

HIGH PEAK BOROUGH COUNCIL

Report to the Corporate Select Committee

14th September 2015

TITLE:	Corporate Plan 2015-19
EXECUTIVE COUNCILLOR:	Councillor Tony Ashton - Leader
CONTACT OFFICER:	Andrew Stokes - Executive Director (Transformation)
WARD:	Non-Specific

1. Reason for the Report

- 1.1 It is essential for the Council to develop, agree and implement a Corporate Plan. The Plan sets out the Council's vision, aims and objectives and provides clear direction for the delivery of services and the achievement of positive outcomes for residents.

2. Recommendations

- 2.1 That the Corporate Select Committee considers and comments on the summary of the Corporate Plan as detailed at Appendix B.
- 2.2 That, subject to any changes that are agreed, the Corporate Select Committee requests that the Executive:
- Recommends that Council approves the Council's vision, aims, objectives, influencing objectives and priorities
 - Approves a process of internal and external consultation as set out in the report
 - Approves the establishment of a working group to agree a new performance framework.

3. Executive Summary

- 3.1 The purpose of a Corporate Plan is to establish the Council's vision, corporate objectives and established key priorities for the medium term i.e. in the case of the Borough Council covering a period of up to four years (the life of a political administration). It in effect establishes the Council's commitments in

the delivery of services and community leadership to the residents of the High Peak.

- 3.2 The new Corporate Plan importantly will be steered by the new political administration with the mandate provided in the May local elections. However the Corporate Plan is a document that needs to be owned by the whole Council. As a consequence the Council held a members' priority setting day the outcomes (detail attached at Appendix A) from which have been taken into account in the development of the new plan.
- 3.3 A summary of the proposed Corporate Plan is attached at Appendix B.
- 3.4 The plan sets out the Council's vision, aims and objectives for the next for four years. It also identifies the outcomes which will be given the highest priority and the areas in which the Council will be seeking to influence partners to improve the quality of life for residents.
- 3.5 The achievement of the Council's objectives will be supported by a number of priority actions to ensure step improvements and maximum impact upon the priority outcomes. The key actions committed in the Corporate Plan are detailed in Appendix C
- 3.6 Once the core of the Corporate Plan has been adopted, members will then be in a position to determine a set of local performance indicators and targets. It is suggested that this is undertaken by the Corporate Select Committee through a Working Group. This approach has proved to be successful in the past

4 How this Report Links with Corporate Priorities

- 4.1 The Corporate Plan will establish the Council's priorities.

5 Options

- 5.1 There are two options available to members in respect of the approval of the Corporate Plan
 - Approve the draft Corporate Plan and recommended Council adoption subject to comments from the Corporate Select Committee and the Executive (Recommended) – This will ensure that positive outcomes can be delivered to residents in line with priorities which are established around their needs and aspirations.
 - Reject the draft Corporate Plan (Not Recommended)

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)

Low levels of crime and the fear of crime is one of the Council's objectives. Supporting the police in the prevention and detection of crime is one of the influencing priorities.

6.2 Workforce

The Corporate Plan will provide the direction for the workforce by setting service objectives and priorities. These will inform the development of individual Service Plans which will form the basis of the employee appraisal scheme

6.3 Equality and Diversity/Equality Impact Assessment

This report has been prepared in accordance with the Council's Diversity and Equality Policies.

An initial Equalities Impact Assessment (EIA) has been undertaken on the draft Corporate Plan. The aim of undertaking an EIA at this stage is to determine how the Plan aims to meet the needs of our diverse community, that it will provide an opportunity for the Council to fulfil its Equality Duty and that there are no unintended negative consequences. The Corporate Plan is 'high level' and strategic in nature and it is the detailed targets and subsequent resource allocation that will determine its effective implementation. The key finding or recommendation of this EIA is that we use the proposed internal and external consultation on the Corporate Plan to engage target groups (such as minority communities and people with disabilities) building engagement over time with our community with a view to empowering users, supporting the communities own efforts with the aim of achieving improved outcomes.

6.4 Financial Considerations

The Medium Term Financial Plan will be updated with the contents of the plan to ensure that resources are directed towards priorities

6.5 Legal

None

6.6 Sustainability

Protection of the environment is one of the Council's four aims

6.7 Internal and External Consultation

The Plan will be subject to external and internal consultation.

6.8 Risk Assessment

Good risk management will be a key ingredient to the effective delivery of the new Corporate Plan.

The Corporate Plan contains details of the significant risks its successful implementation. These risks have been extracted from the Council's Risk Register. The key significant corporate risks are as follows: -

- Risk of insufficient funds to deliver plan
- Risk that the Council does not deliver its committed efficiencies and rationalisation plans
- Demographic changes placing additional pressures on Council service deliver obligations
- Risk that the Council can not retain an adequate workforce
- Impact of partners' poor performance on service delivery and risk that partner assurances are not in place or are inadequate.

The Council's Risk Management Policy requires effective management of all risks. Actions are established to mitigate these key corporate risks along with service specific high risks. Progress against these actions is monitored as part of the Council's Performance Management framework.

ANDREW P STOKES
Executive Director (Transformation)

Background Papers

Location

Contact

Buxton Town Hall

Andrew Stokes
Executive Director
(Transformation)

7 Background and Introduction

- 7.1 The purpose of a Corporate Plan is to establish the Council's vision, corporate objectives and established key priorities for the medium term i.e. in the case of the Borough Council covering a period of up to four years (the life of a political administration). It in effect establishes the Council's commitments in the delivery of services and community leadership to the residents and other stakeholders of the High Peak.
- 7.2 The existing Corporate Plan was agreed by the Council in March 2012 and was developed in the period that followed the local elections in May 2011. It is appropriate that following the recent election in May 2015 that there is a fundamental review of the Corporate Plan. The purpose of this report therefore is for the Council to:
- Consider and approve the core of a new Corporate Plan i.e. vision, aims, objectives and priorities;
 - Agree to a process for wider consultation on its contents; and
 - Agree a process for the development of a new local performance framework to facilitate the monitoring of progress with the delivery of the plan.

8 Development of the Corporate Plan

- 8.1 The Corporate Plan needs to be developed in the context of the following framework of understanding:
- **The views and aspirations of High Peak citizens** - as established by the extensive consultation activity undertaken on a regular basis;
 - **A clear understanding of empirical evidence** - such as demographic information and quality of life indicators that identify the local issues that need to be tackled;
 - **Recognition of the national and regional policy framework** – taking into account central government requirements and the requirements of regional agencies where appropriate; and
 - **Learning from the progress made by the Council and understanding the improvements that need to be made** – as provided by the ongoing internal and external assessments of the Council's performance.
- 8.2 The new Corporate Plan will build on the existing plans and priorities and importantly will be steered by the new political administration with the mandate provided in the May local elections. However the Corporate Plan is a document that needs to be owned by the whole Council. As a consequence the Council held a members' priority setting day. This took place on 6th July. The issues raised by the members on the day are summarised at Appendix A. These views have been taken into account in the development of the new plan and will also be important in developing the supporting performance framework.

9 Council’s Vision, Aims and Objectives

9.1 The new political administration wants the Council to be much more focussed upon delivery of quality services to residents and being able to demonstrate value for money. The vision therefore has been amended to reflect this change. The proposed vision is:

“Delivering excellent services to High Peak residents and demonstrating value for money”

9.2 This vision is articulated further by four aims:

- **Help create a safer and healthier environment for our residents to live and work**
- **Meet financial challenges & provide value for money**
- **Support economic development & regeneration**
- **Protect and improve the environment**

9.3 The first aim recognises that the Council has a broader role and has to work with partners to deliver more holistic outcomes. The second aim commits to the continuous improvement of services and reinforces the desire to provide value for money.

9.4 The third and fourth aims form the additional ambitions of the Council which continue to be focused around supporting the development of the local economy and environment.

9.5 It is necessary to establish objectives to ensure that the aims are developed into clear actions.

9.6 The Corporate Plan proposes 16 objectives split across the 4 aims. The objectives are detailed in the table below:

Aim	Objectives
<p>Help create a safer and healthier environment for our residents to live and work</p>	<ul style="list-style-type: none"> • Effective relationship with strategic partners • Fit for purpose housing stock that meets the need of tenants • Effective support of community safety arrangements • Provision of high quality leisure facilities
<p>Meet Financial Challenges & Provide Value for Money</p>	<ul style="list-style-type: none"> • Effective use of financial and other resources to ensure value for money • Ensure our services are easily available to all our residents in the appropriate channels and provided “right first time” • A high performing and well motivated workforce • More effective use of Council assets

Aim	Objectives
<p>Support Economic Development & Regeneration</p>	<ul style="list-style-type: none"> • Encourage business start-ups and enterprises • Flourishing town centres that support the local economy • Promote tourism • High quality development and building control with an “open for business approach”
<p>Protect and Improve the Environment</p>	<ul style="list-style-type: none"> • Effective recycling and waste management • Provision of high quality public amenities, clean streets and environmental health • Provision of quality parks and open spaces • Car parking arrangements that meet the needs of residents, businesses and visitors

9.7 These objectives will also provide the framework for the delivery of service plans.

10 Influencing Role

10.1 The delivery of public services in the High Peak is undertaken by a variety of partners including the Council, Derbyshire County Council, Derbyshire Police, parish and town councils etc.

10.2 The Council is committed to play the lead role in championing the local area. This is the community leadership role. Fulfilling this role effectively will mean influencing partners in a number of key areas in order to ensure that services are shaped and delivered around the needs and aspirations of citizens. The Council's influencing role will be focussed in the following priority areas:

- **Work with the private sector on regeneration schemes including: The Crescent, Woods Mill and Torr Vale Mill**
- **Press for more regular and faster rail links and road infrastructure**
- **Provision of accessible health and social care**
- **Effective snow clearance**
- **Support the police in dealing with anti social behaviour**
- **Work with partners to bring additional funding into the borough**

11 Priority Outcomes and Actions

11.1 In implemented the Corporate Plan the Council intends to give the highest priority to the following outcomes:

Aim	Priority Outcomes
<p>Help create a safer and healthier environment for our residents to live and work</p>	<ul style="list-style-type: none"> • Good quality social housing provision • Improved health
<p>Meet Financial Challenges & Provide Value for Money</p>	<ul style="list-style-type: none"> • Balanced and sustainable medium term financial position • Council services provide value for money • High level of resident and customer satisfaction
<p>Support Economic Development & Regeneration</p>	<ul style="list-style-type: none"> • Sustainable towns and rural communities • Increased economic growth
<p>Protect and Improve the Environment</p>	<ul style="list-style-type: none"> • High recycling rates • Quality parks and open spaces and clean streets

11.2 These key priority outcomes will be the highest priority in the development of performance targets and key actions. A significant proportion of the Council's resources will be directed towards them.

11.3 The achievement of the Council's objectives will be supported by a number of priority actions to ensure step improvements and maximum impact upon the priority outcomes. These will be implemented over the life of the Corporate Plan and progress will be closely monitored and reported as part of the Council's performance management framework.

11.4 The key actions committed in the Corporate Plan are summarised in Appendix C

12 Measurement of Performance

12.1 As with previous versions, the new Corporate Plan will need to identify key performance indicators. These will in effect form the measurement of the progress the Council is making against each objective and form the basis of performance reporting to the Executive, the Corporate Select Committee, and the Alliance Management Team (AMT).

12.2 Targets will need to be established in the Corporate Plan for these indicators for the medium term. These targets will need to be set at level where it can be demonstrated that Council is making a contribution towards its priority outcomes.

- 12.3 In the past there were a number of indicators that were set nationally to measure the Council's performance. The expectation for the last few years has been that performance should be managed locally and any indicators should be focused around local priorities.
- 12.4 Once the Council has approved the core of its new Corporate Plan i.e. Vision, Aims, Objectives and Priorities, members will then be in a position to determine a set of local performance indicators and targets. This exercise has been successfully completed in the past by the Corporate Select Committee through a working group. It suggested that this is the approach that is used for the development of the framework that will support the implementation of the new corporate plan.
- 12.5 The exercise of developing key performance indicators is a unique opportunity to ensure that performance is properly focussed around local priorities. It will be important to ensure that the performance measures contribute towards measuring achievements against the Council's priority outcomes.

13 Process for Approval and Adoption of the Corporate Plan

- 13.1 In order to ensure its successful implementation, the vision, aims, objectives and priorities of the Corporate Plan require buy in from all members and officers.
- 13.2 In order to allow all members proper consideration the following process has been adopted:
- Members' priority setting day (6th July 2015)
 - Consideration by Corporate Select Committee (14th September 2015)
 - Consideration by the Executive (17th September 2015)
 - Consideration by full Council (6th October 2015)
- 13.3 In order to ensure full implementation of the plan a number of further actions are also required. These are as follows:
- Update of the Forward Plan and Select Committee work programmes to reflect the new key projects contained within the Plan (October 2015)
 - Development of project plans for new key projects (October 2015)
 - External publicity of the contents of the plan to ensure accountability for delivery (October 2015)
 - Update of the Council's Performance Management framework to ensure that there is effective monitoring of progress (November 2015)
 - Development of performance scorecards / dashboards for monitoring achievement against the established priority outcomes (November 2015)
 - Update of the Council's Medium Term Financial Plan to ensure resources are directed into achieving the objectives and priority outcomes (December 2015)

14 Process for Review

- 14.1 The Council has established a practice of refreshing its Corporate Plan on a four-yearly basis i.e. following a local election. This ensures that the plan reflects the political priorities of the Council and the process allows all councillors an opportunity to feed in issues at the start of the new administration.

- 14.2 The performance framework will need to be reconsidered on an annual basis in order to establish targets for each individual financial year. This will provide a regular opportunity for members to keep the overall plan and its direction under review.

High Peak Borough Council – Priority Setting Day

Feedback from Workshops

Workshop 1 - Provide Quality Services in Partnership with Communities

- Toolkits – ‘how to’ – community based projects.
- Funding opportunities – advice to groups on applying for funding. Ties in to ‘toolkit’ matrix.
- Tap into community resource – provide advice on funding opportunities
 - E.g. parks funding/ lottery
- Crowd sourcing - innovative funding
- External communications – website
- Information about what the Council does!! – DCC/HPBC roles. Front page of website – delineation of roles and signpost to right place.
- Website – needs improvement/start again. Advertise local events on it. Needs to have a wider ‘community focus’.
- Local resistance to devolved services.
- Social media to aid community engagement e.g. facebook/twitter.
- Increase use of social media.
- Councils profile with the community at local events e.g. stalls /carnival wagon. Information and marketing.
- Lost marketing opportunities – assets under utilised. ‘Events Manager’ identification and dissemination of funding opportunities. Co-ordination
- Balanced/varied approach to marketing and advertising – local media, posters as well as Twitter and Facebook
- Council Mascot!
- Member role in sign-posting
- Relationship /Communications with town/parish councils e.g. funding opportunities. Selling our expertise to local groups e.g. health and safety assessments.
- Wider marketing/selling of our skills to local businesses (HR /Audit of Accounts)
- Equipment hire – to community groups
- Councillor Initiative Fund - £1K per Councillor. Has helped/encouraged smaller groups.
- Local input to community funding – bidding via website to expand numbers involved.
- Ongoing communication /feedback from public on our services.
- Community leadership role – going into schools. Youth Parliament – Council Support.
- Contact Centre – menu options – needs to be effective 90%+. Voice message could be re-done. Why a 2 stage process? Voice recognition technology? COMPLETE REVIEW. Shared data from CRM with service areas.
- Website – Transactional – Tell people what you can do online. ‘My Account’ Interaction with local office – Forms.

- Quality Assurance around customer experience – follow up? Exit surveys, mystery shopping. Feedback – acknowledgement of service request (examples were housing).
- Demand management ‘through better communication’. Responsive.
- Self promotion of our services – e.g. gritting. street sweeping, litter picks. Better communication. Twitter. Noticeboards.
- Rolling news banner on front page of website. Newsletter sign up via email addresses. Events information.
- Named point of contact/ case ownership.
- Face to face contact / communication are still really important.
- Councillor surgeries – repeat of ‘open days’ opportunity to connect with residents. Held in various locations. Twice yearly.
- Lines of communication within wards e.g. coffee mornings, book clubs.
- Integrated approach to communications with partners – one area, multiple agencies. DCC closure of care beds.
- Facilitate consultation on behalf of partners – our residents are affected.
- Modification of area forums
- Donate 10% of council tax to crowd sourcing post for special projects.
- Why provide – commission – enable.

Workshop 2 - Meet Financial Challenges and Provide VFM

- Emphasise sustainability
- Promoting area – bring money in – growth
- Franchise out buildings / i.e. Pavilion Gardens/ more effective management of events.
- Assets i.e. Pavilion Gardens – can they be sold? Or run differently – i.e. involve University of Derby.
- All markets? Is it economical? Location?
- Need to cover the cost of services, not operate at a loss.
- Services need to be flexible to meet demand/customer need.
- Business case on current services as well as future investment.
- Use assets for other services i.e. films in arts centre.
- Maximise use of facilities, use assets effectively.
- Rolling plan of asset review/ bring things into use.
- Broader agenda – link service provision together – link to other tourist sites. i.e. Chatsworth – tourism agenda.
- Advertise what we do, i.e. at Manchester Airport.
- Transport links / buses etc. need to suit customer demand.
- Fees and charges – are they appropriate.
- Peak District / local produce promotion.
- Housing stock? Efficiency.
- Growth/income - more housing but need to be sustainable, more jobs for people.
- Business coming in need to employ higher numbers of people – high value. Businesses need to support communities too.
- All about working smarter.
- Opportunities for collaboration – other Authorities.

- Motivating/higher performing workforce – not just money?
- Develop partnership with university – encourage growth.
- Car parking – effective use of space and fees.
- Review grounds maintenance (verges) cost
- Use of apprentices.
- Performance indicator review.
- Individual performance needs to link to KPIs
- Staff roles need to be fit for the service being delivered.
- Encourage graduates from the university to come back/stay.
- Communication – needs to improve – promote area.
- What measures are important to residents?
- Joined up.
- Study of economic spending patterns.
- Channel shift – join up front and back end.
- Can we do things faster? i.e. parking issues, old depot site
- Which services should be delivered without cost being covered? Depends on the service if it needs to be more accessible.
- Need to look at the overall benefit of the service i.e. bulky waste and related costs – fly tipping
- Level of charge for people outside of the area? Can we bring in more income this way?
- Residents parking fees should be lower?
- Parking charges – options/costs/times
- Customer expectations – what do they want to hear about
 - Waste
 - Streets
 - Local issues /places
 - Crescent
 - Glossop, Town Hall Clock
 - Local plan
 - Ambulance service
- Clarity – internal communication clearer i.e. Croydon (report it)
- Assets – look at options /costs etc.
- Improving / alternative ways of delivering services.
- Can we work in partnership better to deliver services
- Self serve – channel shift – My Council
- Can we sell our services – contract out or in i.e., waste cheaper?
- Join up / widen offer with others i.e. consortium
- Monitoring workforce – targets – can control
- Leisure services? Should we provide them or private sector?
- Do we market it enough?
- What could we stop spending thing on? Need to understand the costs/income.
- Repairs service – bring in house – VFM

Workshop 3 - Support Economic Growth and Regeneration

- Support transport – costs and continuity
- Bypass – A6 Fairfield, Furness Vale, Glossop
- Remain responsive to high streets – independents mix
- Unlock approved development. Encourage brown field development.
- Affordable housing
- Hi tech businesses – retain skills /jobs locally
- Car parking (more payment methods)
- Sell council services – back office, Pavilion Gardens opening hours, flexibility.
- Support improved transport – infrastructure (second bridge Whaley)
- Tourism offer – extreme sports – promotion
- Buxton Crescent – deliver
- Town trail – Buxton
- Enhance presentation – uniqueness of shopping sites (Spring Gardens)
- Conservation status?
- Start up units on available land.
- Broadband
- Support affordable housing / and for older people
- Invest in starter units – encourage
- Sheltered accommodation – investment
- CIL?
- Need office space
- Retain uniqueness of locality
- High streets – independents
- Over reliance on takeaways and charity shops
- Transport infrastructure
 - Timing
 - Cost
- Affordable housing, together with housing mix.
- Upgrade housing supply for older people
- University town but not retaining students
- Work better with university
- Higher starter courses
- Land for business needed especially starter units (affordable)
- Unblock land – use council assets
- Focus on youth employment
- Tourism – supply chain, special events
- High street balance – quality, encourage independents
- Consider parking incentives

Workshop 4 - Protect and Improve the Environment

- Protecting green spaces awareness / appropriate (management)
- Knowledge of statutory designations enforcement /encouragement
- Working with others Authorities, Peak Park, County Council
- Listed / historic buildings restoration projects
- Funding opportunities fully exposed.

- Provision of litter/dog bins
- Awareness/ robust enforcement programme
- Environmental health and enforcement
- Licensing enforcement – service utilisation/enforcement
- Planning conditions /discharge robustly defended
- Inter departmental working relationships
- Planning conditions – maximising environmental benefits
- Design guide for planning process
- Projects i.e. Fairfield Road
- Recycling and waste management needs to be full effective more flexible arrangements (van, skip) – recycling from pubs, classed as commercial waste.
- Can waste recycling be used more locally? Sustainability.
- Interface between two Authorities
- Chapel railway lines created additional hazards
- Metro civic
- Public toilets
- Bins and clarity of issues / communication
- Green waste bin collection works well
- Commercial recycling
- Community ownership of certain areas (car parking in these areas)
- Dog fouling (canal basin)
- Name and shame – bins making it clear both types of waste
- Street cleansing / street sweeping
- Publication of street sweeping routes and rounds
- On estates is it Veolia or caretakers
- Grid cleaning – publication of rounds
- Litter along roads – springtime onwards
- Recycling park for school children
- Street cleansing
- Communicating issues via website – i.e. street sweep reactions
- Tourism, businesses
- Preferential business rates
- Better communication with resident groups
- Clear about what issues aren't council responsibilities, managing expectations
- Get visitor feedback / comments
- Publication of good resources / council level stuff
- Planning process – conditions /reports etc.
- Open spaces people coming to the area, get their views
- Get active – fitness schemes, park run etc. make this as easy as possible
- Work with partners where possible
- Mark information regarding transport more noticeable on website i.e. clear links to County Council website.
- Transport feed into DCC process
- Planning policies
 - Infrastructure
 - Polices – links with County Council
- More bins for dog waste – temporary bins at times of high use, carnivals, festivals etc.

High Peak Borough Council - Summary of Corporate Plan 2015/16 to 2018/19

<p>OUR VISION</p>	<p>Delivering excellent services to High Peak residents and demonstrating value for money</p>			
<p>OUR AIMS</p>	<p>Help create a safer and healthier environment for our residents to live and work</p>	<p>Meet Financial Challenges & Provide Value for Money</p>	<p>Support Economic Development & Regeneration</p>	<p>Protect and Improve the Environment</p>
<p>OUR OBJECTIVES</p>	<ul style="list-style-type: none"> • Effective relationship with strategic partners • Fit for purpose housing stock that meets the need of tenants • Effective support of community safety arrangements • Provision of high quality leisure facilities 	<ul style="list-style-type: none"> • Effective use of financial and other resources to ensure value for money • Ensure our services are easily available to all our residents in the appropriate channels and provided “right first time” • A high performing and well motivated workforce • More effective use of Council assets 	<ul style="list-style-type: none"> • Encourage business start-ups and enterprises • Flourishing town centres that support the local economy • Promote tourism • High quality development and building control with an “open for business approach” 	<ul style="list-style-type: none"> • Effective recycling and waste management • Provision of high quality public amenities, clean streets and environmental health • Provision of quality parks and open spaces • Car parking arrangements that meet the needs of residents, businesses and visitors
<p>PRIORITY OUTCOMES</p>	<ul style="list-style-type: none"> • Good quality social housing provision • Improved health 	<ul style="list-style-type: none"> • Balanced and sustainable medium term financial position • Council services provide value for money • High level of resident and customer satisfaction 	<ul style="list-style-type: none"> • Sustainable towns and rural communities • Increased economic growth 	<ul style="list-style-type: none"> • High recycling rates • Quality parks and open spaces and clean streets
<p>WHAT WE WILL SEEK TO INFLUENCE</p>	<ul style="list-style-type: none"> • Work with the private sector on regeneration schemes including: The Crescent, Woods Mill and Torr Vale Mill • Press for more regular and faster rail links and road infrastructure • Provision of accessible health and social care • Effective snow clearance • Support the police in dealing with anti social behaviour • Work with partners to bring additional funding into the borough 			

APPENDIX C

Corporate Plan – Priority Actions (September 2015)

Portfolio	Priority Actions
Leader	<ul style="list-style-type: none">• Adopt an approved Local Plan which will be kept under review• Communicate more effectively with residents• Review and improve our relationships with Strategic Partners• Work with our Combined Authority partners and the Local Enterprise Partnership to bring funding to High Peak• Use our influence to secure better health and care services through commissioners and from providers
Parks, Leisure & Recycling	<ul style="list-style-type: none">• Establish a developer open space contributions plan• Work with local residents to improve our parks• Take steps to reduce dog fouling and littering
Finance & Corporate Services	<ul style="list-style-type: none">• Continually review and implement an efficiency and rationalisation programme• Improve customer service• Review car parking provision and extend resident concessionary parking
Tourism, Regeneration & Licensing	<ul style="list-style-type: none">• Review TIC and tourism service• Together with partners work for the delivery of the Crescent development• Support the development of the Woods Mill area, Glossop Halls and Torr Vale Mill• Create an “Open for Business” environment in High Peak
Housing	<ul style="list-style-type: none">• Complete and implement a Housing Management and Revenue Plan