

## **HIGH PEAK BOROUGH COUNCIL**

### **Report to The Executive**

**10 October 2019**

<b>TITLE:</b>	<b>Corporate Plan 2019-23</b>
<b>EXECUTIVE COUNCILLOR:</b>	<b>Councillor Anthony McKeown - Leader</b>
<b>CONTACT OFFICER:</b>	<b>Andrew Stokes - Executive Director (Transformation) &amp; Chief Finance Officer</b>
<b>WARD:</b>	<b>Non-Specific</b>

#### **Appendices Attached:**

**Appendix A – High Peak Borough Council - Summary of Corporate Plan 2019/20 to 2022/23**

**Appendix B – Corporate Plan – Priority Actions (September 2019)**

**Appendix C – Summary of Outcomes from Member Priority Setting Workshop (July 2019)**

#### **1. Reason for the Report**

- 1.1 The purpose of this report is to agree a Corporate Plan which will cover the period 2019 to 2023. 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 Executive:

- Recommends that Council approves the Council's vision, aims, objectives, influencing objectives and priorities
- Adopts a process of internal and external consultation and engagement as set out in the report
- Supports 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 set 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 A summary of the proposed Corporate Plan is attached at Appendix A.
- 3.3 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 our residents.
- 3.4 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 B.
- 3.5 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 from which (detail attached at Appendix C) have been taken into account in the development of the new plan. This report was considered by the Corporate Select Committee on 30 September 2019.
- 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 intended that this, as in previous years, 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)  
Maintaining low levels of crime and preventing 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
- Risk of reducing resources as a consequence of future local government finance settlements
- Demographic changes placing additional pressures on Council service delivery 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 impact of extreme weather events and environmental issues across the High Peak

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 and project risks. Progress against these actions is monitored as part of the Council's Performance Management Framework.

### **ANDREW P STOKES**

#### **Executive Director (Transformation) & Chief Finance Officer**

#### **Background Papers**

#### **Location**

Buxton Town Hall

#### **Contact**

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 set 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 October 2015 and was developed in the period that followed the local elections in May 2015. It is appropriate that following the recent election in May 2019 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 and communication of its contents; and
  - Agree on a method for the development of a new local performance framework to facilitate 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, quality of life indicators, impact of climate change and any other evidenced factors that identify 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 16th July.

The issues raised by the members on the day are summarised at Appendix C. 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 committed in their manifesto to make a number of changes to the way in which the Council does business. They made a number of key pledges which were as follows:

- We will work to have the Council use more local firms for projects keeping more money locally and provide more apprenticeships
- We will work to improve the Council's housing repair service and work to improve conditions for private renters and get more council housing built
- We will support the declaration of a climate emergency and work to put in place practical policies and actions within the control of HPBC to respond to this.
- We will work to support your local community from supporting events like community clean ups to getting the council working on your side to make where you live a better place to live by tackling your concerns like dog fouling, litter and fly tipping.
- We will continue our monthly shoppers' surgery and find additional ways to make sure we are out there listening to you, sharing information on what is happening and responding to your concerns getting the council on your side.

9.2 The vision therefore has been amended to reflect the change in emphasis. The proposed vision is:

***“Working together to protect and invest in the High Peak with the Council on your side”***

9.3 This vision is articulated further by four aims:

- **Supporting our communities to create a healthier, safer, cleaner High Peak**
- **A responsive, smart, financially resilient and forward thinking council**
- **Protect and create jobs in the High Peak by supporting economic growth, development & regeneration**
- **Protect and improve the environment including responding to the climate emergency**

9.4 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.

9.5 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 protecting the environment.

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

9.7 The Corporate Plan proposes 22 objectives split across the 4 aims. The objectives are detailed in the table below:

Aim	Objectives
<p><b>Supporting our communities to create a healthier, safer, cleaner High Peak</b></p>	<ul style="list-style-type: none"> <li>• <b>Effective relationship with strategic partners</b></li> <li>• <b>Effective provision of high-quality public amenities, clean streets and environmental health</b></li> <li>• <b>Fit for purpose housing that meets the need of tenants and residents</b></li> <li>• <b>Practical support of community safety arrangements</b></li> <li>• <b>Provision of high quality leisure facilities both in formal leisure centres and swimming pools and out in our communities</b></li> <li>• <b>Work with our partners and the community to address health inequality, food and fuel poverty, mental health and loneliness</b></li> </ul>
<p><b>A responsive, smart, financially resilient and forward thinking Council</b></p>	<ul style="list-style-type: none"> <li>• <b>Ensure our future financial resilience can be financially sustainable whilst offering value for money</b></li> <li>• <b>Ensure our services are readily available to all our residents in the appropriate channels and provided “right first time”</b></li> <li>• <b>Invest in our staff to ensure we have the internal expertise to deliver our plans by supporting our high performing and well motivated workforce</b></li> <li>• <b>More effective use of Council assets to benefit our communities</b></li> <li>• <b>Effective procurement with a focus on local businesses</b></li> <li>• <b>Use innovation, technology and partnership with others to help improve the efficiency of services, improve customer satisfaction and reduce our impact on the environment</b></li> </ul>
<p><b>Protect and create jobs in the High Peak by supporting economic growth, development &amp; regeneration</b></p>	<ul style="list-style-type: none"> <li>• <b>Encourage business start-ups and enterprises</b></li> <li>• <b>Work to create flourishing town centres and thriving high streets that support the local economy</b></li> <li>• <b>Promote tourism to maximise local benefit</b></li> <li>• <b>High quality development and building control with an “open for business approach”</b></li> <li>• <b>Car parking arrangements that meet the needs of residents, businesses and visitors</b></li> <li>• <b>Working to support existing local businesses, both large and small across the High Peak as they respond to future challenges</b></li> <li>• <b>Supporting the development of innovative green jobs and businesses across the High Peak</b></li> </ul>
<p><b>Protect and Improve the environment including responding to the climate emergency</b></p>	<ul style="list-style-type: none"> <li>• <b>Effective recycling and waste management</b></li> <li>• <b>Effective provision of quality parks and open spaces</b></li> <li>• <b>Meeting the challenge of climate change and working with residents and business across the High Peak to implement the climate change action plan</b></li> </ul>

9.8 These high level objectives will also provide the framework for the development and delivery of service and appropriate actions plans.

9.9 Underpinning the delivery of these objectives are the new political administrations' co-operative values, which will be developed to define how we do things, both as an organisation. These are based around:

- **Openness and honesty**
- **Ownership**
- **Fairness and respect**
- **Involvement**

9.10 Expanding further on these values:

#### **Openness and Honesty**

- We will - be open and honest in the way we work and make decisions and communicate in a clear, timely and straightforward way. We will ensure that part 2 declarations are used only where necessary to enable discussion in public to take place whenever possible.
- We will be clear where there are restrictions, requirements or limits on how and why we make decisions, i.e. for development control and licensing and their quasi-judicial function.

#### **Ownership**

- We will - be accountable for our own actions and empower others with the skills to help themselves
- We would like everyone - to the best of their abilities, to take action and responsibility for themselves and their community

#### **Fairness and Respect**

- We will - respond to people's needs in a fair and consistent way
- We will and would like everyone to - respect and care for themselves and others, valuing the different ideas and skills that people bring and treating each other as equals

#### **Involvement**

- We will - work together with our communities, involving people in the decisions that affect their lives. Been prepared to listen and take on new ideas within the restrictions in place for some decisions
- We would like everyone - to work with and support others, get involved and share their views to help us develop the way we do things

## **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, health service providers and others.

10.2 The Council is committed to playing the lead role in championing our local area. This is the community leadership role. Fulfilling this role effectively will mean influencing partners in several key areas to ensure that services are

shaped and delivered around the needs and aspirations of citizens. The Council's influencing role will be focused in the following priority areas:

- **Work with Derbyshire County Council and other partners to enable high speed internet across the borough**
- **Support the development of more cycle routes whilst working with Derbyshire County Council and residents to ensure harmony amongst road users**
- **Working with regional partners such as Derbyshire County Council, Greater Manchester Combined Authority and the Sheffield City Region to improve public transport links across the borough and extend the GM rail ticketing boundary**
- **Encouraging local organisations and businesses to reduce their carbon footprint**
- **Ensure the best use of public assets across the borough by working via the One Public Estate project**

10.3 The Council will also continue to seek to influence our partners in the following long term projects:

- **Work with the private sector on regeneration schemes including The Crescent and Torr Vale Mill**
- **Pressing for more regular and faster rail links and public transport links and essential road infrastructure (i.e. A628 / A6 bypasses, Whaley Bridge 2nd Bridge, Gamesley Station)**
- **Supporting the completion of the off road route for the Trans Pennine Trail and access to the Monsal and Tissington Trails**
- **Maintaining the provision of accessible health of social care and working with partners to ensure health and well being**
- **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><b>Supporting our communities to create a healthier, safer, cleaner High Peak</b></p>	<ul style="list-style-type: none"> <li>• <b>Improved housing repairs service</b></li> <li>• <b>Improved private sector housing conditions</b></li> <li>• <b>Increased supply of affordable housing</b></li> <li>• <b>Increased level of community support</b></li> </ul>
<p><b>A responsive, smart, financially resilient and forward thinking Council</b></p>	<ul style="list-style-type: none"> <li>• <b>Increased use of local firms through procurement</b></li> <li>• <b>Provision of more apprenticeships</b></li> <li>• <b>Increased levels of customer satisfaction</b></li> <li>• <b>Better engagement with our local communities</b></li> </ul>
<p><b>Protect and create jobs in the High Peak by supporting economic growth, development &amp; regeneration</b></p>	<ul style="list-style-type: none"> <li>• <b>Increased economic growth</b></li> <li>• <b>Higher paid employment</b></li> <li>• <b>New tourism opportunities</b></li> <li>• <b>Thriving and flourishing town centres and high streets</b></li> </ul>
<p><b>Protect and improve the environment including responding to the climate emergency</b></p>	<ul style="list-style-type: none"> <li>• <b>Reduction in carbon emissions</b></li> <li>• <b>Reduced levels of environmental crime</b></li> <li>• <b>Appropriate response to the climate emergency declaration through a deliverable plan</b></li> </ul>

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 A summary of the Corporate Plan is attached at Appendix A. The key actions committed in the Corporate Plan are detailed in Appendix B.

## **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 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 is intended that this is the approach that is used for the development of the framework that will support the implementation of the new corporate plan.

- 12.4 The exercise of developing key performance indicators is a unique opportunity to ensure that performance is properly focussed around local priorities. It will be essential 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 councillors proper consideration, the following process has been adopted:

- Members' priority setting day (16th July 2019)
- Consideration by Corporate Select Committee (30th September 2019)
- Consideration by the Executive (10th October 2019)
- Consideration by full Council (15th October 2019)

- 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 2019)
- Development of project plans for new key projects (October 2019)
- External publicity of the contents of the plan to ensure accountability for delivery (October 2019)
- Update of the Council's Performance Management framework to ensure that there is effective monitoring of progress (November 2019)
- Development of performance scorecards / dashboards for monitoring achievement against the established priority outcomes (November 2019)
- Update of the Council's Medium Term Financial Plan to ensure resources are directed into achieving the objectives and priority outcomes (December 2019)

## **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.
- 14.3 An annual report to full Council in the Autumn of each year, will also provide an opportunity for annual review of the Corporate Plan.