community leader. We believe we are continuing to make a real difference to the quality of life of our residents, businesses and visitors.

We would like to take this opportunity to highlight some of our key equalities achievements during the last year.

2. Equality and Diversity Strategy – Action Plan Progress

Our current Equality and Diversity Strategy outlines our corporate equality objectives between 2019 and 2023, and the way in which we plan to promote equality and diversity both within the Council and with our communities. The Equality and Diversity Policy and Strategy provide a framework for the Council to continue to ensure that the services we provide are fair and meet the needs of the local community, and that we discharge and progress our responsibilities under the Equality Act 2010.

In addition to reporting on our progress in implementing the strategy and action plan through these annual reports, progress is also monitored via the corporate performance management framework. The Equality and Diversity Forum also have a role in scrutinising our performance in delivering the strategy.

During 2020/21 we have completed the following activities which contribute to the action plan outcomes for the four-year Strategy:

Supporting and facilitating the Chesterfield Equality and Diversity Forum to act as a critical friend.

During 2020 and 2021, the Equality and Diversity Forum have met regularly and have worked together with Chesterfield Borough Council and acted as a critical friend when discussing current issues and projects and agreeing relevant topics for discussion at meetings and training events.

Outcome: - Improving and championing access to the Council's services and other public services for all.

Developing the council's website, intranet and microsites to make them accessible to all our internal and external customers.



We have carried out extensive improvement work to make the council website accessible to our customers, increasing its accessibility score from zero to nine out of ten in the independent Sitemorse Local Government Index. A website accessibility statement was published on 23 September 2020 in accordance with the EU Web Accessibility Directive and will be reviewed periodically.

We add subtitles to all our videos using the functionality in YouTube; subtitles are carried forward wherever the video is displayed such as on Facebook, Twitter, or embedded in web pages on the council website.

Outcome: Information is now reflective of and accessible to our local communities.

Support the planning and delivery of the local arrangements for the 2021 Census

The Policy and Communications team worked alongside the Office for National Statistics and played a key role in the preparations for the census which took place in March 2021. Return rates were higher than anticipated and the first set of output data is expected in early 2022.

Outcome: - With the figures from a successful census we will be able to understand our community better and shape our services accordingly.

Retain our Customer Service Excellence Accreditation

The Customer Services team continue to meet the requirements of the Customer Service Excellence Standard with all elements being fully compliant.

Outcome: The community are provided with choice of access to a wide range of services which the council provides.



Raising awareness of local equality issues and celebrating our diverse communities through the delivery of a minimum of four events each year through Chesterfield Equality and Diversity Forum on a range of locally relevant equality themes

The Equality and Diversity Forum have successfully delivered four online events during 2020/21; Mental Health Training, Hope Not Hate Training, Holocaust Memorial Day and International Women's Day.

Outcome: Diversity continues to be celebrated and awareness of local issues raised in the wider community.

Continue to work with partners to tackle homelessness

The Covid-19 pandemic has placed an absolute focus on homelessness and rough sleepers. Critical partnerships have been developed across Derbyshire and with statutory agencies, for example CBC in partnership with other Derbyshire councils commissioned a 35-unit facility to ensure the safe delivery of accommodation during the winter period.

Outcome : - Improved access to accommodation and support for the homeless and rough sleepers.

3. Chesterfield Equality and Diversity Forum

Despite the ongoing covid-19 restrictions during 2020/21, Chesterfield Equality and Diversity Forum has continued to reach wide audiences, moving meetings and activities online. As a result of hosting activities online, we have managed to reach a wider and more diverse audience, with new participants being able to take part, and this approach is something that the forum would like to continue alongside the more traditional face-to-face activities. The forum has continued to work together to share ideas and best practice, be a 'critical friend', and raise awareness in the community of equality and diversity. One of the most important contributions of the forum is the successful engagement with the wider community, and at the beginning of this year, the Forum held a workshop looking at demographics and locally relevant topics to develop a plan of activities and events for the year. This resulted in a year of excellent online educational and awareness raising activities led by the forum.

A message from Sarah Roy, Chair of Chesterfield Equality and Diversity Forum



I am very pleased to be able to carry on as chair of the Equality and Diversity Forum again this year. What a year it has been! Really, with the Covid pandemic and all of the restrictions we have needed to put in place we are glad that the forum and its members are all still here to fight another day! We are very proud that we have still managed to build upon our achievements in the face of such adversity and that we have been able to hold events, meetings and activities in a safe way. I

would like to thank all of our forum members, old and new, for their continued support throughout this challenging year and for carrying on supporting the Borough Council to promote the equality agenda.

As you can imagine, we did have to revise the plans that we made last year with events and meetings not being able to be held in person. We were able to adapt quickly and appropriately to deliver our activities in a totally unprecedented way for us as a Forum. Most of the organisations



and charities that are represented at the Forum have been impacted negatively by the pandemic and I am grateful to them for prioritising their involvement in this when they were having such a tough time.

Again, our Holocaust Memorial Day event was a great success and the format with our speaker worked well. Vivienne Cato spoke to Forum members and the wider public live via Microsoft Teams about the experiences of her mother, Eva Cato, during the Holocaust when they had to live as non-Jewish Hungarians in Budapest to escape Nazi persecution. Vivienne's account of what happened was moving and fascinating and we are grateful to her for helping us to commemorate the date as we normally would.

On 8th March, we marked International Women's Day by shining the spotlight on local services that provide support to victims of domestic abuse by teaming up with The Elm Foundation – a safe, and supportive place for anyone affected by domestic abuse. We heard short stories from the inspirational team and survivors over on the council's social media channels throughout the day. This provided residents with an opportunity to find out more about the work of The Elm Foundation and the support that is available locally. This year's theme was #ChoosetoChallenge and residents were urged to challenge and call out sex-based bias and inequality, seek out and celebrate women's achievements.

We have also managed to run quite a number of online training sessions throughout the pandemic, including Owen Jones from Hope Not Hate Charitable Trust delivering two online webinars, aiming to help people learn more about Antisemitism and Unconscious Bias. Also, Simon Herbert, from Mental Health.co.uk presented online Mental Health training. These sessions were so popular and fully booked that we have been able to secure some more sessions for the coming year. All of our events and training have been free of charge to attend.

If you would like further details of our meetings or activities, we welcome new members so please get in touch. We will continue to carry on the work of the Forum to promote equality and celebrate diversity throughout Chesterfield Borough.

3.1. Equality and Diversity Forum meetings and engagement

A key aim of the Forum is to raise awareness of equalities and issues affecting local people. The Forum has over 200 members that receive regular information about the meetings, events and equalities news. Some of the participants represent a

community group, or statutory organisation, while others are there as individuals from the community with an interest in promotion of equality and diversity.

During 2020/21 there were high levels of engagement at the online meetings with a variety of issues being considered including: engaging with participants online during covid-19, commemorations review, trans awareness and personal insight, census engagement for hard to reach groups, changes to local Age Concern/Bright Life services. During February, the forum had an initial workshop looking at local data to plan equality and diversity events, training and activities for 2021-2022.

3.3 Equality and Diversity Forum events and activities

In addition to the meetings, during 2020/21 the Equality and Diversity Forum have continued to organise, host and support a number of events throughout the year on a range of equality themes that are relevant to the community, and drawing in additional funding to maximise the impact we can all make in the community and to pool our limited resources. We would like to thank all those who have given up their time to support and help plan the following events that have taken place over the past year. Events during 2020/21 included:



Mental Health Awareness Training

In October 2020, Simon Herbert from Mental Health Training.co.uk presented a two-hour webinar focusing on the impact of Covid-19 on Mental Health in general and its impact on the wellbeing of individuals with pre-existing mental health conditions. The session was fully booked, with approximately 30 attending the course and due to popular demand two more sessions are booked for May 2021.

Some of the comments provided to us when we asked for feedback from the session are below:



Topics were explained exceptionally well.

Simon was very knowledgeable and broke the topics down so we could understand what he was discussing.

A 5* session - really enjoyed it, thank you.

I found the triggers surrounding stress very useful and how they can be deep rooted.



HATE CHARITABLE TRUST

HOPE

Hope Not Hate

During March 2021, Owen Jones from Hope Note Hate Charitable Trust presented a series of webinars covering two areas:

- **Becoming Conscious About Unconscious Bias**
Participants learnt more about two forms of unconscious bias; confirmation bias and ethnocentric bias and explored why we have them, how they work and how to adjust for them.
- **Anti-Semitism**
This session enabled participants to become more informed about British Jewish communities, looking at the contemporary state of Anti-Semitism, its origins and what is fuelling the current rise.

I think there are some points that were made which will stay with me

I liked the format...the use of the chat function worked well.

Six sessions were run over a two-day period and a total of 88 people participated.



It made me think about issues I don't often address at work

It gave a model for the tricky question of what prejudice is caused by

It was fantastic, I am so glad I heard through the grapevine so I could attend

Very useful, I knew the principles but it is good to have case studies which bring it into context.

I have put forward to my line manager that this sort of training be mandatory

Personally, I feel this sort of training should be mandatory, particularly when doing a role supporting people. For me it has reinforced the importance of being aware of our own thoughts and beliefs, understanding where they come from and challenging them.



HOLOCAUST MEMORIAL DAY 27/1



Holocaust Memorial Day 2021

The Holocaust Memorial Day activities continue to be very well supported by local communities, drawing in large audiences. The theme set by the Holocaust Memorial Day Trust for 2021 was 'Be the Light in the Darkness'. This year, many people came together to mark Holocaust Memorial Day virtually, to help those in need and to build a better future. Our guest speaker this year was Vivienne Cato from the charity Generation 2 Generation who spoke to the forum about her Mother, Eva Cato. Vivienne's Jewish mother was born in 1926 in the Slovak part of Czechoslovakia, which became Slovakia at the end of 1938. Vivienne spoke about what happened to her mother and grandmother during the Second World War when they had to live as non-Jewish Hungarians in Budapest, Hungary in order to survive the Nazis' determination to exterminate the entire European Jewish population and about how we can remember and commemorate the Holocaust in the UK.

Over 30 people attended the online event, which ended with a Q and A session touching on locally relevant issues and themes.



A very moving personal testimony but also the stark statistics shown, in most countries, 90% of the Jews perished. This really brought it home for my teenagers.

An excellent and emotional presentation. The personal connection of the speaker brought a reality which can often be missed when viewing films/documentaries of the Holocaust.

Today's event was amazing, the fact that Vivienne was speaking to us with so much passion and then to hear her wonderful Mother who was so powerful and inspiring. I found the whole event to be so moving and thought provoking, this was the best Teams event I have ever been on, thank you.

An excellent presentation by Vivienne Cato. It was very well constructed with pictures and video telling a very poignant story. The importance of individual acts of kindness shines through.

Feedback was invited after the event and out of those who responded, 100% rated the event as either 'good' or 'very good/excellent'.
Comments included:

Due to Covid-19 restrictions our HMD Memorial Book was presented online for the first time for comments this year. We had an increase in the number of entries compared to previous years:



Messages left in our Holocaust Memorial Day Book of Remembrance 2021:

I think at times we need to look back and think how mankind can be so cruel to his or her fellow humans, but as we look back we must also remember those who suffered and use the memories of those individuals to make sure that these kind of atrocities never happen again.

I hope we never forget those who lost their lives and faced great suffering for simply being themselves.

It's important we learn from the past to achieve a better future. Will the dark deeds of the past be a lesson to lead us to a brighter future?

We must pray that never again will people be treated as we are reminded of by the holocaust.

Remembering all those who lost their lives in the horror of the Holocaust. May we always be vigilant to stop this ever happening again.

"Hope" is the thing with feathers That perches in the soul And sings the tune without the words And never stops at all. *Emily Dickinson*

Let us never forget those lost to genocide and persecution in the hopes we may never see such atrocities again.

May we all be the light in the darkness as individuals and communities have been in the past resisting the darkness to be the light before, during and after genocide. May the experiences of those effected by genocide not be forgotten by future generations. May genocides never happen again.

We remember the hundreds of thousands of LGBT+ people murdered in the Nazi holocaust and in subsequent holocausts. We remember those who wore the pink triangle in Nazi concentration camps to identify that they were gay and those who wore the black triangle to identify they were lesbian or trans. We remember the gay men who were liberated from the camps and then imprisoned because being gay was still a crime. We remember men like Fredy Hirsch; Jan Mautner; Karl Gorath, Tadeusz and Zbigniew; Ernst Ellson; Manfred Lewin and Gad Beck; Hermann Bartel; Erwin Schimitzek; Emil Drews; Max Gergia; Emil Sliniok; August Pfeiffer; Walter Peters; Willi Pohl; Rudolf von Mayer; Willi Kacker; Oskar Birke; Otto Hertzfeld; Johann Majschek; Franz Ruffert; Richard Schiller; Josef Krose; Hugo Prabitzer and all those thousands of others, unnamed but equally important, equally remembered. We honour their memory. We will never forget.

In memory of all those who lost their lives and in hope that such atrocities never happen again. Also in memory and giving thanks to the amazing men and women who gave their lives and fought to bring peace and end the suffering facing others. RIP.

HOLOCAUST
MEMORIAL
DAY 27/1

Be the light in the darkness is such an inspiring message this year. I'll be lighting a candle today to remember all those lost in the Holocaust.

Holocaust Memorial Day is a day to remember all those who have suffered and died during the Holocaust and to come together to stop similar atrocities happening again. At Links we work with organisations to resist that darkness and to shine the light and build a just and fair society.

We must never forget the Holocaust. So many people were cruelly persecuted, tortured and exterminated for no reason other than their faith. It is horrifying to know that 6 million Jews were killed. It is heart-breaking to know how many people suffered at the hands of the Nazis; how scared they must have been; how alone many must have felt; how scared children were when separated from their parents; how bereaved they felt knowing family members and friends had been taken to the concentration camps. We must also remember survivors of the Holocaust - their strength and resilience and how difficult it must have been to survive such atrocities.

Having visited Auschwitz and Birkenau camps in Winter, it is hard to imagine how anyone could survive the appalling conditions. A starvation diet, insufficient clothing, minimal heating and disease must have made life unbearable. Families separated on arrival with the "Lucky" ones worked to death. Future generations should never forget the suffering of these people and their stories should be forever told. May they never be forgotten.

It is always important that we should never forget such atrocities. Amidst those events are acts of kindness and we all have opportunities to be kind to others. As the title of the Holocaust Memorial tells us "be the light in the darkness".

By listening to stories and letting ourselves imagine the unimaginable, we remember.

In memory of my mother, Eva Cato, and the many other members of my parents' families murdered in the Holocaust.



International Women's Day



*The
Elm Foundation*
Working to end domestic abuse

International Women's Day 2021

For International Women's Day in March 2021, the forum chose to spotlight local services who support victims of domestic abuse. The Covid pandemic has meant that victims of domestic abuse may be trapped at home with abusers, and isolated from friends and support networks. It has also made it difficult for victims to find the space and privacy to report 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.

Online engagement (the amount of comments, likes, post clicks and shares our content gets) was good, with 97 on Facebook, 36 on Twitter and 8 on LinkedIn.

4.0 Promoting equality and diversity through our services

Throughout the year, a range of activities and developments take place within the Council's services which contribute towards our commitment to embrace diversity and treat everyone fairly.

4.1 Customer Services

The Council's Customer Services have once again retained their Customer Service Excellence accreditation, meeting the standards with full compliance. Retaining the accreditation gets harder each year, requiring us to prove that we continue to deliver good customer service, whilst also making improvements since the last assessment.

- The Customer Service Excellence standards consist of 5 key areas:
- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

Through our case studies and evidence, we were able to demonstrate that the customer service delivery over the five areas had been of a high standard, with numerous improvements. We were also able to show a commitment to continual development in the service which we provide to our customers.

4.2 Community Development

The Derbyshire Schools Holiday Programme (Holiday Hunger) project in Barrow Hill continues to be a success. Working with Barrow Hill School we distributed food parcels to families during Easter, Spring Bank Holiday, October Half Term, Christmas, February Half Terms in 2020 and Easter 2021. This project is designed to support nutrition for children who are likely to eat significantly less than they would during the school term when they have access to food.

The Rother Action Youth Group continued throughout 2020, providing food for families in the Rother area during the school holidays as well as providing activities for children to do at home.

4.3 Sport and leisure

Covid-19 has had a major impact on the ability of the Sport and Leisure service to deliver its full programme of activities. The Coronavirus Regulations set very specific



requirements regarding the nature and type of activities which could be delivered, which when considered against the shielding protocols resulted in a very challenging year for programme development and delivery. Under normal operating conditions we would have continued to provide a full range of inclusive activities in our leisure centres and in the community to improve access to sport and leisure and reduce inactivity. This would have included;

- Popular 50 plus activity programme is delivered at Queen's Park Sports Centre providing a range of physical activity opportunities.
- Women only swimming at The Healthy Living Centre.
- Swimming lessons aimed specifically at supporting the needs of autistic children, with children gradually progressing into mainstream lessons.
- The approach we have taken regarding our autism programme has been nationally recognised by Swim England and also commended with staff recognition within the county through the Active Derbyshire Awards.
- The delivery of the Derbyshire County Council weight management programmes in both our Leisure Centres. They are self-referral and are free for anyone in the borough.
- The delivery of a health referral scheme for customers that have, or are at risk of developing a medical condition, these sessions support our customers to exercise and be more physically active to help improve health and wellbeing. Our health referral scheme sessions take place at Queens Park Sports Centre and the Healthy Living Centre, with qualified staff to guide, support and help customers achieve their goals.

When easing of restrictions allowed, new leisure programmes and lesson schedules were introduced which carefully followed the government guidance. The teachers spent time upskilling and training, getting to grips with the new processes which were put into place.

Our program of Health Walks was also seriously impacted by Covid - group walks were suspended for most of the year with just a handful of walks taking place in the Autumn between lockdowns. Once Covid guidelines allow, we will be re-establishing a program of group lead walks, to offer residents a chance to take safe, simple exercise outdoors and enjoy the benefits to both their physical and mental health and as a way to overcome some of the issues of social isolation caused by the pandemic.

During the year we have worked with colleagues across Derbyshire to develop “Walk Derbyshire” - a framework to promote walking in all forms including group walks, walking to school or work or just walking with friends and family or on one’s own.

Chesterfield Walking Festival 2020 was suspended and rolled forward to 2021. CBC are offering a “Dementia Friendly” walk in Eastwood park in collaboration with Hasland Walk This Way group, and a beginners walk from the Cosy Hub community base in Birdholme.

Beat the Street was our successful borough-wide game - over 13,000 residents took part in the game, walking, scooting and cycling over 143,000 miles. A survey distributed twelve months following the game phase showed there had been a sustained increase in physical activity and reduction in car use long after the game period. While many residents reported that Covid restrictions had had a negative impact on physical activity, health and wellbeing, for many the restrictions have had a positive impact on their activity levels and staying at home has allowed them to walk more, exercise outdoors and visit local parks and greenspaces.

There was a strong consensus among participants that they would like to take part in a variety of local outdoor activities in future, especially nature-based activities which are family friendly, which we will be offering in 2021/22 during our “Chesterfield’s Great Outdoors” and “Year of Outdoors” initiatives.

CBC continue to support local residents and partner organisations with provision of community kitchens, food banks and food hubs across the borough, including supporting holiday play programs where food and activities are offered in areas of need.

We have despite the pandemic continued to work with partner agencies to support residents across our communities, through the local area Health and Wellbeing Networks. In addition to direct support through prescription and food parcel delivery.



Our staff have regularly linked with organisations and health support groups to offer information and advice on health and wellbeing, particularly around the importance of keeping active during the pandemic.

4.4 Parks and open spaces

Chesterfield's parks continue to provide excellent facilities for the community and visitors. We are proud to hold 5 Green Flags which recognise the best parks and green spaces across the country with one of the key considerations being accessibility. We continue to invest in our smaller local parks aiming to make them as accessible and appropriate as possible. Parks provide outlets to play sport (football, petanque, cricket, walking football, bowls and pickleball) and informal recreation and we also maintain many equipped play areas, several of which have had recent makeovers and new facilities. An external organisation ran accessible bike sessions in Queen's Park.

A growing number of people are holding events on our parks including Eid picnics by members of the Muslim community as a celebration of the end of Ramadan. As part of the walking festival we hosted a roll and stroll event designed for people with physical and learning disabilities, and a dementia walk.

We aim to instil ownership and pride at a young age by engaging infants and junior school groups, along with many community groups with bulb planting at their local parks. This has helped contribute towards the 23,500 (socially planted) spring bulbs planted in 2020 to make Chesterfield a brighter borough.

4.5 Housing

During the last year, the council invested £20million in its own housing stock and estates with further investment planned for the coming year to ensure that all our tenants continue to benefit from a decent and affordable home.

We are becoming more active in providing new Council properties to meet demand for affordable homes in the Borough. Building work completed on ten-unit scheme at Heaton Court, Brampton and a four-unit scheme at Manor Drive, Brimington. We are currently on site building a 21-unit scheme at Loundsley Green and a number of smaller sites at Middlecroft. In addition, the Council has also bought a number of new build homes directly from developers to add to its affordable housing stock.



We are also working hard to secure more affordable private sector housing to meet the needs of a growing and changing population. Planning applications from the past two years have included the provision of over 170 new affordable homes to be let or offered through shared ownership by Housing Associations increasing the affordable housing options available to households on the Housing register.

During the last financial year, our Private Sector Housing Team has supported the completion of 57 Disabled Facilities Grant adaptations in properties in Chesterfield Borough. Adaptations have included the installation of stairlifts, extensions and bathrooms, a total spend of approximately £414,000.

In addition to these the Housing Service carried out 163 (33 major and 130 minor) adaptations costing £144,268 to properties in its ownership.

Our tenancy sustainment team provides support, advice and assessments to some of our most vulnerable tenants to reduce tenancies breaking down and prevent homelessness. 96 % of the tenants they supported remained in their tenancies.

In responding to the Covid pandemic Repairs and maintenance staff worked with local pharmacies to collect and deliver prescriptions to shielding households.

Throughout the pandemic there have been a range of different directives and initiatives that have placed additional pressures upon the Housing Service. Vulnerabilities have, at times, been intensified with a number of high-risk groups emerging from within the Homeless sector in particular. In partnership with other local authorities, partners and support agencies we have been able to deliver a number of new housing and support projects that have protected the health and safety of those most at risk. Partnerships with the Health Sector have strengthened and enabled us to arrange the safe accommodation of rough sleepers through the winter months whilst also providing vaccinations through a local GP surgery. “

Also, Chesterfield Borough Council has led on a number of funding bids to enable existing services across the county for vulnerable people to continue together with additional services being developed to continue this work into the future. In 2021 funding applications totalling in excess of £2 million which on approval will bring much needed investment into the supported housing sector across Derbyshire.

With the digital switch approaching and due to be in place by 2023, along with the contracts with DCC due to be reviewed, ILS and Careline are going through a full



reshaping with a full focus on improving the offerings to our residents across the borough, along with ensuring we run an efficient and robust service for such a critical operation.

4.6 Apprenticeships town and improving our economy

During 2020/21 we have continued to deliver activity outlined in the Skills Action Plan but with a focus on economic recovery in response to the corona virus pandemic. This includes working with Chesterfield College and other partners to continue to develop Chesterfield as an Apprentice Town. We have our own successful apprenticeships scheme that currently supports more than 40 apprenticeships and in 2020 was ranked 82nd in the top 100 Apprenticeship employers in England. But we want to support all young people in our communities to gain employment, further education and to develop their skills. In 2019/20 over 1600 individuals were participating in apprenticeships in Chesterfield with over 61% participating in apprenticeships at level 3 or above and 20% being at higher or degree level.

Apprenticeships also featured heavily in the annual employability and skills conference which took place in February 2021. The conference provided a platform for Chesterfield College and the Heathcote's Group, a UK Care provider, Head Officed at Chesterfield, to demonstrate how placing apprenticeships at the centre of their workforce strategy has supported the growth of the company and helped them cope on the frontline during the pandemic. The conference, which was delivered on a virtual platform this year, was attended by over 85 delegates from across Chesterfield's business and education community, including 11 year 13 students. Now in its 5th year, the conference again examined the work being done in Chesterfield to bridge the gap between education and business, and saw how, by forging relationships with local businesses, schools are enriching their curriculums and harnessing a strong pipeline of local talent. Richard Gerver, an award-winning speaker and best-selling author who is described as one of the most inspirational leaders of his generation, delivered the keynote speech at the conference, where he discussed the profound challenges now faced by young people and shared some of his thinking on what we can all do to enable more young people to get the jobs they aspire to.



This year's conference also showcased projects delivered in 2020 by D2N2 North Derbyshire Careers Hub. The North Derbyshire Careers Hub, was the most improved careers hub in the UK 2020, supported by projects delivered in partnership with Chesterfield Borough Council. These projects have included virtual 'open door' programmes delivered for MADE in Chesterfield, the women in construction mentoring programme and the flagship My Future online careers platform. My Future is a project led by Chesterfield Borough Council, in partnership with Destination Chesterfield and the North Derbyshire Careers. Believed to be the first of its kind in the UK, My Future, an innovative online careers and employability platform, has been designed to provide virtual support for young people facing uncertainty in their future as a result of the Coronavirus pandemic and help employers reach prospective employees. The platform has also supported parents to provide help to their child as much traditional support was lost due to the pandemic. Offering this platform in an online format has enabled those people who previously wouldn't have been able to attend an in-person event (due to disabilities, finance restrictions, limited time etc) to take part. My Future accommodates 100 virtual employer exhibition pods across 11 sector zones in a 360° fully immersive careers fair setting which can be accessed via computer or through the mobile application. Through multi-media functionality, each pod provides a unique opportunity for businesses, training and employment support providers to showcase their resources, job roles and vacancy information.

There has been a sharp rise in youth unemployment as a result of the corona virus pandemic; In addition to developing the My Future platform and the continued delivery of Apprentice Town, Chesterfield Borough Council have partnered with East Midlands Chamber of Commerce to help promote the Kickstart Scheme; a scheme that provides paid 6 months work experience to 16-24 year olds in receipt of universal credit. To date, Chesterfield Borough Council has supported the East Midlands Chamber to generate 162 Kickstart vacancies across 51 business across the borough.

The HS2 and You school engagement programme was launched in June 2019. The programme, which aims to raise awareness of the career opportunities in the Rail sector has to date been delivered to 970 students across 8 primary, 3 secondary and one special school in Chesterfield. Due to the corona virus, in person delivery has not been possible, however Chesterfield Borough Council have worked with Learn by Design and Spanish



Rail Manufacturer, Talgo to develop some virtual resources and a competition which will see primary and secondary school children in Chesterfield, developing their STEM skills to design a sustainable train and route planning.

Ensuring that local people and businesses have the right skills to access current and future opportunities is a key objective underpinning the Skills Action plan and one that contributes to the Councils priority to make Chesterfield a thriving Borough. We are progressing two key skills capital projects through the Staveley Town Deal, including DRIVe (Derbyshire Rail Innovation Vehicle), a modern innovation centre encompassing research and development, training and commercial office and workshop space at Barrow Hill and a construction Skills hub in Staveley that will see the creation of an on-site construction training facility that will help students gain practical skills and experience with direct access to sector employers.

Local labour clauses have continued to be agreed on 100% of eligible developments and to date, 335 local jobs, 45 apprenticeships and over £23m of contracts being awarded to the local supply chain, as well as a number of other social value outputs including careers support and work experience.

The Council is still actively supporting the delivery of key regeneration schemes (Peak and Waterside) and is actively engaged in the direct delivery of the Northern Gateway Scheme which has now seen the completion of Saltergate MSCP, with the Enterprise Centre due to be completed Summer 21. These developments will directly deliver hundreds of new employment opportunities to Chesterfield.

4.7 Arts and culture accessibility

The Theatres Access Group continues to deliver its action plan to improve access at the Council's Theatres. We continue to provide performances with audio description, signed performances and touch tours to improve accessibility for people with disabilities.

4.8 Equalities training for our staff

We offer the three mandatory equalities training modules in an online format, covering the Equality Act 2010, equality and diversity in Chesterfield's communities, and a guide to reasonable adjustments. Feedback from employees shows that these modules have been effective, with an average of 99% of participating employees stating that the modules either met or exceeded their expectations. In addition, a number of comments were made by employees who completed the modules about how they would apply their learning including:

As someone who has a disability themselves, I feel this module is a great source of information.

Will make me mindful of other's needs and how to address them.

Clear, concise advice on how to meet a person's needs which I can put into practice in my work.

The course has raised my awareness to the various types of disabilities and the reasonable adjustments that can be made to improve our service to the public.

I now know that not everything will be as easily accessible as it is for most, therefore, making sure that everyone is treated equally is of utmost priority.

Some additional training has taken place during the year, as follows:



Mental Health First Aid Training

During 2020/21 twelve members of staff volunteered to undertake training to become Mental Health First Aiders. Their contact details are advertised on Aspire and posters throughout the council buildings and they are available to all employees.

Our HR and Support Service Manager is in the process of completing her training as a Mental Health First Aid instructor. Further training dates to recruit some more Mental Health First Aiders are booked for June and September 2021.

Mentoring programme

During 2020/21 twenty employees undertook mentoring training and are available as mentors. There are also three people in HR who are fully trained coaches/mentors and CBC is a member of the East Midlands Coaching and Mentoring Group. This means we can access outside mentors if required.

Lone-working – Specialist Training

Twenty three employees attended specialist Lone Working training provided by the Conflict Training Company. The first course was a classroom delivered course for 9 delegates on the 12th March 2020. The following course was cancelled due to Covid, but it was delivered online to 14 delegates on the 20th September 2020.

4.9 Press Releases and Communications

Throughout 2020/21 the CBC Communications Team have continued to promote equality and diversity events and news items via our social media platforms. Some examples are below:

- Community Infrastructure Levy Funding (26th Feb 2021)
- Community groups in Chesterfield, including Derbyshire LGBT+ and the Cosy Hub, have benefitted from grants provided by the Community Infrastructure Levy.
- Feeling Connected Campaign (25th Feb 2021)
- DVA are encouraging residents to get involved in a campaign to help tackle social isolation. Those with protected characteristics are more adversely affected by isolation, particularly the elderly and disabled.



- HMD (13th Jan 2021)
- Online event for HMD was advertised.
- Mayor's Appeal (22nd Dec 2020)
- Former Mayor, Councillor Gordon Simmons, presented a cheque to Age Concern Chesterfield and District, his chosen charity, for just under £7,000 which was generated from fundraising events held throughout his tenure.
- Housing refurbishment shortlisted for awards (3rd Dec 2020)
- Refurbishment of social housing for the elderly in Chesterfield was nominated for 3 awards at the Constructing Excellence East Midlands Awards.
- COVID-19 recovery plan (7th Oct 2020)
- Tackling social isolation, which adversely affects many protected characteristics groups, is a priority for Chesterfield's post-Covid recovery.
- Call for volunteers (23rd September 2020)
- Chesterfield Volunteer Centre asked for people to take part in the To Your Door programme, delivering shopping and groceries to vulnerable members of the community.
- Srebrenica Memorial Week (5th July 2020)
- Article to mark 25 years since the Srebrenica genocide.
- Review of monuments and statues (10th June 2020)

In the wake of the Black Lives Matter protests, Leader of the Council, Councillor Tricia Gilby announced a review of statues, monuments and commemorations in public realm to ensure they are appropriate.

4.10 United Nations International Day for the Elimination of Racial Discrimination

In March 2021, Chesterfield Borough Council and the Equality and Diversity Forum helped to promote an activity being organised by 'Chesterfield Stand up to Racism' to mark United Nations International Day for the Elimination of Racial Discrimination. Local schools were contacted and children were invited to design a poster or write a poem to represent the idea of friendship and unity across all peoples and against hatred and division, and to display them in their schools or windows at home.

4.11 Armed forces community

In 2019 the Ministry of Defence, working with the Royal British Legion, revised the 2012 Armed Forces Covenant which has the key principles:

- No member of the armed forces community should face disadvantage in the provision of public and commercial services compared to any other citizen
- In some circumstances special treatment may be appropriate especially for the injured or bereaved

Derbyshire County Council and all districts agreed to collaborate and develop a strengthened covenant and armed forces partnership. Leader of the Council, Cllr Tricia Gilby along with all other Derbyshire Local Authority Leader's signed the new covenant in July 2019 and Cllr Kate Sarvent was appointed as our Armed Forces Champion. We developed a Derbyshire action plan and a complementing Chesterfield Borough Action Plan 2019 – 2023 – both of which we have been making rapid progress against. Our key improvements so far include:

- Supporting the Department for Work and Pensions and Job Centre Plus to deliver the popular veteran's hub – offering a range of help and support
- Working with Armed Forces Charities and cadet branches to develop an annual programme of events and activities to recognise and value the contribution of the armed forces community past and present. This includes Armistice Day, Remembrance Sunday, Armed Forces Day, commemoration of key dates
- Honouring decorated service personnel and the wider remembrance of the sacrifices made by local residents e.g. Legion d'Honneur, Victoria Cross etc. receptions
- Supporting the Civic Cadet roles and encouraging Armed Forces Cadet Units and other young people via schools, clubs and associations to take part in the annual programme of recognition events and activities (over 400 engaged in 2019/20 with virtual opportunities for 2020/21)
- Annual leave policy now includes up to 10 days paid leave per calendar year to undertake reservist duties
- Concessions policy across all service areas includes Armed Forces Category
- Improvements to key housing policies to respond to specific needs and circumstances of Armed Forces Community

Due to progress made, Chesterfield Borough Council was successful in achieving the Bronze Award in the Ministry of Defence Employer Recognition Scheme in late 2019. We have now made enough progress to apply for the Silver award which is now being progressed.

4.12 Commemorations review

The council has committed to listen to and work with local communities to review the appropriateness of local monuments and statues on public land. We have extended this review to include all commemorations on public land including monuments, statues, plaques, street names and the names of public buildings. The report from the review is expected to be available in 2021.

4.13 Adoption of the working definition of Antisemitism

In July 2020 Chesterfield Borough Council formally approved and adopted the working definition of Antisemitism.

The International Holocaust Remembrance Alliance (IHRA) working definition of Antisemitism is:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.

5.0 Equality impact assessments

The Council is committed to demonstrating that all relevant equality issues have been considered before changes are made to policies, projects, services, functions and strategies, or when new ones are created. Chesterfield Borough Council does this through its robust Equality Impact Assessment (EIA) process.

The EIA process enables us to look at our work in depth to see what impact it has on different equality groups, and to mitigate against any potentially negative impacts that are identified. Staff received training in the completion of EIAs ensuring that the process is embedded across all council services.



During 2020/21 the Council undertook around 16 Equality Impact Assessments (EIAs) for a variety of changes to policies, strategies and projects. These have taken into consideration: best practice, demographic information and employee and customer feedback and other engagement activities. The EIAs were published with the relevant reports to the Council's Cabinet. Through the EIA process, we have been able to address any negative impacts on sections of the community promote equality by identifying and acting on opportunities to implement positive impacts for groups where possible.

6.0 Looking forward to 2021/22

The Covid-19 pandemic has brought with it unprecedented challenges for Chesterfield Borough Council. During this time, we have worked hard to provide support to both staff and the wider community, particularly those who are more vulnerable who may need more assistance, and we will continue to do so.

We will continue to work with partners to promote and support equality and diversity with our communities and within our organisation. We will need to adapt as we move towards community and economic recovery but here is a sample of some of the activities we would like to take forward in 2021/22:

- Continuing to work in partnership with communities to organise a range of equality and diversity themed awareness activities and events, through the Equality and Diversity Forum.
- Continuing to embed the Council's commitment to equalities in its service planning and delivery by delivering a robust equality impact assessment process and upholding the importance of this during financially challenging times.
- Providing employees with training and development opportunities so that they have the skills, abilities and confidence to recognise and respond appropriately and sensitively to diversity and discrimination, both within the workplace, when delivering services and, ultimately, in their everyday lives. Delivering ongoing equality and diversity refresher training as required with services and a range of additional awareness raising modules on locally relevant themes.
- Develop and deliver the LGBT+ research and consultation project to coincide with Census 2021 delivery and shape the provision of our services accordingly.
- Continuing to deliver the Equality and Diversity Strategy for 2019-23.



7.0 Gender pay gap report 2020

Introduction

At Chesterfield Borough Council we value diversity and inclusion and believe that it strongly contributes to the quality of our services. We are committed to being an equal opportunities employer and aim to treat all employees and job applicants fairly, regardless of their gender (including gender reassignment), age, race, sexuality, full or part-time status, marital status and disability. We believe it is important to attract and retain a workforce that reflects the customers and communities we serve.

We welcome the gender pay gap reporting requirements for a number of reasons including:

- It will help to confirm to our existing and prospective employees that we are committed to building a diverse and inclusive workplace, that provides equal opportunity to all employees irrespective of gender
- It will help us to monitor pay and career progression more closely and to ensure that all employees, irrespective of gender are supported to reach their full potential
- It is an opportunity to review our data and consider any issues we need to address, and we can capture our journey over the next few years in our gender pay gap reporting and review our progress

7.1 What is the gender pay gap?

The gender pay gap is concerned with differences in the average earnings of men and women over a standard time period, regardless of their role or seniority. The law requires any organisation with more than 250 employees to publish its gender pay gap information annually based on a snapshot date. For the public sector the snapshot date is 31 March.

Gender pay gap is not the same as equal pay. The law says that men and women must be paid the same for doing the same or equivalent work. We use job evaluation techniques to evaluate each role and not the post holder to ensure that all roles are fairly remunerated in comparison to other roles. It makes no reference to gender or any other personal characteristics of any existing or potential job holders. We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work, rather it is a result of the roles in which men and women work within the organisation and the salaries these roles attract.

7.2 Our gender pay gap data

At the 31 March 2020 Chesterfield Borough Council employed 988 people the gender split of our workforce is 46% female and 54% male, however this isn't an equal split across our services. The majority of Chesterfield Borough Council services are provided in-house including services which many authorities have either contracted out such as building cleaning or moved to alternative models such as arms-length organisations for example with managing Council housing and associated repairs and maintenance (OSD). These services tend to have a large gender in-balance, for instance building cleaning employs a large number of female part time staff whereas the majority of higher paid trades staff and associated professions working in housing repairs and maintenance (OSD) are male. These services have a disproportionate impact on our gender pay gap data.

The 2020 gender pay gap data is shown in the table below:

Gender pay gap measure	31 March 2020
Average gender pay gap as a mean average	12%
Average gender pay gap as a median average	14%
Average bonus gender pay gap as a mean average	0%
Average bonus gender pay gap as a median average	0%
Proportion of males receiving a bonus payment	24%
Proportion of females receiving a bonus payment	0%

Quartile	31 March 2020	31 March 2020
Empty cell	Male	Female
Upper quartile	71%	29%
Upper middle quartile	56%	44%
Lower middle quartile	46%	54%
Lower quartile	45%	55%

Note on terminology:



Mean average - to get the mean figure we add up the hourly rate of our employees and then divide it by the number of employees (988).

Median average – to get the median figure we put all the 988 employee hourly rates in a row from lowest to highest and then take the middle point (494).

Quartiles – Again we put all the 988 hourly rates in a row from lowest to highest and then split the data into four equal slices of 247. The lower quartile is the 247 lowest hourly rates and the upper quartile is the 247 highest hourly rates.

7.3 Interpreting the data

The Chesterfield Borough Council mean gender pay gap for 2020 is 12% in favour of males and the median gender pay gap is 14% also in favour of males. These figures are significantly affected by the Council's decision to retain in-house delivery for the majority of our services. To illustrate this issue, we have run a second set of figures excluding the housing and maintenance service (OSD) from the figures. This reduces the gender pay gap significantly.

Approximate average gender pay gap as a mean average = 8% (compared to 17% with OSD)

Approximate average gender pay gap as a median average = 5% (compared to 24% with OSD)

To understand the gender pay gap it is essential to understand certain key facts about the distribution of grades, genders and working patterns in each of the four quartiles.

Upper Quartile

The upper quartile includes 177 men of whom 155 are full time and 22 are part time and 72 women of whom 32 are full time and 40 are part time. 85 of the male employees in this quartile are in trade professions. The types of roles in this quartile include:

- The Council's senior leadership team
- Heads of service/service manager roles e.g. Head of ICT, Chief Accountant, Bereavement Services Manager
- Trades e.g. plumbers, gas engineers, joiners, bricklayers
- Traditional professions – solicitors, planners, environmental health officers



- Exercise instructors

Upper middle quartile

The upper middle quartile includes 137 men of whom 113 are fulltime and 24 are part time and 113 women of which 54 are fulltime and 59 are part time. Around 10% of this quartile are trade staff which is a significant reduction on previous years. The types of roles in this quartile include:

- Trades e.g. bricklayers, joiners, plumbers
- Contract supervisors
- Housing officers
- Enforcement officers
- Sports coaches
- Senior accounting technicians
- Democratic officers

Lower middle quartile

The lower middle quartile includes 117 men of whom 82 are fulltime and 35 are part time and 132 women of which 53 are fulltime and 79 are part time. The types of roles in this quartile include:

- Accounting technicians
- Auditors
- Car park attendants
- Head leisure attendant

Lower quartile

The lower middle quartile includes 105 men of whom 56 are fulltime and 49 are part time and 137 women of which 26 are fulltime and 111 are part time. The types of roles in this quartile include:

- Cleaners

- Stage crew
- Caretakers
- Customer Services Assistants
- Receptionists
- Administrative staff
- Apprentices

The quartile information appears to support the theory of occupational segregation as a factor in gender pay gaps. We currently have no female employees in trade positions which make up a third of the roles in the upper middle quartile and almost 50% of roles in the upper quartile are trade roles. Conversely roles within the lower quartile including cleaners and administrative staff are predominantly held by female employees.

Far fewer men across the organisation work in part time/ job share roles than their female equivalents. This can enable faster progression due to increased opportunity to gain experience and knowledge. Women are less likely to work part-time in the council as they progress through to a senior level.

7.4 Bonus Scheme

Chesterfield Borough Council does not have a council wide bonus scheme. We do however operate a productivity-based incentive scheme for our trade-based employees e.g. plumbers, electricians, roofers etc. This incentive scheme enables us to recruit and retain employees with specific trades to ensure that 100% of our council housing stock remains at the decent homes standard and that we can continue to provide an effective repairs service for our tenants. Nationally these types of role continue to be male dominated which is the key reason for the difference in the proportion of male and female employees receiving a bonus payment. We currently have no female employees in trade roles.

7.5 How we are addressing the pay gap

We aim to recruit from the widest possible talent pool. We have updated our recruitment policy and procedures and trained all our recruiting managers to ensure that language in job adverts is neutral, that they understand the importance of interviewing people with gender balanced panels in order to avoid unconscious bias and can develop a recruitment experience that enables candidates to showcase



their knowledge, experience and skills across their whole life experience. We aim to take this further in 2021 by implementing 'blind' recruitment methods to ensure candidates are shortlisted for roles on merit only.

We use job evaluation techniques to evaluate each role to ensure that all roles are fairly remunerated in comparison to other roles and also pay at least the Living Wage Foundations living wage level to all our employees which has a positive disproportional impact on female employees who make up a larger proportion of the workforce in services for example building cleaning that benefit from the living wage.

Once we have the right people, we want them to stay. To support this, we have developed a range of flexible working opportunities including part-time, job-share, compressed hours etc. We have also updated and promoted our policies and procedures regarding maternity, paternity and adoption leave and have updated our shared parental leave policy and offering career breaks.

We devote significant time and resources to helping our employees' progress in their careers and accessing quality learning and development opportunities. This includes regular development conversations with line managers, a formal personal development review meeting every six months and service level succession planning activities. There are also opportunities to learn from women who have progressed into the highest levels of organisations, this is a key consideration for our management conferences, managers seminars and international women's day activities.

In 2020 Chesterfield Borough Council was awarded a place as a top 100 apprentice employer by government. We use apprenticeships to enhance the skills, knowledge and experience of our existing employees and to give opportunities to a diverse range of new employees – this includes working with partners to increase engagement with BAME communities. We recognise however that offering new apprenticeship opportunities which are attractive to women may in the short negatively impact our gender pay gap as these roles attract a lower salary but this is about investing in a pipeline of talent and creating career pathways for apprentices to progress and meet their potential. We carefully consider how to support female staff and apprentices to take the next steps in their career, identify and reduce any barriers to gender equality. Over time this will reduce the gender gap and quartile distribution.

We work with schools and colleges regularly via our local democracy programmes and work experience opportunities. These help us to develop a relationship with young people in the Borough early on which in turn helps us to identify as an employer of choice within the area particularly for apprenticeship opportunities. In a



typical year we will engage over a thousand children and young people in these activities.

We also take our wider role as a key place shaper seriously and consider how we can help to address the gender pay gap within the Borough. As part of our commitment to local labour clauses we work with employers and partner agencies to enable them to showcase opportunities and career pathways in schools and colleges. Across the borough large scale regeneration activity is taking place, this matched with a clear focus on the skills agenda will provide significant employment and educational opportunities which have the potential to further reduce the gender pay gap within the borough. Some highlights include:

- Supporting young women into construction mentoring scheme – we have teamed up with development partners, Robert Woodhead Ltd and Whittam Cox Architects, to create the new initiative – designed to promote more female leaders in the industry. Mentors from the companies are providing careers advice and guidance to encourage young women who may just be starting out in work – or who may be looking to retrain – to consider the range of opportunities on offer within construction
- We continue to secure local labour clauses on all eligible developments and support businesses and communities to get the maximum benefit from these opportunities
- Once local labour clauses are secured we offer a range of support to companies including advice on local recruitment, links with local training providers and information about how they can best explore local supply chain opportunities
- Launched our award-winning virtual skills and careers platform, ‘My Future’, to overcome some of the challenges presented by Covid-19 and to provide individuals, especially 16 – 24-year olds, with continued access to careers information and employment support. Offering this platform in an online format has enabled those people who previously wouldn’t have been able to attend an in-person event (due to disabilities, finance restrictions, limited time etc) to take part. Chesterfield Borough Council led on the project, working in partnership with D2N2 Careers Hub and Destination Chesterfield. Thousands of young people took the opportunity to engage with over 100 businesses and education and training providers across 10 augmented reality zones
- We encourage local businesses to engage with schools in the area to encourage children and young people to think about their future career aspirations. Recent sessions included William Davis Ltd at Newbold Academy and Kier and Huber at Parkside.



- Our work with Chesterfield College and other key partners to develop the apprentice town initiative. There are now over 3500 young people embarking on apprenticeships and giving investors in Chesterfield access to a pool of high- quality skills that will enable their businesses to grow and prosper
- Our partners Destination Chesterfield co-ordinate the successful ‘Made in Chesterfield’ campaign which is a celebration of the manufacturing, engineering, science and technology industries in the town. The campaign looks to inspire the next generation to the industry, with businesses, schools and training providers coming together to showcase the sector
- Derby University’s Chesterfield campus offers a large range of health and social care courses where students can gain valuable work experience as well as academics qualifications utilising NHS standard mock hospital wards, interactive suite, clinical suite and high-tech computer suite
- Peak resort – a £400million pound integrated leisure, health, sport and education resort will provide not only a large range of new jobs and careers but also an additional university campus specialising in leisure and hospitality
- We are working with a range of partners to develop plans for the enhanced HS2 maintenance depot at Staveley which will provide around 800 quality jobs and a range of training opportunities
- Our HS2 & You programme which launched in June 2019 has already engaged over 800 children in a range of activities to enable them to consider future careers in the rail industry. We are expanding this programme for 2021 to focus on a range of STEM (science, technology, engineering and maths) based opportunities

This is just a snapshot of the exciting activities taking place within the Borough which will provide high quality career pathways for young people within our Borough.

Further information

If you have any comments on our Equalities Annual Report or would like to request further information or copies of any of the documents highlighted in the report, please contact either:

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