



# High Peak Annual Report

2016-2017

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## Chapter 1: Profile of the Borough

The Borough of High Peak covers an area of 53,915 hectares and serves a resident population of 90,892 of which 50.7% are female. With just under 39,000 households the High Peak makes up almost 12% of the County's population.

### Who lives in the High Peak?

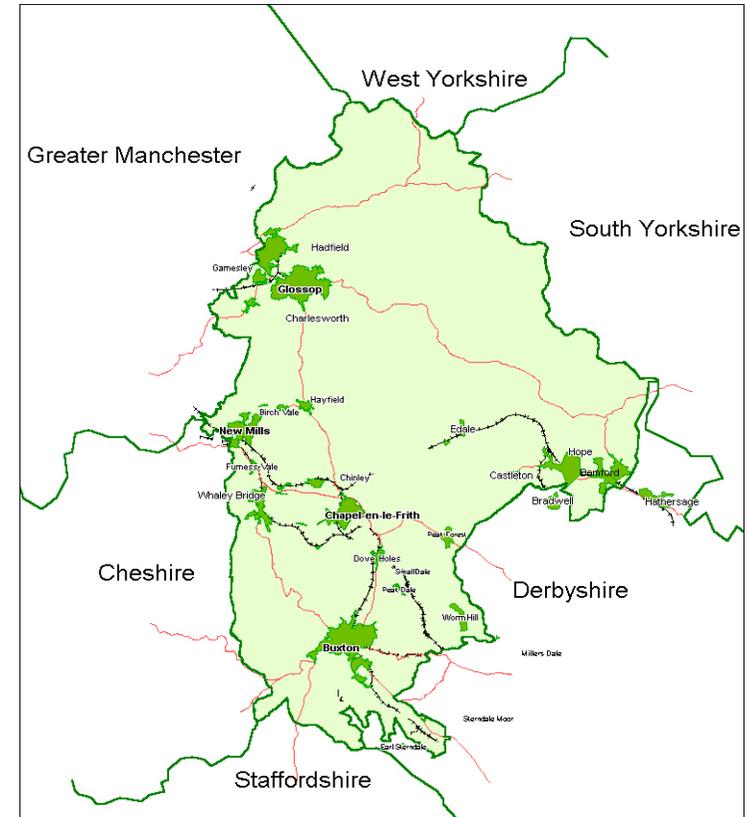
- The mean age of our residents is 41 and the majority (22%) of the Borough is aged between 45 and 59 years old
- The two largest ethnic groups are 'White' (97.9%) and 'Asian / Asian British' (1%)
- 37% of households live in a home owned with a mortgage or loan and 35% own their home outright
- 28% of households have dependent children of all ages
- Educational achievement is above the County average with 29.4% of residents achieving level 4 qualifications or above.

### What's it like to live in the High Peak?

**Crime** – Figures show that High Peak is amongst the lowest 40% of councils nationally for levels of crime. There were 40.07 offences per 1,000 residents in 2016 in High Peak. By comparison the Derbyshire figure was 51.03, the East Midlands figure was 53.64 and the national figure was 62.89.

Between 2003 and 2016, the total number of crimes in High Peak fell by 49.25%. Compared with the levels of change seen nationally, this is well below the national average placing High Peak in the lowest 20% of districts.

**Deprivation** - High Peak is ranked 192 out of 326 districts for its deprivation score, putting it in the middle 20% of districts nationally. The inequality score highlights pockets of deprivation by calculating the difference between the highest and lowest scoring areas within the Borough. A higher score indicates higher levels of inequality. The inequality score for High Peak is high by national standards, with the district scoring in the 40% most deprived of districts on inequality.



**Environment** – In terms of natural environment High Peak is in the top 20% of districts nationally; this includes areas of outstanding natural beauty, green space, green belt, population density and weather. The quality of the natural environment has implications for a modern knowledge economy, which is associated with a decentralised geography of employment as workers try to find a good work-life balance.

**Health** - High Peak is ranked 202 out of 347 districts on our health score, indicating standards of health that are in the middle 20% of districts nationally. Average life expectancy was 81.3 years in 2014, which was in line with the national figure.

- Infant mortality in High Peak is low, with the area ranking in the bottom 40% of districts nationally.
- Obesity levels stand at 62%, lower than the national figure of 64.59% but obesity amongst reception-aged children is the highest in the county at 9.3%.
- At 21.24% the proportion of the population who smoke in High Peak is estimated to be high, with the area ranking in the top 40% of districts nationally. By comparison, the Derbyshire figure is 18.51% and the national figure is 18.45%.

**Housing** - High Peak is ranked in the top 40% of districts nationally in terms of housing affordability. The average house price in High Peak was £190,877 in the latest quarterly data from 2016. By comparison, the Derbyshire figure was £172,484, the East Midlands figure was £187,427, and the national average was £266,972.

**Employment** - In 2016, 75.3% of the resident working age population were in employment placing High Peak in the middle 20% of districts nationally. By comparison, the Derbyshire figure was 77.76%, the East Midlands figure was 74.5%, and the national figure was 73.8%.

- The proportion of the working age population who are unemployed in High Peak is low, with the district ranking in the bottom 40% of districts nationally. In High Peak, 0.7% of people are claiming job seekers allowance in 2016, compared with 0.99% in Derbyshire and 1.3% nationally.
- The proportion of the working age population who are in long-term unemployment in High Peak is very high, with the district ranking in the top 20% of districts nationally. In High Peak, 37.56% of people who are unemployed have been claiming job seekers allowance for at least 12 months, compared with 28% in Derbyshire and 29.77% nationally.
- Between June 2006 and June 2016, the employment rate in High Peak decreased by -3.71%. This places High Peak in the bottom 20% of districts nationally. By comparison the employment rate changed nationally by 1.79%.

## Chapter 2: Our Financial Context

The Borough continues to face significant financial challenges in particular with cost pressures within services and greater volatility in financing streams. The shift in Local Authority financing is increasing the focus on locally generated income



streams and reducing the reliance on core Central Government funding. This increases the control and influence the Council has over income generated within the Borough but has also made it vulnerable to fluctuations within the local economy, hence increasing financial risk. The table below compares Council spend per capita across the East Midlands.

High Peak	2015/2016 (£000s)	Unit	Unit Cost (£)	Unit Cost Score
TOTAL SERVICE NET EXPENDITURE (RO Bal) / Population	9,731	91,496	106	Average
TOTAL HIGHWAYS & TRANSPORT SERVICES (RO Bal) / Population	(707)	91,496	(8)	Very Low
TOTAL HOUSING SERVICES (GFRA ONLY) (RO Bal) / Socially rented houses from LA	1,131	4,040	280	Average
TOTAL CULTURAL & RELATED SERVICES (RO Bal) / Population	1,756	91,496	19	Average
TOTAL ENVIRONMENTAL & REGULATORY SERVICES (RO Bal) / Population	3,933	91,496	43	High
TOTAL PLANNING & DEVELOPMENT SERVICES (RO Bal) / Population	1,569	91,496	17	Very High
TOTAL CENTRAL SERVICES (RO Bal) / Population	2,049	91,496	22	Low

### ***Future challenges and opportunities***

Set out below are some of the more significant developments that have a potential impact on the financial position of the Authority.

#### ***Changes to Local Government Finance***

In November 2015, the Chancellor's Autumn Statement set out the strategic direction for public expenditure, which outlined a number of changes to local government financing which will have a significant impact of the Council's future financial position.

**Revenue Support Grant** - The Secretary of State for Communities and Local Government presented the local government finance settlement 2016/17 to the House of Commons on 17th December 2015. This was made in the context of the Chancellor's Autumn Statement / Spending Review and included a four year settlement for Revenue Support Grant (the Local Government core grant) which included the phasing out of the grant by the 2020. This has been included in the Council's MTFP.

**Business Rates** - It was announced that by 2020, Authorities will retain 100% of Business Rate growth. As part of the current Business Rates retention system, Authorities are able to retain a proportion of any growth in Business Rates over and above a centrally established baseline. The Council's proportion is further increased by participation in the Derbyshire Business Rates pool, which removes the growth levy payable to Government.

An initial consultation document was released during 2016, requesting Authorities to answer a number of questions, which the Council has responded to (further detail included in a report to Executive on 22<sup>nd</sup> September 2016). However, there remains uncertainty surrounding how the new system will be phased in and in what form. Therefore, no financial assumptions based on the new system have been included with the Council's financial plan at this stage - these will be fed into the plans once we have more certainty around how the system will operate.

During 2016, a national revaluation of Business Rates premises took place and the new list of rateable values has been introduced from 1st April 2017. Central Government has adjusted the tariff applied to the Council's Business Rates income to take account of this change. The change in this tariff is offset by the net change in income following the introduction of the revised rateable values.

**New Homes Bonus** - Additionally, proposals were presented to amend the current New Homes Bonus settlement which is currently a significant source of income to the Authority. A consultation was then undertaken, with the outcome being included in the settlement details released in December 2016. The main changes to the scheme which come into effect from 1st April 2017 have been incorporated into the MTFP, these include:-

- The reduction in the number of years for which the Bonus is paid from the current 6 years to 5 years in 2017/18; to be followed by a further reduction to 4 years in 2018/19;
- The removal of New Homes Bonus paid on development below a 0.4% baseline (of the overall tax base)

Further changes, proposed in the consultation, have been put on hold to be considered for implementation in 2018/19. These include:

- Withholding the Bonus from areas where an authority does not have a Local Plan in place; and
- Abating the Bonus in circumstances where planning permission for a new development has only been granted on appeal.

**Social Housing** - The Government also announced in July 2015 far reaching legislative and financial changes for the social housing sector, which have had significant implications for High Peak Borough Council and in particular a negative impact on the Housing Revenue Account (HRA).

One of the most significant announcements being the reduction in social housing rents by 1% per annum from April 2016 for 4 years. As a consequence, the Council set out plans for a full review of the HRA during 2016/17 with a view to mitigating the financial impact of the changes.

A Financial Improvement Plan was presented alongside the MTFP in February 2017 which details progress made to date, savings achieved, and further work to be undertaken in order to realise additional savings.

### ***Impact of Brexit***

On the 23rd June 2016, the United Kingdom voted to leave the European Union as a result of the referendum. Subsequently, Prime Minister Theresa May activated the official mechanism that made this a reality – Article 50 of the Lisbon Treaty – on 29<sup>th</sup> March 2017, which then allows two years to negotiate withdrawal and reach agreement before the UK officially leaves the EU by 29<sup>th</sup> March 2019.

The financial consequences of 'Brexit' on the Council remain uncertain at this stage. It will have implications on specific project funding bids which have in the past been submitted to European established bodies, it is unclear what/if any mechanism will replace this. Dependent on the economic impact of an EU exit, this could potentially impact on the valuation of our assets and liabilities; for example, the Council's property portfolio and pension liability. Discussions with Valuers suggest it is extremely difficult to assess any implications at this stage.

Additionally, the EU exit may influence investment and borrowing rates – which has already been apparent from the reduction in the Bank of England base rate in August 2016. The overall wider impact and any specific changes to Local Government finance will be further assessed within the Council's Medium Term Financial Plan.

A general election has been called which will take place on 8<sup>th</sup> June 2017. The outcome may have implications for local government finance.

### ***Efficiency & Rationalisation Programme***



2016-17 was the final year of the Council's current 3 year Efficiency and Rationalisation Programme, which targeted £2.8m in financial savings by 31<sup>st</sup> March 2017 via a number of specific projects:-

Efficiency Programme	3 Year Target Saving
Enhancing Income and Improving Trading	£356,000
Extending Shared Services	£125,000
Corporate Efficiency Projects	£1,384,000
Service Reviews	£485,000
Innovation & Growth	£150,000
Housing Revenue Account	£300,000
<b>TOTAL</b>	<b>£2,800,000</b>

During 2016/17, £408,000 in Procurement related savings (reduced spend as a result of procurement activity being challenged/increased on contract spend etc) have been realised against the efficiency programme as part of the 2016/17 budget setting process. Additionally, the service review process was completed during 2016/17 - which aimed to fundamentally change the way in which services work, adopting a multi-skilled, streamlined approach in order to become more efficient. Consequently, £485,000 in targeted service review savings has been realised.

However, at the end of 2016/17, there was £419,210 outstanding against the £2.8million target which has been incorporated into the new Efficiency and Rationalisation Programme.

### ***Future Budget Pressures***

In addition to the existing efficiency programme, the current MTFP identifies a budget shortfall of £1.7 million by the end of 2020/21. This will potentially be partially met from the new localised Business Rates retention system, but as discussed above there is uncertainty about how the new system will operate.

The £1.7 million budget deficit and £431,200 (as forecast) in unachieved efficiencies carried forward result in an overall savings requirement of £2.1 million over the four year period 2017/18 – 2020/21. Consequently, a new Efficiency and Rationalisation Strategy has been developed and presented as part of the Medium Term Financial Plan to full Council in February 2017.

The new Efficiency and Rationalisation Strategy aims to both reduce expenditure and increase income. The need to grow income is now more of a priority as the Council moves more towards being self-financing and no longer heavily reliant on direct government funding such as revenue support grant. The strategy has been developed with the underlying principles of protecting frontline service delivery. It is also intended that the strategy is a tool to enable the Council to ensure that its service spending is determined by the established priorities set out in the Corporate Plan.

It is intended that there will be five areas of focus:-

- **Major Procurements** - There is the opportunity to focus attention on a number of large service functions which are currently provided by an external contractor / supplier. A number of significant contracts are coming to an end. This will also allow a fundamental review of these services with proper consideration of the current financial constraints. The individual projects will focus on Waste Collection & Environment Services, Leisure Management and Facilities Management
- **Asset Management Plan** – continuation of the existing priority of rationalising the Council’s asset base with a focus around priorities in order to allow for the necessary capital investment
- **Growth** – development of a clear focus upon housing and economic growth based upon the established Local Plan.
- **Income Generation** – focus on increasing the yield from existing sources on income and a drive towards identifying new sources of income.
- **Rationalisation** – a commitment to reducing expenditure on non-priority areas of spend e.g. management arrangements, channel shift, non-statutory services

The table below summarises the financial targets assigned to each efficiency project and the estimated profile of achievement. More detail is available within the Efficiency and Rationalisation Strategy which was approved as part of the MTFP by Council in February 2017 which can be found on the Council’s website: <https://democracy.highpeak.gov.uk/ieListDocuments.aspx?CId=211&MIId=357&Ver=4>

General Fund Efficiency Programme	2017/18	2018/19	2019/20	2020/21	Total
	£	£	£	£	£
Major Procurements	100,000	275,000	100,000	500,000	975,000
Asset Management	-	30,000	200,000		230,000
Growth	-	40,000	40,000	190,000	270,000
Income Generation	90,000	190,000	70,000	120,000	470,000
Rationalisation	120,000	46,000	20,000	-	186,000
<b>TOTAL</b>	<b>310,000</b>	<b>581,000</b>	<b>430,000</b>	<b>810,000</b>	<b>2,131,000</b>

## Chapter 3: Our Vision

High Peak's 4-year Corporate Plan sets out the Council's Vision for 2015 to 2019 - *delivering excellent services to High Peak residents and demonstrating value for money* – and is underpinned by four aims:

- ✓ **Aim One:** *To help create a safer and healthier environment for our residents to live and work* – measured through good quality social housing provision and improved health. Our key priorities are:
  - An 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



In order to meet these priorities we will...

- ❖ Use our influence to secure better health and care services through commissioners and from providers
- ❖ Work with our Combined Authority partners and the Local Enterprise Partnership to bring funding to High Peak
- ❖ Complete and implement a Housing Management and Revenue Plan
- ❖ Review and improve our relationships with Strategic Partners

Working with and supporting our partners we will seek to influence positive outcomes around...

- The provision of accessible health and social care
- Dealing with anti social behaviour

✓ **Aim Two:** *To meet financial challenges and provide value for money* – measured through a balanced and sustainable medium term financial position, value for money services and high levels of resident and customer satisfaction. Our key priorities are:

- 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



In order to meet these priorities we will...

- ❖ Continually review and implement an efficiency and rationalisation programme
- ❖ Improve customer service
- ❖ Communicate more effectively with residents

Working with and supporting our partners we will seek to influence positive outcomes around...

- Bringing additional funding into the borough

✓ **Aim Three:** *To support economic development and regeneration* – measured through sustainable towns and rural communities and increased economic growth. Our key priorities are:

- Encouraging business start-ups and enterprises
- Flourishing town centres that support the local economy
- Promoting tourism
- High quality development and building control with an “open for business approach”



In order to meet these priorities we will...

- ❖ Adopt an approved Local Plan which will be kept under review
- ❖ Review the Tourist Information Centre and tourism service
- ❖ Together with partners work for the delivery of the Buxton 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

Working with and supporting our partners we will seek to influence positive outcomes around...

- Working with the private sector on regeneration schemes including: The Crescent, Woods Mill and Torr Vale Mill
- Pressing for more regular and faster rail links and road infrastructure

✓ **Aim Four:** *To protect and improve the environment* – measured through high recycling rates, quality parks and open spaces, and clean streets. Our key priorities are:

- 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



In order to meet these priorities we will...

- ❖ Establish a developer open space contributions plan
- ❖ Work with local residents to improve our parks
- ❖ Take steps to reduce dog fouling and littering
- ❖ Review car parking provision and extend resident concessionary parking

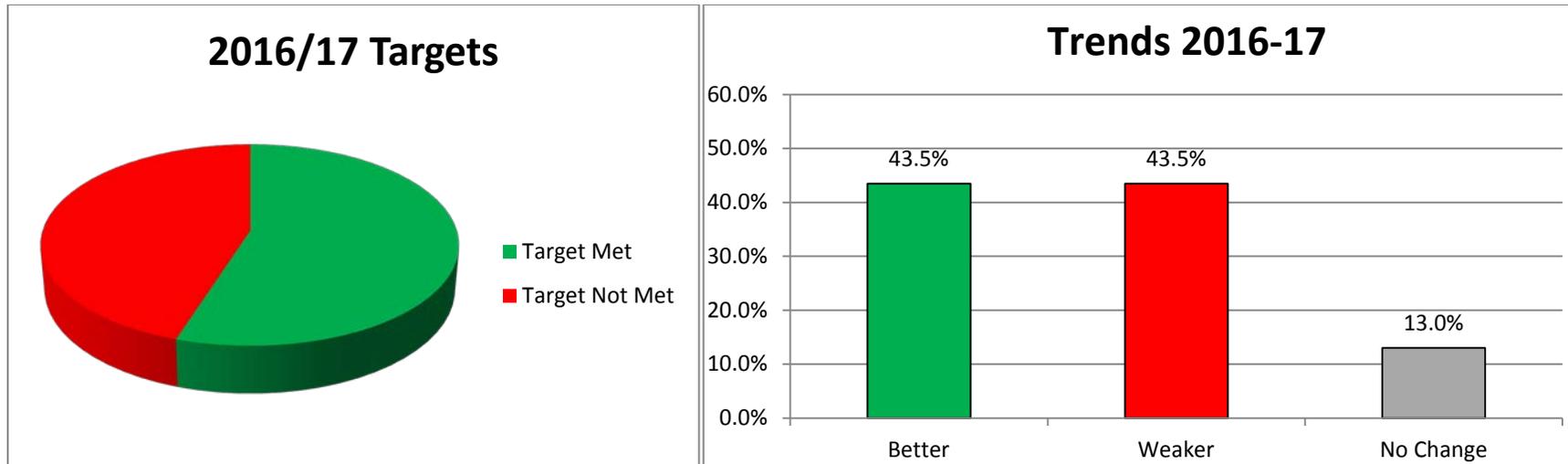
Working with and supporting our partners we will seek to influence positive outcomes around...

- Effective snow clearance

## Chapter 4: Demonstrating value for money - our performance and how we compare

### Summary

At the close of 2016/17 the Council had achieved 55% of its key performance indicator targets for the year and had maintained or improved performance in 57% of these measures.



The service areas which fell short of target include sickness absence, housing benefits, rent collection, sundry debt levels, waste contamination levels, Pavilion Gardens footfall and satisfaction, households in temporary accommodation, average council home re-let times and repairs performance.

For those measures that fell below the target set for the year we have developed actions for improvement, where feasible, as part of our performance reporting to senior managers and members.

## **Aim 1: A safer and healthier environment**

### ***Delivering on our housing targets:***

- Benefits processing times for new claims
- ✓ Benefits processing times for changes of circumstance
- Households in temporary accommodation
- ✓ Homelessness prevention
- ✓ Gas safety checks undertaken



2015/16 benchmarking reveals High Peak performs strongly in terms of housing benefit processing with performances amongst the best in the region. However, this performance appears to carry with it costs that are also amongst the top in the region. There are a handful of councils achieving High Peak's performance levels but at a lower cost, and these warrant further benchmarking activity by the service area in order to understand the difference in costs. Although we narrowly missed our target around the use of temporary accommodation, benchmarking reveals our levels to be amongst the lowest nationally.

#### Contextual Measures:

- ❖ 49 affordable homes came on line last year across the Borough
- ❖ 185 homes stood empty for more than two years
- ❖ It took an average of 65 days to complete disabled adaptations in council owned stock
- ❖ 1 landlord signed up to the Landlord Accreditation Scheme

### ***Delivering on community safety:***

2015/16 benchmarking confirms that High Peak has low crime levels but the Council's spend on CCTV is amongst the highest in the East Midlands. Authorities with similar or lower levels of crime are all reporting significantly lower levels of spend in this area. The CCTV

maintenance contract comes to an end in January 2018 and a review of the current CCTV system to look at its cost-effectiveness commenced in January 2017, in order to inform a decision on the future direction of this discretionary service.

Contextual Measures:

- ❖ 184 incidents were monitored through CCTV with 143 data releases to the Police
- ❖ We used the crime and policing powers to issue 45 warning letters, 8 Community Protection Notices and 1 Fixed Penalty Notice

### ***Delivering on our leisure targets:***

The users of our leisure centres make up only 8-11% of the catchment area potential for each site. High Peak has the highest level of obesity in Derbyshire amongst children starting in reception class at 9.3%, and by Year 6 the figure rises to 14.7%. Inactivity levels stand at over 27%, with a marked difference between men and women with female inactivity rising to 32.1% from 25.9% between 2012 and 2014, compared to only 21.8% amongst males.

2015/16 benchmarking reveals the high level of relative spend by High Peak, both regionally and nationally in order to provide leisure facilities. The Council's spend on sport and recreation facilities is amongst the highest of any council in the region, and ranks 27<sup>th</sup> highest in the country amongst all district councils at £11.43 per head of population. As the Council's contract with its leisure partners approaches its expiry, it is an opportune time to look at the arrangements in place at other authorities where comparisons reveal similar income levels but much lower levels of expenditure. The wider health outcomes within the High Peak community need also to be considered as the Council implements its sport and physical activity strategy.

Contextual Measures:

- ❖ We supported 23 community-led sporting / recreational activities
- ❖ We supported 50 sports clubs

<b>Corporate Plan Priority Action</b>	<b>Project and Progress</b>	<b>Status</b>
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Corporate Plan Priority Action	Project and Progress	Status
<p><i>Complete and Implement a Housing Management and Revenue Plan</i></p>	<p><b>HRA Business Plan Review Project</b></p> <p>The Housing review emerging recommendations are being collated and savings incorporated into MTFP Feb 17.</p> <ul style="list-style-type: none"> <li>-Analysis of task and functions underway</li> <li>-External support engaged focusing on processes/sources of income and rent policy</li> <li>-Systems review underway including OHMS/Keystone</li> <li>-Member workshop arranged Nov to look at lettings/voids/sheltered - reports being prepared.</li> <li>-Pay to Stay withdrawn as a mandatory scheme.</li> </ul>	<p><b>On Track</b></p>
<p><i>Work with our Combined Authority partners and the Local Enterprise Partnership to bring funding to the High Peak</i></p>	<p><b>Combined Authority Project</b></p> <p>In the light of the Council's decision not to join the proposed North Midlands Combined Authority and the uncertainties relating to the future of that proposal, seeking to external funding will now continue as usual through the LEP and other appropriate organisations.</p>	<p><b>Closed</b></p>
<ul style="list-style-type: none"> <li>• <i>Secure better health and care services through commissioners and providers</i></li> <li>• <i>Review and Improve our relationships with Strategic Partners</i></li> <li>• <i>Influence the provision of accessible health and social care</i></li> <li>• <i>Influence the outcomes around dealing with Anti-Social Behaviour</i></li> </ul>	<p><b>Strategic Partnerships Project</b></p> <p>The initial identification of strategic partnerships had slipped but is now on track. An updated list of partnerships has been prepared for consideration.</p> <p>The Council has developed the My Place scheme to provide a longer term solution to reduce levels of youth-related crime and anti-social behaviour and successfully applied for funding from Derbyshire County Council and Derbyshire Constabulary. It has also worked with partners to help resolve issues with anti-social behaviour in Lambgates and successfully bid for funding to resolve problems.</p>	<p><b>On Track</b></p>

## **Aim 2: Meeting financial challenges and providing value for money**

### ***Delivering on our effective use of resources targets:***

- Sundry debt reduction
- ✓ Council tax collection
- ✓ Business rates collection
- Rent collection
- ✓ Invoices paid on time
- Efficiency savings met
- Contract spend



2015/16 benchmarking reveals that High Peak had amongst the highest Council Tax collection rates in the region whereas the Business Rates collection level was below average. The limited benchmarking material on complaints levels indicates that we have higher than average levels of complaints than similar councils but low levels of ombudsman complaints. A review of complaint handling and further benchmarking would be good preparation for the introduction of a new automated system for managing and recording complaints in 2017.

### ***Delivering on our customer access and right first time targets:***

- Calls answered
- ✓ Complaints responded to within 10 days
- ✓ Repeat complaints
- Website assessment through Socitm's Better Connected survey

Contextual Measures:

- ❖ 11% of FOI requests were diverted to the Council's website / publication scheme

### ***Delivering on our high performing and well motivated workforce targets:***

- Sickness absence per FTE

The amount of time lost due to staff sickness absence is higher than targeted for the year and the latest national benchmarking data reveals the lowest levels of sickness absence being achieved are 6.4 days or less.

Contextual Measures:

- ❖ We received 374 compliments last year

***Delivering on our effective use of assets targets:***

- Council-owned retail assets that are occupied
- Average time for repairs
- Rent loss from vacant stock
- Average time to re-let Council homes
- ✓ Public building repairs and maintenance response times

Contextual Measures:

- ❖ It took an average of 27.7 days to re-let homes excluding ‘hard to let’ homes

<b>Corporate Plan Priority Action</b>	<b>Project and Progress</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>• <i>Improve customer service</i></li> <li>• <i>Communicate more effectively with residents</i></li> </ul>	<p><b>Channel Shift Programme</b> All milestones are currently on track, the new websites have been launched and Phase 1 is now complete. A phase 2 project plan will be in place by the end of January 2017. This phase will include the introduction of a digital portal.</p>	<b>On Track</b>
<p><i>Develop a plan to ensure better sharing of information between services and with partners</i></p>	<p><b>Information Governance Group</b> Action plan in place and progressing well. Data Protection Policies and overarching Information Governance Policy has been reviewed and 6 key elements have been identified for the ASSURED toolkit. New PIA forms developed and integrated into project methodology. Incident reporting form and incident log in place and being used. Protective marking framework underway.</p>	<b>Completed.</b>

<b>Corporate Plan Priority Action</b>	<b>Project and Progress</b>	<b>Status</b>
<i>Develop and implement a plan to identify new and innovative ways of generating income</i>	<b>Income Generation Project</b> All income generation challenge meetings have been completed. Fees and Charges have been added to the proforma for the current cycle. Additional ideas discussed in meetings are currently being reviewed and scoped. I.e. planning fee increase. Car park work currently underway, the brief has been issued and agreed and a report is expected back early in 2017.	<b>On Track</b>
<i>Bring additional funding into the Borough</i>	Linked to various regeneration-based projects.	<b>Tracked through relevant projects</b>
<i>Continually review and implement an efficiency and rationalisation programme</i>	The E&R Strategy is covered by a number of projects (income generation, service reviews, AMP, 3 <sup>rd</sup> sector, etc.), all of which are progressing to plan.	<b>Tracked through supporting projects</b>

**Aim 3: To support economic development and regeneration**



### ***Delivering on our encouraging business start-ups objective:***

Benchmarking reveals that our business formation rate was the 3<sup>rd</sup> lowest in the County at 11%. Unemployment rates are low at only 0.7% but long term unemployment is higher than the county and national average. The drop in employment is also more marked in High Peak with a drop of over 3% in the last 10 years.

Contextual Measures:

- ❖ 3820 enterprises are operating within the High Peak

### ***Delivering on our flourishing town centres targets:***

- The borough had an average town centre vacancy rate of 7% - Buxton 9.2%, Glossop 4.7%, New Mills 7%, Chapel 8.9%, Whaley Bridge 4.3%, and Hadfield 5.6%.
- Pavilion Gardens Trip Advisor rating

### ***Delivering on our promoting tourism targets:***

- Pavilion Gardens footfall

Visitors to the High Peak added £234m of spend to the local economy according to the latest research reports (one of the highest in the region) and local business benefitted from over 1.4m overnight stays.

### ***Delivering on our high quality development and building control targets:***

- ✓ Planning appeals successfully defended
- ✓ Major, minor and other planning applications determined in time
- Satisfaction with the planning service

2015/16 benchmarking data across the East Midlands shows that for the period in question (2 year rolling period) the Council was relatively higher cost and lower performing than its regional neighbours, falling within the upper left quadrant for major applications. The same pattern is repeated for both minor and other applications with High Peak coming out as the 8<sup>th</sup> highest spender in all three classes of application and again amongst the lower percentiles in terms of comparative performance. These findings suggest that further process benchmarking with

councils achieving better determination rates at lower costs should be undertaken by the service area in order to understand the reasons for the differences.

Contextual Measures:

- ❖ No costs were awarded against the Council last year for planning appeals
- ❖ 124 customers attended the new Planning Surgeries
- ❖ 74 planning applications had pre-app discussions

<b>Corporate Plan Priority Action</b>	<b>Project and Progress</b>	<b>Status</b>
<i>Adopt an approved Local Plan which will be kept under review</i>	Local Plan adopted in April 2016. Action Completed.	<b>Completed</b>
<i>Review the Tourist Information Centre and tourism service</i>	The review is ongoing and different options are being considered to reduce the cost of the service along with other projects to increase income in the retail area. This will be picked up within the Pavilion Gardens project.	<b>On Track</b>
<i>Together with partners work for the delivery of the Buxton Crescent development</i>	<b>Crescent</b> Chair of the Crescent trust is confirmed. Director's post has been advertised and all applications are now in. Work on the Pump Room completed. Main contract work is ongoing and, as a consequence of more extensive structural problems, will be the subject to contract extensions. 3 month delay.	<b>On Track</b>
<i>Support the development of Glossop Halls</i>	<b>Glossop Halls</b> Milestones met – Project enquiry submitted to HLF and first meeting with HLF has taken place. Contact maintained with key partners/stakeholders. Work on the Creative Industry Strategy/plan is progressing with a half way report meeting held. Executive has agreed a revised project plan re HLF. Consultation with the Glossop Market Traders is in progress, positive press coverage received - part of the communications plan, architects are providing revised drawings and estimates.	<b>On Track</b>

<b>Corporate Plan Priority Action</b>	<b>Project and Progress</b>	<b>Status</b>
<i>Press for more regular and faster rail links and road infrastructure</i>	Not linked to any council project. The updated Trans-Pennine interim report was published in August. Five route options are worthy of prioritisation for further analysis within the next stage of the study. Of the five priority options, four are proposed to connect to the M67 at the western end and are therefore most likely to have direct implications for High Peak, particularly Glossopdale. The fifth option is located further north.	<b>On-going. Reports to relevant committee as the project progresses.</b>
<i>Create an “Open for Business” environment in High Peak</i>	<b>Open 4 Business</b> The business sections of both websites have been created. Project now linked to Accelerated Housing Delivery and Enterprise Growth and Programmes.	<b>Completed</b>
<i>Support the development of the Woods Mill area, Glossop</i>	Complete. Woods Mill has been removed from the project list as it is now in the hands of the developer to deliver the project. We are however still working with the developer to bring about a timely start to the work on site.	<b>Completed</b>
<i>Support the development of Torr Vale Mill</i>	<b>Torr Vale Mill</b> Still in discussion regarding the memorandum of understanding.	<b>No progress</b>

#### **Aim 4: To protect and improve the environment**

##### ***Delivering on our effective recycling and waste management targets:***

- ✓ % of household waste recycled
- ✓ Kg of residual household waste
- Contamination rates among dry recyclables



2015/16 national benchmarking places High Peak above average in terms of the levels of recycling and residual household waste across the Borough. Our costs for waste collection however are also above the national average and are ranked as the 18<sup>th</sup> highest in the country at £52.60 per dwelling. Analysis shows that other districts with similar recycling spend and household waste levels as High Peak deliver increased recycling rates at a lower spend per head. The above average levels of deprivation in High Peak are also shown not to have a direct correlation to recycling rates, with councils with similar deprivation levels achieving higher recycling rates than ourselves.

Contextual Measures:

- ❖ The Council missed only 43 bins in every 100,000 collections

### ***Delivering on our high quality public amenities, clean streets and environmental health targets:***

- ✓ High risk premises inspections
- ✓ Permitted processes inspections
- ✓ Food premises that are broadly compliant with Food Standards Agency standards

Fly-tipping remains an area of concern because of the environmental impact and the drain on resources. The Council's spend on public conveniences is amongst the highest of our nearest neighbours comparison group at £234k.

Contextual Measures:

- ❖ There were 467 fly-tipping incidents across the borough
- ❖ We supported 60 community clean-up campaigns
- ❖ We issued 36 Fixed Penalty Notices for environmental offences

### ***Delivering on our quality parks and open spaces targets:***

Whaley Bridge Memorial Park was successful in achieving and retaining its Green Flag award. Council spend on parks and open spaces is amongst the lowest in the region.

<b>Corporate Plan Priority Action</b>	<b>Progress – November</b>	<b>Status</b>
<i>Work with local residents to improve our parks</i>	<b>Parks and Open Spaces</b> Green flag retained for Whaley Bridge. Active Friends Groups in place.	<b>Completed.</b> <b>Ongoing progress tracked via the service area</b>
<i>Establish a developer open space contributions plan</i>	<b>Local Plan</b> High Peak local plan has been adopted of which this will be a part. Action completed.	<b>Completed</b>

<b>Corporate Plan Priority Action</b>	<b>Progress – November</b>	<b>Status</b>
<i>Review car parking provision and extend resident concessionary parking</i>	Project completed.	<b>Completed</b>
<i>Take steps to reduce dog fouling and littering</i>	<p><b>Enforcement Arrangements</b> High Peak held 2 days of enforcement activity in Glossop, Chapel and surrounding areas as an interactive session with both Councillor and Community group involvement. A quarterly 2-day blitz is planned.</p> <p>Portfolio holders receiving regular updates on no's of FPN's served and enforcement patrols undertaken.</p>	<b>Completed – Enviro-crime teams in place</b>
<i>Effective snow clearance</i>	Considered as part of the Operational Services structures / Service Plan.	<b>Completed</b>

## Chapter 5: Our Future Priorities 2017-2019

<b>Corporate Plan Aim</b>	<b>Rolled forward Actions / Projects</b>	<b>New Priority Actions</b>
<b>Aim 1:</b> Fit for purpose housing stock that meets the needs of tenants	Complete and Implement a Housing Management and Revenue Plan	Benefits Processing: undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements
<b>Aim 1:</b> Effective support of community safety arrangements		Undertake a review of the current CCTV system to look at its cost-effectiveness in preparation for the expiry of the maintenance contract in early 2018
<b>Aim 1:</b> Effective relationship with strategic partners	<ul style="list-style-type: none"> <li>Continue to influence the provision of accessible health and social care services through the Scrutiny work programme</li> <li>Review and Improve our relationships with Strategic Partners</li> </ul>	

Corporate Plan Aim	Rolled forward Actions / Projects	New Priority Actions
<b>Aim 1:</b> Provision of high quality leisure facilities		Implement the Council's new sport and physical activity strategy and carry out research into nil cost facility provision being achieved by other councils; in order to achieve improved health and value for money outcomes for the High Peak
<b>Aim 2:</b> High levels of customer satisfaction		Benchmark and review the Council's approach to customer complaints as part of the introduction of a new automated management system for complaint handling and reporting.
<b>Aim 2:</b> Services easily available and provided right first time	Deliver the Channel Shift Programme	
<b>Aim 2:</b> Effective use of resources to ensure value for money	Develop and implement a plan to identify new and innovative ways of generating income	Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place.
<b>Aim 3:</b> Promote tourism		Market test the commercial operation of the Pavilion Gardens, including a review of the Tourist Information Centre and Tourism Service.
<b>Aim 3:</b> High quality development control		Planning Application Processing: undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements
<b>Aim 3:</b> Flourishing town centres	Together with partners work for the delivery of the Buxton Crescent development	
	Support the development of Glossop Halls	
	Support the development of Torr Vale Mill	
<b>Aim 3:</b> Sustainable towns and rural communities		Implement the accelerated housing delivery programme
<b>Aim 3:</b> Encourage business start ups and enterprises		Implement the accelerated business growth and employment programme
<b>Aim 4:</b> Effective recycling and waste management		Work with ANSA and Cheshire East to launch Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and grounds maintenance services on behalf of the Council in order to

Corporate Plan Aim	Rolled forward Actions / Projects	New Priority Actions
		achieve improved performance and value for money outcomes

References: Profile data taken from LG Inform Plus and Grant Thornton's Place Analytics Tool.