

HIGH PEAK BOROUGH COUNCIL

Report to Council

25th October 2023

TITLE:	High Peak Borough Plan 2023-27
EXECUTIVE COUNCILLOR:	Councillor Anthony McKeown - Leader
CONTACT OFFICER:	Andrew Stokes - Chief Executive
WARD:	Non-Specific

Appendices Attached:

Appendix A – Summary of Outcomes from Member Priority Setting Workshop (September 2023)

Appendix B – High Peak Borough Plan – Priority Actions (October 2023)

Appendix C – Summary of Aims, Objectives, Priority Outcomes, Influencing Priorities and Priority Outcomes 2023 - 2027

Appendix D – High Peak Borough Plan 2023-27

1. Reason for the Report

- 1.1 It is essential for the Council to develop and agree a medium term plan. The High Peak Borough Plan will provide clear direction for the delivery of services in achieving the Council's vision, aims and objectives in delivering positive outcomes for residents and businesses

2. Recommendations

It is recommended that Council approves:

- 2.1 The High Peak Borough Plan 2023-2027 as detailed in Appendix D
- 2.2 The process of internal and external consultation as set out in Section 14 of the report; and
- 2.3 The process for adoption and implementation of the High Peak Borough Plan as set out in Section 15 of the report.

3. Executive Summary

- 3.1 The purpose of the High Peak Borough 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 businesses of the High Peak.
- 3.2 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.
- 3.3 The new Plan will build on the existing plans and priorities and importantly will be steered by the political administration with the mandate provided in the recent local elections. However the Plan is a document that needs to be owned by the whole Council. As a consequence the Council held a Members' Priority Setting Workshop on 8th September, the outcomes from which (detailed attached in Appendix B) have been taken into account in the development of the new plan.
- 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 Plan are detailed in Appendix B.
- 3.5 A summary of the proposed aims, objectives, priority outcomes, influencing priorities and priority outcomes is attached at Appendix C. The full High Peak Borough Plan is attached at Appendix D. The interactive version is available by following the link below:
- [High Peak Borough Plan](#)
- 3.6 After adoption of the Plan by the Council there will a number of actions that will be required to ensure its effective implementation. This will include the agreement of a new set of local performance indicators and targets and revisions to the Council's Select Committee work programmes.

4 How this Report Links with Corporate Priorities

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

5 Options

- 5.1 There are two options available to members in respect the approval of the High Peak Borough Plan:

- Approve the draft Plan and recommended Council adoption (Recommended) – This will ensure that positive outcomes can be delivered to citizens in line with priorities which are established around their needs and aspirations.
- Reject the draft Plan (Not Recommended)

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)

Community Safety is one of the Council's priority outcomes. 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 prepared in accordance with the Council's Diversity and Equality Policies.

An initial Equalities Impact Assessment (EIA) has been 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. The key finding or recommendation of this 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) 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

No direct implications

6.6 Climate Change

Delivering the Climate Change Strategy and Action Plans is one of the Council's priority actions.

6.7 Internal and External Consultation

The Plan will be subject to external and internal consultation.

The Council has established mechanisms through which it can engage and consult the public. The use of the website and exhibitions provide further means of communicating the plan, inviting comment and identifying potential partners – including community partners. By giving specific consideration to engaging minority groups and others (identified in equalities legislation as having ‘protected characteristics’), as well as our own staff, the consultation process offers an opportunity to build relations with our communities, allowing those affected by the way we carry out our functions to have a real input, to secure ongoing and active participation leading to improved outcomes, and empowering both service users and employees.

6.8 Risk Assessment

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

The Plan contains details of the significant risks to 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 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 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
Chief Executive

Background Papers

Location

Contact

Moorlands House

Andrew P Stokes
Chief Executive

7 Background and Introduction

- 7.1 The purpose of the High Peak Borough 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 businesses of High Peak.
- 7.2 The existing Corporate Plan was agreed by the Council in October 2019 and was developed in the period that followed the local elections in May 2019. It is appropriate that following the recent election in May 2023 that there is a fundamental review of the Plan. The purpose of this report therefore is for the Council to:
- Consider and approve the core of a new High Peak Borough Plan i.e. vision, aims, objectives and priorities;
 - Agree to a process for wider consultation on its contents; and
 - Agree a process for the adoption of the Plan including 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 As with previous plans, the High Peak Borough Plan has been developed after taking into account the following framework of understanding:
- **The views and aspirations of High Peak citizens** - as established by the 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. This included the locality analysis produced to form the foundations of the Member Priority Setting Workshop held on 8th September;
 - **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 assessments of the Council's performance including the outcomes from the LGA Corporate Peer Challenge which took place in January 2022.
- 8.2 The Plan will build on the existing plans and priorities and importantly will be steered by the political administration with the mandate provided in the recent local elections. However the High Peak Borough Plan is a document that needs to be owned by the whole Council. As a consequence the Council held the Member Priority Setting Workshop in September to allow all Councillors to feed into the process. The issues raised by the members on the day in the group sessions are summarised at Appendix A.

9 Council's Vision, Aims and Objectives

9.1 The vision of the Council is restated as:

'Working together to protect and invest in the High Peak with the Council on your side'

9.2 This vision is articulated further by five aims:

- **AIM 1: Supporting our communities to create a healthier and safer High Peak**
- **AIM 2: Future proof housing**
- **AIM 3: Protect and create jobs by supporting economic growth, development and regeneration**
- **AIM 4: Protect and improve the environment including responding to the climate emergency**
- **AIM 5: A responsive, smart, financially resilient and forward-thinking council**

9.3 Aim 1 recognises that the Council has a broader role than its direct powers and has to work with partners to deliver more holistic outcomes.

9.4 Aim 2 is focused on housing across the Borough including the management of the Council's own stock. This Aim has been newly introduced into this plan to reflect the significance of the Council's role in this area of activity.

9.5 The Aims 3 and 4 detail the other outward facing ambitions of the Council which are focused around supporting the development of the local economy and both protecting and improving the environment.

9.6 Aim 5 commits to the continuous improvement of services and reinforces the desire to provide value for money.

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

9.8 The Plan proposes 33 objectives split across the 5 aims. The objectives are detailed in the table below:

Aim	Objectives
Supporting our communities to create a healthier and safer High Peak	<ul style="list-style-type: none"> • Work with our partners and the community to address health inequality, food and fuel poverty, mental health and loneliness • Develop a positive relationship with communities • Effective relationship with strategic partners • Practical support of community safety arrangements • Provision of sports facilities and leisure opportunities focused upon improving health • Working cooperatively with local groups, and sports clubs to help people move more and enjoy our green spaces • Enhance the distinctive culture, creativity and heritage of the Borough • Improve residents' access to benefits and financial support • Assist and influence other public partners to improve their services in the High Peak
Future proof housing	<ul style="list-style-type: none"> • Fit for purpose housing that meets the needs of HPBC tenants • Increased supply of good quality homes • Maintain an effective Housing Revenue Account (HRA) Business Plan • Provide effective housing estate management to manage and enhance the environment within our control and for the wider community
Protect and create jobs by supporting economic growth, development and regeneration	<ul style="list-style-type: none"> • Encourage business growth including start-ups and enterprises • Working to support existing local businesses, both large and small across the High Peak as they respond to future challenges • Supporting the development of innovative green jobs and businesses across the High Peak • Promote tourism to maximise local benefit • Work to create flourishing town centres and thriving high streets that support the local economy • Maintain and deliver an effective Local Plan • High quality development and building control with an "open for business" approach
Protect and improve the environment including responding to the climate emergency	<ul style="list-style-type: none"> • Effective recycling and waste management • Meeting the challenges of climate change • 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
A responsive, smart, financially resilient and forward-thinking council	<ul style="list-style-type: none"> • Ensuring the 'golden thread' through our workforce • Ensure our future financial resilience can be financially sustainable whilst offering value for money • Ensure our services are readily available to all our residents in the appropriate channels and provided "right first time" • Invest in our staff to ensure we have the internal expertise to deliver our plans by supporting our high performing and well-motivated workforce • Effective procurement with a focus on local business • Use innovation, technology and partnership with others to help improve the efficiency of services, improve customer satisfaction and reduce our impact on the environment • More effective use of Council assets • Strong and effective democratic processes

9.9 A number of new objectives have been added to those included in the previous Corporate Plan including the following:

- Additional objectives to differentiate between the overall housing supply and the Council's own housing stock
- Making specific reference to improving residents access to benefits and financial support;
- Recognising the commitment to strong and effective democratic processes; and
- Making specific reference to the review of the Local Plan.

9.10 The 33 objectives will provide the framework for the delivery of service plans which will be developed by Heads of Service following approval of the High Peak Borough Plan.

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 focused in the following priority areas:

- **Ensuring the provision of accessible health and social care**
- **Dealing with anti-social behaviour**
- **Pressing for more regular and faster rail links, public transport links and essential road infrastructure**
- **Completion of the off road route for the Trans Pennine Trail and access to the Monsall and Tissington Trails**
- **Bringing additional funding into the borough**
- **Ensuring benefits for High Peak from the East Midlands Devolution Deal**
- **Ensuring that there is collective action on climate change**

11 Priority Outcomes and Actions

11.1 A key contribution to the achievements of the Council in the past was the fact that the Council had well established priorities. It is important therefore that this practice continues. The proposed priority outcomes are detailed in the table below:

Aim	Priority Outcomes
Supporting our communities to create a healthier and safer High Peak	<ul style="list-style-type: none"> • Increased level of community support • Refreshed Community Safety Strategy • New Cultural Strategy
Future proof housing	<ul style="list-style-type: none"> • Effective HRA Business Plan • Improved tenant satisfaction • Improved private sector housing conditions • Increased supply of quality affordable housing • Review and reintroduce the caretaking service
Protect and create jobs by supporting economic growth, development and regeneration	<ul style="list-style-type: none"> • Increased economic growth and higher paid employment • Thriving and flourishing town centres and high streets
Protect and improve the environment including responding to the climate emergency	<ul style="list-style-type: none"> • Reduced carbon emissions • High recycling rates • Reduced levels of environmental crime • Completing the development of a High Peak Biodiversity Plan and implementing both this and the Climate Change Strategy with Annual Reports on progress
A responsive, smart, financially resilient and forward-thinking council	<ul style="list-style-type: none"> • Increased levels of staff and customer satisfaction • Increased use of local firms through procurement • Increased levels of customer satisfaction • Better engagement with our local communities • Providing Value for Money council services

11.2 These priority outcomes will be given 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 Plan and progress will be closely monitored and reported as part of the Council's performance management framework.

11.4 The priority actions committed in the High Peak Borough Plan are summarised in Appendix B along with the executive member responsible for overseeing the implementation of those actions.

12 High Peak Borough Plan 2023-2027

- 12.1 A summary of the proposed aims, objectives, priority outcomes, influencing priorities and priority outcomes is attached at Appendix C. The full High Peak Borough Plan is attached at Appendix D. The interactive version is available by following the link below:

[High Peak Borough Plan](#)

13 Measurement of Performance

- 13.1 As with previous versions, the new High Peak Borough Plan will need to be used for the Council to identify key performance indicators as part of its Performance Framework. This 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).
- 13.2 Targets will need to be established 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.
- 13.3 Once the Council has approved the core of the High Peak Borough 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. It is suggested that this is done during November and presented to the Corporate Select Committee for consideration. This committee will recommend the revised Performance Framework to the Executive for approval.
- 13.4 The exercise of developing key performance indicators is a unique opportunity to ensure that performance is properly focussed around local priorities. It will be important to ensure that the performance measures contribute towards measuring achievements against the Council's priorities.

14 Consultation with the Community

- 14.1 The vision, aims, objectives, and priorities proposed in the High Peak Borough Plan have been developed after taking into account the ongoing dialogue with the communities of the High Peak. It is essential that this dialogue continues.
- 14.2 After adoption of the Plan by the Council it is recommended that there is a period of further consultation with the community. This consultation should focus upon the following:
- Informing the public about the High Peak Borough Plan, promoting an understanding of its objectives and the rationale for the priorities

- Providing an opportunity for the public to comment and contribute to the development of service/delivery plans.
- Informing and engaging our staff as a means of developing understanding, commitment and contribution of ideas.
- Informing and engaging our key partners and wider stakeholders.
- Fulfilling our public sector duties and 'equality expectations' to consult people with regard to race, gender and disability and the impact of the Plan.
- Considering wider equality issues – how we address inequalities and how we meet the needs of distinct groups of people in our community (such as older people, young people, gay lesbian bisexual and transgender people)
- Identifying how service delivery and activity can be improved – identifying potential barriers to the achievement of our objectives; and
- Identifying opportunities for communities, voluntary and community groups and other stakeholders to work with us to achieve our objectives.

15 Process for Approval and Adoption of the Corporate Plan

- 15.1 In order to ensure its successful implementation the vision, aims, objectives and priorities of the High Peak Borough Plan require buy in from all members and officers.
- 15.2 In order to ensure full implementation of the plan a number of further actions are also required. These are as follows:
- Approval of the High Peak Borough Plan (25th October 2023)
 - Update of the Forward Plan and Select Committee work programmes to reflect the new key projects contained within the Plan (October 2023)
 - Development of project plans for new key projects (October 2023)
 - External publicity of the contents of the plan to ensure accountability for delivery (October 2023)
 - Development of locality plans informed by the completed Locality Analysis (November 2023)
 - Update of the Council's Performance Management framework to ensure that there is effective monitoring of progress (November 2023)
 - Development of performance scorecards / dashboards for monitoring achievement against the established priority outcomes (November 2023)
 - Update of the Council's Medium Term Financial Plan to ensure resources are directed into achieving the objectives and priority outcomes (December 2023)

16 Process for Review

- 16.1 The Council has established a practice of refreshing its strategic 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.

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