

## **HIGH PEAK BOROUGH COUNCIL**

### **The Executive**

**22nd June 2023**

<b>TITLE:</b>	<b>Development of the High Peak Borough Plan 2023-2027</b>
<b>EXECUTIVE COUNCILLOR</b>	<b>Cllr Anthony McKeown - Leader</b>
<b>CONTACT OFFICERS:</b>	<b>Andrew Stokes – Chief Executive</b>
<b>WARDS INVOLVED:</b>	<b>Non-Specific</b>

#### **Appendices Attached:**

**None**

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

- 1.2 The purpose of this report therefore is to set out the process for the development of the High Peak Borough Plan 2023-2027 which will replace the current Corporate Plan.

#### **2. Recommendations**

- 2.1 That the Executive notes the process for the development of the High Peak Borough Plan 2023-2027

#### **3. Executive Summary**

- 3.1 The Council needs to ensure that it has a clear vision, corporate objectives and key priorities for the medium term. The document that set out these for 2019-2023 is the Corporate Plan which was agreed by the Council in October 2019 and was developed in the period that followed the local elections in May 2019.
- 3.2 It is appropriate that, following the recent election in May 2023, there is a fundamental review of the existing Corporate Plan and preparation of a new plan for consideration and approval at the Council meeting on 25th October 2023. In order to 'brand' the new plan it is proposed to rename it as the High Peak Borough Plan.

- 3.3 The new High Peak Borough Plan needs to be developed in the context of the following framework of understanding:
- The views and aspirations of High Peak residents, businesses and other stakeholders
  - A clear understanding of empirical evidence that identifies the challenges faced in High Peak
  - Recognition of the national and regional policy framework
  - Learning from the progress made by the Council and understanding the improvements that need to be made
- 3.4 The new 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. This will include the five pledges, detailed out below, that were set out by the Leader of the Council at the Annual General Meeting of the Council in May which will be developed further and form the foundations for the plan:
1. Revitalise our town centres
  2. Deliver more affordable and warmer homes
  3. Invest in our parks and leisure centres
  4. Empower our communities
  5. Lead the way to a greener future
- 3.5 The new administration is also committed to refreshing how the Council work. This will include enhancing communication and community engagement; the role of councillors; and governance and the role of scrutiny.
- 3.6 It is however, essential that is developed and owned by the whole Council. As a consequence its intended to hold an all-member Priority Setting Workshop in the summer. The workshop will also give the opportunity for all councillors to raise specific issues, both borough wide and locality based, that they feel should be reflected in the priorities set out in the final High Peak Borough Plan.
- 3.7 In order to allow councillors proper consideration of the final document, the following process will be adopted:
- Consideration by Corporate Select Committee (25th September 2023)
  - Consideration by the Executive (5th October 2023)
  - Consideration by full Council (25th October 2023)
- 3.8 Following its adoption, to ensure full implementation of the plan, a number of further actions will then be required including the update of the Forward Plan and Select Committee work programmes, the development of project plans for new key projects and the update of the Council's Performance Management framework to ensure that there is effective monitoring of progress.

- 3.9 The annual report to Corporate Select and the Executive in the Autumn of each year, will provide an opportunity for a 'light touch' annual review of the High Peak Borough Plan to ensure that the plan is kept up to date.

#### **4. How this Report Links to Corporate Priorities**

- 4.1 The High Peak Borough Plan will establish the Council's priorities

#### **5. Options and Analysis**

- 5.1 There are no options to consider at this stage

#### **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 existing objectives. Supporting the police in the prevention and detection of crime is one of the influencing priorities

6.2 Workforce

The High Peak Borough 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 compiled in accordance with the Councils' equality and diversity policies.

An initial Equalities Impact Assessment (EIA) will be undertaken on the draft High Peak Borough 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 plan is 'high level' and strategic in nature and it is the detailed targets and subsequent resource allocation that will determine its effective implementation.

As with previous corporate plans the likely key finding or recommendation of from the EIA is that we use the proposed internal and external consultation on the plan to engage target groups (such as minority communities and people with disabilities) and build engagement over time with our broader community.

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

No direct implications

6.6 Climate Change

Protection of the environment is one of the Council's existing four aims. Reducing carbon emissions will continue to be a key focus for the next four years

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 High Peak Borough Plan.

The plan will contains details of the significant risks related its successful implementation. The key significant corporate risks that will need to be considered are as follows:

- Risk of insufficient funds to deliver plan
- Risk that the Council does not deliver its committed efficiency 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 cannot 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 will continue to be established to mitigate these key corporate risks along with service specific high risks and project risks. Progress against these actions will continue to be monitored as part of the Council's Performance Management Framework.

**ANDREW P STOKES**  
**Chief Executive**

**Background Papers**

High Peak Borough Council Corporate Plan 2019 - 2023

**Contact Details**

Andrew P Stokes  
Chief Executive



## **7 Background and Introduction**

- 7.1 It is essential that the Council's establishes its vision, corporate objectives and sets 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 document that set out this for 2019 - 2023 is the Corporate Plan which was agreed by the Council in October 2019 and was developed in the period that followed the local elections in May 2019.
- 7.3 It is appropriate that following the recent election in May 2023 that there is a fundamental review of the existing Corporate Plan and preparation of a new plan for consideration and approval at the Council meeting on 25th October 2023.
- 7.4 In order to 'brand' the new plan it is proposed to rename it as the High Peak Borough Plan.
- 7.5 The purpose of this report therefore is to set out the process for the development of the High Peak Borough Plan 2023 - 2027.

## **8. Existing Corporate Plan 2019-2023**

- 8.1 The vision for the existing Corporate Plan is:

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

- 8.2 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**

- 8.3 These aims are then developed into 22 objectives as follows:

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

8.4 These high level objectives have been used to provide the framework for the development and delivery of service and appropriate actions plans by ensuring that this has been the focus of the activities of both elected members and the workforce through the term of the last political administration.

8.5 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. 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 has been focused in the following priority areas:

- Working with Derbyshire County Council and other partners to enable high speed internet across the borough
- Supporting 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
- Ensuring the best use of public assets across the borough by working via the One Public Estate project.

8.6 In addition to these influencing priorities, the Council has also continue to seek to influence the appropriate 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

8.7 The Corporate Plan also identified the outcomes that it intended to give the highest priority. These key priority outcomes were given the highest priority in the development of performance targets and key actions. A significant proportion of the Council's resources has been directed towards them.

8.8 The progress with the delivery of the vision, aim, objectives and priority actions and outcomes progress has been closely monitored and reported as part of the Council's performance management framework. The framework contains the key performance indicators that have been established to ensure that progress can be tracked effectively The monitoring arrangements include the quarterly monitoring reports and annual reports which are presented to both the Corporate select Committee and the Executive.



## 9 Development of the High Peak Borough Plan 2023-2027

9.1 The High Peak Borough Plan needs to be developed in the context of the following framework of understanding:

- **The views and aspirations of High Peak residents, businesses and other stakeholders** - 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

9.2 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.
- The impact and any implications from the pending East Midlands Mayoral Combined Authority

9.3 The High Borough Plan 2023-2027 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.

9.4 At the Annual General Meeting in May, the Leader of the Council set out the five pledges for the new administration. These are summarised below with details of some of the priorities within them:

### 1. Revitalise our town centres

- Regenerating town centres through the repurposing Council assets and buildings
- Supporting local business
- Ensuring a the 'Co-operative Difference' through working collectively

### 2. Deliver more affordable and warmer homes

- Ensuring the delivery of 'truly' affordable new homes
- Tackling homelessness
- Protecting private renters
- Regulating short-term letting

### 3. Invest in our parks and leisure centres

- Getting High Peak moving more
- Providing more green spaces

- Managing our leisure centres and pools for the future
- Protecting our parks and open spaces and developing them for the future
- Working cooperatively with friends of groups

#### **4. Empower our communities**

- Tackling food poverty
- Active listening
- Ensuring the 'golden thread' through our workforce

#### **5. Lead the way to a greener future**

- Tackling climate change
- Promoting sustainability

9.5 The new administration is also committed to refreshing how the Council work. This will include reviewing and enhancing:

- Communication and community engagement
- Role of councillors
- Governance and the role of scrutiny

9.6 These commitments will be worked up in more details over the next few months and provide the foundations of the High Peak Borough Plan.

9.7 It is however, essential that is developed and owned by the whole Council. As a consequence its intended to hold an all-member Priority Setting Workshop in the summer. This workshop will provide details of :

- The data based portrait of the Borough giving details of the main demographics which will highlight a number of key challenges that the Council should seek to address; and
- Specific locality and ward based data to identify any specific locality based issue.

9.8 The workshop will also give the opportunity for all councillors to raise specific issues, both borough wide and locality based that they feel should be reflected in the priorities set out in the final High Peak Borough Plan.

9.9 In order to ensure its successful implementation, the vision, aims, objectives and priorities of the final plan will require 'buy in' from all members and officers.

9.10 In order to allow councillors proper consideration of the final document, the following process will be adopted:

- Consideration by Corporate Select Committee (25th September 2023)
- Consideration by the Executive (5th October 2023)

- Consideration by full Council (25th October 2023)

9.11 Following its adoption, to ensure full implementation of the plan a number of further actions will then be 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
- Development of project plans for new key projects
- External publicity of the contents of the plan to ensure accountability for delivery
- Update of the Council's Performance Management framework to ensure that there is effective monitoring of progress
- Development of performance scorecards / dashboards for monitoring achievement against the established priority outcomes
- Update of the Council's Medium Term Financial Plan to ensure resources are directed into achieving the objectives and priority outcomes

## **10 Process for Review**

10.1 As set out earlier in the report, 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.

10.2 However, 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.

10.3 The annual report to Corporate Select and the Executive in the Autumn of each year, will also provide an opportunity for an annual review of the High Peak Borough Plan to allow for any changes that need to be made to ensure that the plan is kept up to date.