



High Peak Borough Council
working for our community

Borough Plan

2023 - 2027



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The High Peak Borough Plan sets out High Peak Borough Council's commitments in the delivery of services and community leadership to the residents and businesses of High Peak for the next four years.

The High Peak Borough Plan has been developed after taking into account the following framework of understanding:

- The views and aspirations of High Peak residents and businesses - 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;
- 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.

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The plan is centred around achieving the vision of the Council which is:

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

It is focussed on 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

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Within these aims are specific objectives which inform the activities of the Council in the delivery of services and community leadership.

It is recognised that the delivery of public services in the High Peak is undertaken by a variety of partners. The Council is committed to play the lead role in championing the local area. 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 residents and businesses. The plan sets out the priorities for this influencing role.

A key contribution to the achievements of the Council in past years has been well-established priorities. The plan details the Council's priority outcomes. These outcomes will be given the highest priority and a significant proportion of the Council's resources will be directed towards them.

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 High Peak Borough Plan.

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Strategic Alliance

In June 2008 High Peak Borough Council and Staffordshire Moorlands District Council joined forces in a Strategic Alliance to establish joint working arrangements and create a shared approach to delivering key services.

Now in its 15th year, the strategic partnership is one of the earliest and most successful within local government; it has achieved cumulative budget savings of over £15.7m whilst continuing to deliver high performing, low cost services. The strategic alliance quickly evolved from separate workforces led by a shared Chief Executive, to the single 'Alliance' workforce that we have today, whilst still serving the separate but similar needs of two distinct geographic and political areas.

The partnership has withstood changes in political control during the last 14 years and remains strong: built upon foundations of collaboration, leadership of place, and value for money services. Sharing a border, but sitting within different counties and different regions, means that the partnership is perhaps more complex than some other local authority examples, but this hasn't stood in the way of successful joint working which brings real benefits for the people that the Councils serve.

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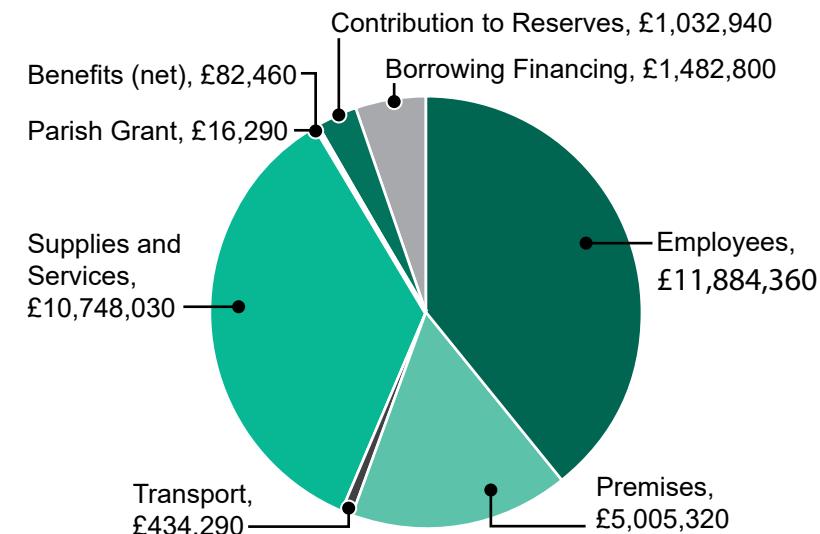
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Finance

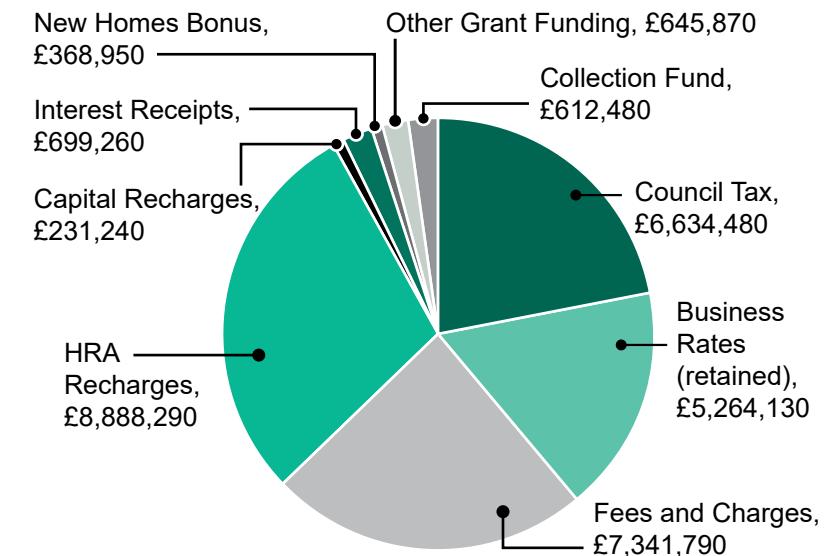
The Council's [Medium Term Financial Plan](#) sets out the financial position.

The Council's General Fund revenue budget:

Gross Expenditure 2023/24 £30.6m



Gross Income 2023/24 £30.6m



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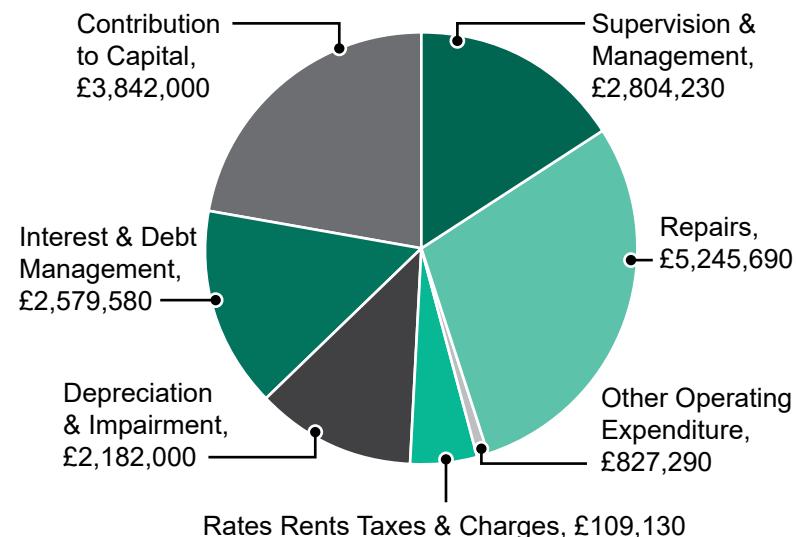
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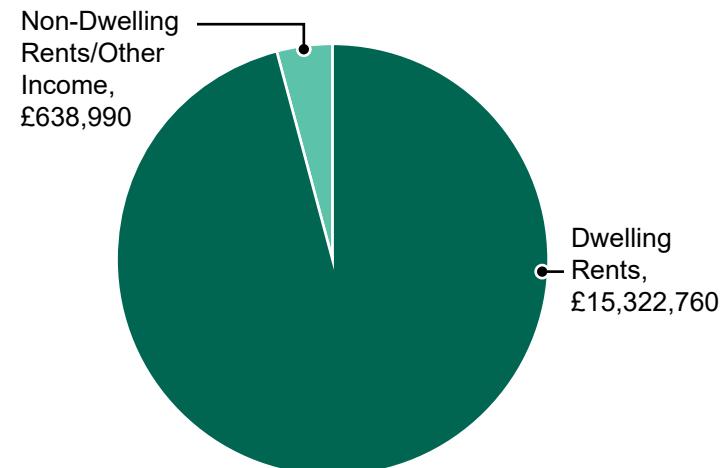
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The Council's Housing Revenue Account (HRA) budget

Gross Expenditure 23/24 £17.6m



Gross Income 23/24 £16.0m



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General Fund Capital Programme 2022/23 to 2026/27 – £39.9m (£13.7m grants and contributions):

Area	Spend (£m)
Assets	12.7
Disabled Facility Grants	2.7
Fleet Management	5.5
Regeneration	13.9
Leisure	2.5
ICT	0.2
Housing RTB (1 for 1)	2.4

Housing Revenue Account (HRA) Capital Programme 2022/23 to 2026/27 – £28.8m:

Area	Spend (£m)
Assets	26.3
Voids	0.1
Commissioning	0.5
Vehicles	0.7
Repurchases	1.0
ICT	0.2

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There are a number of key financial challenges / risks that the Council needs to mitigate:

- Identification and delivery of the efficiency savings committed in the [Medium Term Financial Plan](#) with no impact on services.
- Impact of inflation – pay and prices.
- Growth – housing and business.
- Land disposal / capital receipts.
- Government funding reviews – fair funding, retained business rates, new homes bonus.
- Waste management costs / national waste and recycling strategy.
- Council tax increase limitations.
- Capital costs / cost of borrowing.
- Procurement and contracts.

Assets

The Council has a significant number of assets:

General Fund (assets with structures)

Retail	9
Car Parks	21
Cemeteries	4
Depots	7
Golf Club	1
Theatre/Heritage	4
Leisure	4
Offices	4
Public Conveniences	21
Pump Room	2
Parks & Gardens	2
Markets	2
Pavilions	3
Total	84

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General Fund (other property assets)

Watercourses	74
Parks & Gardens	9
War Memorials	3
Garage Sites	11
Electricity Substation	1
Open Space Allotments	8
Open Space Recreation	18
Open Space Unclassified	186
Total	310

Housing Revenue Account (HRA)

Dwellings	3,862
Garages	581

The Council has recently developed a General Fund [Asset Management Framework](#) which sets out a cohesive approach on how the Council's property (land and buildings) assets will assist in achieving the Council's vision and meeting the corporate objectives.

The framework identifies the strategic and practical approach to asset management to ensure assets are managed effectively in the short, medium and long term, linking clearly to corporate objectives. The key aim is to ensure a strategic outlook for the property assets that the Council holds.

A similar framework is currently being developed for the Council's HRA properties. A prime focus will be to ensure compliance with the Social Housing (Regulation) Act 2023.

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Service Design and Delivery

We now live in a fast paced, digitally reliant, 24/7 society which has changed the way in which our residents live and work and how and when they want and need to access our services and support.

The experience of the pandemic has changed the way people work, accelerating moves towards flexibility, responsiveness and agile / remote working.

In response to these challenges the Council developed and implemented three new strategies:

- [Access to Services Strategy](#)
- [Digital Strategy](#); and
- [Organisational Development Strategy](#)



Photo: Visit Peak District and Derbyshire

These have a combined action plan which will deliver the following:

Focus	Themes	Outcomes
Customers	<ul style="list-style-type: none"> Customer Insight Digital Inclusion 	<ul style="list-style-type: none"> Clear understanding of resident needs and service access preferences Services are available to all in required access channels Improved customer focus
Partners	<ul style="list-style-type: none"> Effective Collaboration 	<ul style="list-style-type: none"> Appropriate technology infrastructure is available across the district Effective sharing of data
Technology	<ul style="list-style-type: none"> ICT Application Review Effective Data Management 	<ul style="list-style-type: none"> Up to date integrated system applications infrastructure Effective data management arrangements
Service Delivery	<ul style="list-style-type: none"> Service Reviews 	<ul style="list-style-type: none"> Service processes designed around the customer Increased productivity Improved value for money
Organisation	<ul style="list-style-type: none"> Leadership & Management Skills Assessment Workforce Development 	<ul style="list-style-type: none"> Strong leadership and management Skilled, flexible and motivated workforce

In order to modernise service delivery to residents, the Council has implemented a service design programme, Alliance: Our Future, which will reflect the needs and experiences of colleagues, customers and connections to create accessible, intelligent and relevant services that are valued by those who rely on them.



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Underpinning the development of the High Peak Borough Plan requires an understanding of the evidence base of demographic and other data – this includes:

- Desktop research to provide the context for the data-based picture that emerges;
- A high-level gap analysis; and
- Identification and analysis of relevant ward level data to understand differences between different localities within the district and the comparison to England as a whole.

The following provides a summary of the key issues that emerge in the ‘outward facing’ plan aim themes i.e. Communities, Housing, Economy and the Environment.

Within each of these, the Council has specific responsibilities that determine which tools are at its disposal to shape places in High Peak, the current actions in place to address these issues are also identified.

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Our communities

Income / Cost of Living

Levels of annual pay are relatively low in High Peak. At £26,954 gross median for full-time jobs in High Peak workplaces and £28,665 for High Peak residents (2021), both measures are below Derbyshire as a whole.

Pay for High Peak based jobs has increased slightly (0.8%) since 2020, but the figure for HP residents has decreased by 2.4% in the 12-month period.

The proportion of the resident working age population who are economically active has decreased by 4.3% from 2020 to 2021 (now 76.3%, GB: 78.5%).

A substantial proportion of residents commuted out of the area for work (2011 net outflow of 9,802) - on 2017 figures, around 30% of High Peak residents commuted to Greater Manchester.

The borough has relatively low levels of deprivation. Cost of living support is provided in partnership with Derbyshire County Council and Derbyshire Districts Citizens Advice, while fuel poverty (14% of households in High Peak, UK: 13.2%) is addressed by working closely with Derbyshire County Council and the Local Authority Energy Partnership.

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Work / Skills

The uptake of apprenticeships (in line with the national trend following a change in the funding system) has decreased from 910 in 2016/17 to 540 in 2019/20.

Support for skills development is delivered in partnership with Derbyshire County Council through local deliverers, including free courses up to level 2 for residents under an income threshold of £20,319.

Voluntary / Community Sector

Third sector capacity and collaborative working is nurtured through a new Community Lottery to support local good causes.

UKSPF investment will be made to provide cost of living support in addition to support for economically inactive people. There will also be support for access to technical/vocational training (incl. green and digital skills), alongside capacity and infrastructure support for local civil society and support for local arts, cultural, heritage and creative activities.

Health & Wellbeing

All Council services contribute in varying ways to the health and wellbeing of residents (cost of living support, Regeneration plans, parks/green spaces, planning for example).

Average self-reported happiness and life satisfaction in High Peak is relatively high compared to other East Midlands local authorities.

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Physical activity levels vary depending on gender, disability, age, location and social profile. The [Move More High Peak Strategy](#) aims to address these through improvements to leisure facilities, parks and play/outdoor sports investments together with targeted place-based working initiatives.

Long term health conditions partially linked to an ageing population profile are being prioritised, including collaborative working to tackle rising obesity levels, musculoskeletal conditions and hypertension.

HPBC ways of working with communities are evolving to provide targeted (including preventative) services (e.g. health/wellbeing, education) across different teams and in partnership with health and third sector organisations.



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Our housing

Housing

The [High Peak Stock Condition Report](#) completed in 2019 identified that there were 42,135 homes in the High Peak.

The tenures of the properties were 79.0% owner occupiers, 10.8% private rented and 10.2% social rented.

The house types were 10.7% flats, 39.7 & terraced, 26.5% semi-detached and 22.4% detached.

The age of the homes was 30.8% pre-1918, 14% 1919-1944, 34.4% 1945-1980 and 19.5% post 1945.

Housing Conditions

The Housing Stock condition report in 2019 estimated that there were 11,070 homes in the High Peak that did not meet the decent homes standard. This equates to 3 in 10 families potentially are living in a non-decent home.

Housing Delivery

As of March 2014, 4,839 homes were still to be delivered to meet the requirement of 7,000 new homes by 2031 (incl. affordable housing across the borough) - the Local Plan is currently under review.

The Council is currently meeting the required 5 year land supply.

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Affordability

House prices have increased more than the England average (2020 to 2021 14.8%, England: 9.8%), particularly new build (23.7% growth).

The net annual need for affordable housing for High Peak has been estimated to be between 228 and 270 dwellings (combined social/ affordable rent and home ownership).

A total of 108 affordable homes have been delivered using S106 funding (plus HE grant and RTB funds).

HPBC Housing Stock

The Council's own housing stock is made up of 2,713 houses / bungalows (70.2%) and 1,149 flats (29.8%).

1,411 of the Council's stock are non-traditional housing types.



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Our economy

Business Landscape

Following a rising trend between 2013 and 2020, there has been a slight reduction in the number of enterprises since 2020. Close to the UK average, 89.6% are micro businesses with only 5 businesses employing more than 250 people.

Since 2010 the proportion of businesses in knowledge economy sectors has grown from 22% to 27.5% in 2020, which is above the Derbyshire average (24%).

The presence of larger overseas-owned employers (Nestle Waters, Breedon Group, Tenneco) is contingent on the availability of suitable sites. A recent economic land needs assessment identified 4 sites (7.6 ha) as deliverable

and 17 sites (51.8ha) as developable (for industrial development) in the medium term.

The quarrying industry in HP is of national importance with two thirds of its supply chain being local. An opportunity exists to promote HP as location for low carbon quarrying supply chain innovation, but the reorganisation of the LEP as part of developments around an EM Combined Authority is creating a hiatus regarding the pursuit of strategic aspirations around economic development and innovation.

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Business Development

At 7.75% the business formation rate for 2020 was slightly down on 2019 (10.58%, Derbyshire: 9.73%, England: 12.12%), the business closure rate was 7.87% (Derbyshire: 8.47%, England: 10.65%).

Productivity in High Peak (GVA/ hour of £24.7) was also lower than for Derbyshire as a whole (£30.5, England: £35.7).

These issues are to be addressed through support for local business networks (incl. for tourism businesses), enhancing digital support and infrastructure and supporting growth in the creative and cultural sector.

High Peak does not have good access to a motorway and railway connectivity is poor.

The Digital Derbyshire project led by BT and Derbyshire County Council has secured 95.2% Superfast and Fibre coverage and the remaining 4.8% will be addressed through the Government's 'Project Gigabit' targeting locations with poor broadband services (estimated to deliver upgrades to ca. 60k premises across the county).

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Town Centres

Although retail vacancy rates have risen slightly in High Peak (7.9% to 8.3% in 2021), the 91% shop occupancy rates in High Peak towns are higher than the national average (UK: 88.2%, East Midlands: 88.4%).

UKSPF investment will be made in town centre improvements, the promotion of the visitor economy and tourism, in training hubs, business support offers and incubators/ accelerators as well growing the local social economy.

The Council is currently in the process of implementing the Revitalising Buxton and Glossop Halls projects which will result in significant investments in the town centres.



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Our environment

Climate Change

In 2019, HPBC declared a Climate Emergency and is committed to become carbon neutral for internal operations and the services it delivers by 2030. The Derbyshire Environment and Climate Change Framework 2019 sets out a carbon budget and suggested trajectories for all Derbyshire councils to reach net zero by 2050.

HPBC follows the Derbyshire Supplementary Planning Guide to ensure that all development plan policies include climate change mitigation and adaptation.

Through the Climate Change Fund, community groups are being supported to get a project started or sustain it – 25 projects have been supported so far.

There is a lack of green travel options, but a Derbyshire County Council-led initiative around mode shift/ green transport at public sector locations (following a national initiative around self-accreditation) will combine with planned investments in green travel infrastructure (e.g. EV charging points, cycling routes, bus services) to begin to address this.

UKSPF active travel enhancement investment of just under £120k will also be made for improved cycle ways and footpaths.

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Green Space / Nature

2017 data identifies 232 sites (471 ha) of open space provision. The provision of good quality Neighbourhood Parks and Green Spaces (incl. 34 play areas) across the borough is broadly balanced.

2017 data confirms high quality levels in all types of sites (incl. natural and semi-natural greenspace) and suggests a noticeable improvement in the quality of parks and gardens and the quality of provision for children and young people since 2008 as a result of improvements made.

We are working with Derbyshire Wildlife Trust to produce a Plan for Nature which will provide ecological expertise on the key opportunities and challenges facing the biodiversity within High Peak.



Photo: Visit Peak District and Derbyshire

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Investment through the High Peak Parks Strategy and Play Investment Plan will further support community use of parks over coming months/years.

There are also plans to create a multi-functional green infrastructure network and work with VCS organisations to develop/support local sustainability groups.

UKSPF investment will be made in local green spaces, active travel enhancements and financial support for businesses' decarbonisation efforts.

Energy Efficiency

Of the housing stock in High Peak 45% is covered by a valid Energy Performance Certificate (EPC). Of these, 59% are EPC band D to G, the vast majority of which (96%) have the potential to reach B and C or better.

Under the umbrella of the emerging East Midlands County Combined Authority, HPBC is engaged in working towards a Local Area Energy Plan, a process that is focused on identifying the most effective pathway to decarbonise the borough through transitioning the area's energy system to net zero in a given timeframe.

The strong presence of quarrying activities with high carbon footprint poses a significant challenge to reducing the HP carbon footprint although the Peak Cluster project proposes a potential response to this issue.

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Waste & Recycling

High Peak currently achieves a 50.8% recycling rate, which is high compared to national statistics. Waste collection services and recycling make up a considerable proportion of HPBC operational cost.

The waste hierarchy and circular economy are actively promoted in High Peak.

The council is currently preparing to implement further measures required to deliver against the new national recycling strategy, which is expected to make substantial fleet and infrastructure investment necessary (e.g. separating food from garden waste will require changes to the fleet and caddies used and the new return scheme will affect the financial model of collection services).

There are questions marks over the capacity of the Waterswallows depot site which in addition to the closure of Melandra waste transfer station impact on the need for larger depot provision.

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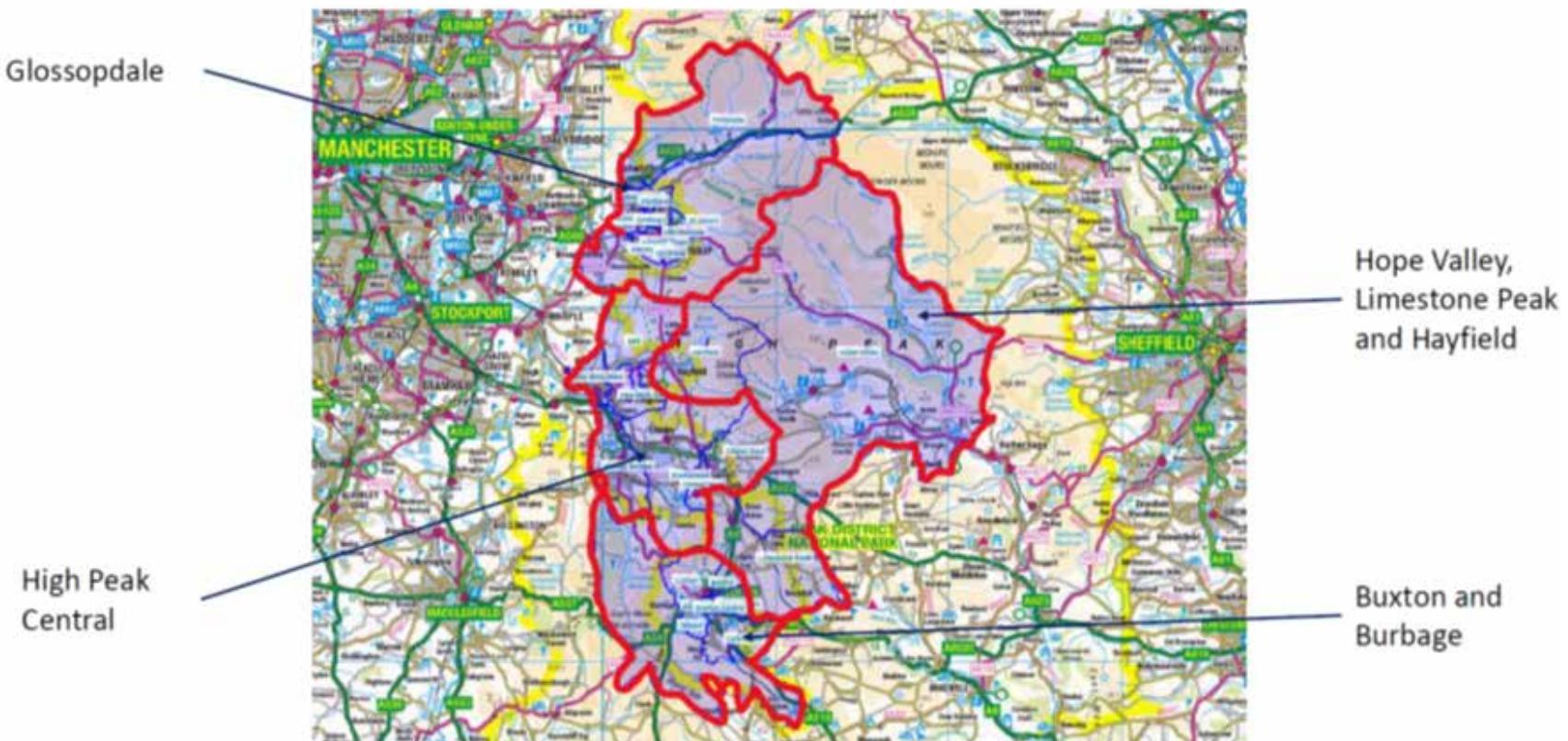
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HPBC's plans and strategies and specific investments are focussed on the district as a whole.

In order to fully understand the relevance of the key issues to different localities a

locality analysis exercise has been completed. In this exercise area wards were grouped into larger localities that share certain characteristics.



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The aim of this analysis is to provide an initial starting point for discussions about the needs of different places in the High Peak Borough and how HPBC services can best be levered to shape the places High Peak residents live in in an equitable way. This may, in the first instance, help identify additional research needs.

The Council ensures that the role of all councillors as community champions and leaders of their places is respected and that they are provided with the proper resources and support to carry out their roles.

The Council's Community Leadership Scheme supports Councillors in their wards as effective community leaders by:

- Identifying community issues or concerns; and

- Addressing those concerns through influencing service delivery and/or facilitating community self help.

This is fulfilled by:

- Ward specific data.
- The locality analysis.
- Officer support to review data to address issues identified and generally in elected role.
- Liaison with parish councils where appropriate.
- Co-ordination of any multi-agency responses.
- Case management system.
- Use of the Member Initiative Scheme.

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VISION

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

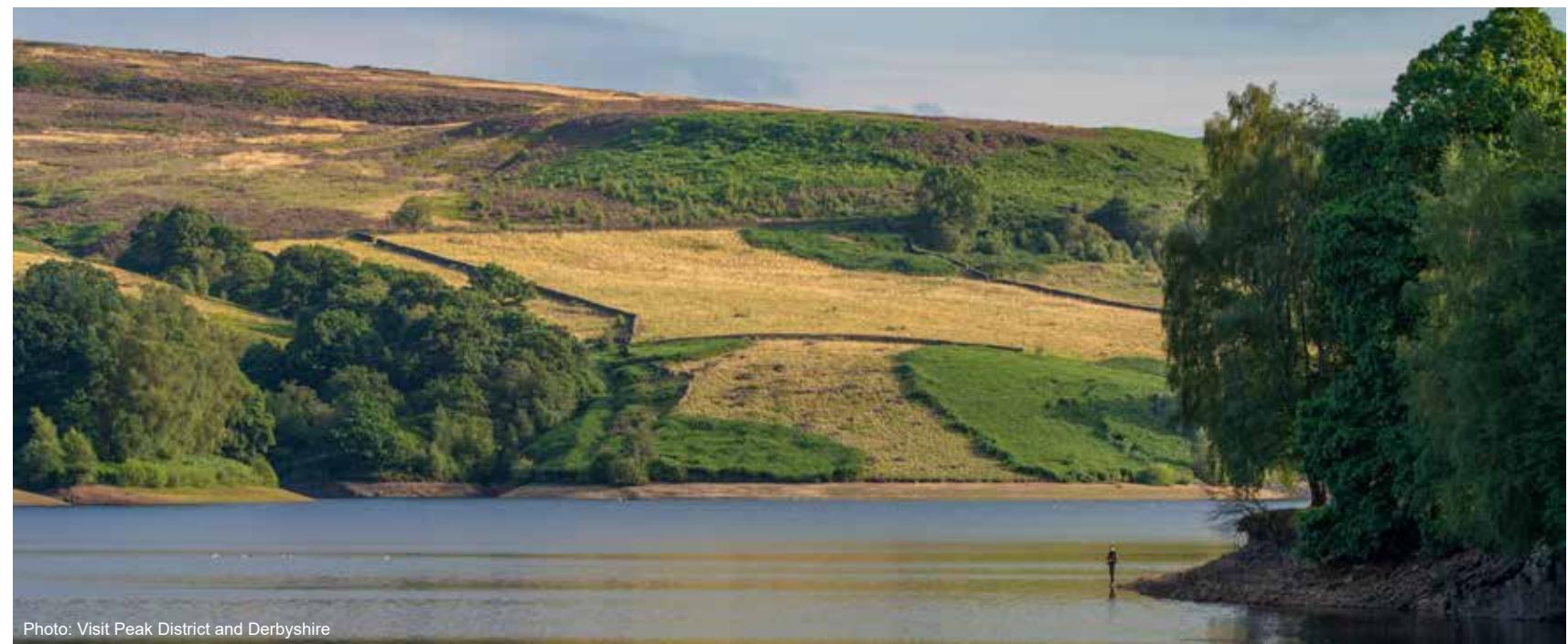


Photo: Visit Peak District and Derbyshire

Supporting our communities to create a healthier and safer High Peak



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Our objectives for 2023-2027 are:

- 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 high quality leisure facilities both in formal leisure centres and swimming pools and out in our communities.
- 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.

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In order to meet these objectives we will implement the following priority actions...

- Develop and enhance our partnerships with the local voluntary sector to work cooperatively across the High Peak.
- Refresh the council's Communications Strategy in order to ensure there is a more effective dialogue and engagement with residents.
- Develop and implement a plan to enhance regional and local strategic partnerships, by building strong partnership relationships, influencing policy and creating wider stakeholder involvement.
- Refresh, review and implement the Community Safety Strategy.
- Explore options to refresh and enhance our CCTV system.
- Develop a programme of shared projects with Staffordshire Moorlands DC to continue the benefits of the strategic alliance.
- Deliver the Leisure Facilities Transformation plan focused on improving the health and wellbeing of residents.
- Implement the [Move More High Peak Strategy](#).
- Explore options to enhance our existing relationships with local groups and sports clubs.
- Develop a Cultural Strategy to support and celebrate the rich history and culture of the Borough.

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- Further develop and implement the Melandra Castle Management Agreement.
- Implement a Cost of Living response plan.
- Review the Debt Recovery Policy to ensure recognition of vulnerable people.
- Consider options for Co-location of services with partners.
- Review options to improve the marketing and promotion of Council and partner services.

Influencing priorities

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

- Ensuring the provision of accessible health and social care.

- Dealing with anti-social behaviour.

Our priority outcomes will be...

- Increased level of community support
- Refreshed Community Safety Strategy
- New Cultural Strategy.





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Our objectives for 2023-2027 are:

- 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.

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In order to meet these objectives we will implement the following priority actions...

- Develop a High Peak Decent Homes Standard.
- Review and Implement the Housing Revenue Account Business Plan.
- Implement the accelerated housing delivery programme.
- Implement a plan to ensure compliance with the Social Housing (Regulation) Act 2023.
- Develop and implement a plan to increase the HPBC housing stock.
- Further develop and implement a strategy to increase the supply of social, affordable and specialist housing.
- Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants.
- Implement the Empty Properties Strategy.
- Continue to enhance our repairs and maintenance service through our partnership with Norse.
- Review our sheltered / supported housing stock to assess the ongoing needs of our tenants and ensure the stock / service meet the expectations of our tenants now and in the future.
- Review existing estate management arrangements to see a refreshed approach to communal gardens / areas, green spaces, communal entrances, landscaping and fencing.

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Our priority outcomes will be...

- 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 regenerations



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Our objectives for 2023-2027 are:

- 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.

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In order to meet these objectives we will implement the following priority actions...

- Review and implement the Council's Growth Strategy to ensure that it is focused on the effective regeneration of our towns and rural communities.
- Establish and implement a plan to support local businesses to access funding including buy local campaigns.
- Deliver the [UKSPF Local Investment Plan](#).
- Implement the Tourism Strategy to maximise the positive impact to our communities.
- Implement the development of Glossop Halls.
- Implement the Revitalising Buxton and Buxton HAZ programmes.
- Complete the review of the Local Plan.

Influencing priorities

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

- 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 Monsal and Tissington Trails.
- Bringing additional funding into the borough.
- Ensuring benefits for High Peak from the East Midlands Devolution Deal.

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Our priority outcomes will be...

- Increased economic growth and higher paid employment.
- Thriving and flourishing town centres and high streets.



Photo: Visit Peak District and Derbyshire

Protect and improve the environment including responding to the climate emergency



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Our objectives for 2023-2027 are:

- Effective recycling and waste management
- Meeting the challenges of climate change and working with residents and business across the High Peak to implement the climate change action plan
- Effective provision of high quality public amenities, clean streets and environmental health
- Effective provision of quality parks and open spaces
- Car parking arrangements that meet the needs of residents, businesses and visitors.

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In order to meet these objectives we will implement the following priority actions...

- Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging new national strategy.
- Implement the Climate Change Strategy and Action Plans of responses to the declared climate emergency and complete the development of a High Peak Biodiversity Plan.
- Develop plans to ensure effective use of Biodiversity Net Gain.
- Work with local businesses and community organisations to both deliver on climate change and biodiversity plans, and lobby other bodies including government where we lack the powers to take action directly.
- Develop and implement an EV Charging Strategy.
- Implement the Parks Development Plan to support the widest community use of parks and support community / friends groups.
- Host an annual event to consider progress on the climate change and biodiversity plans.
- Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors.
- Implement a plan to ensure high quality public amenities.

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Influencing priorities

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

- Ensure that there is collective action on climate change.

Our priority outcomes will be...

- 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



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Our objectives for 2023-2027 are:

- 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.

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In order to meet these objectives we will implement the following priority actions...

- Continue the development and implementation of the 'Alliance: Our Future' programme, along with the service culture reviews.
- Develop and implement the Council's Efficiency Programme, with a key priority of protecting front line services.
- Implement the [Access to Services Strategy](#) to ensure that Council services are accessible to all.
- Implement the [Organisational Development Strategy](#) to ensure effective workforce development and use of apprenticeships.
- Implement the Procurement Strategy with a focus on spending money locally.
- Implement the [Digital Strategy](#) to enhance and support the delivery of services.
- Refresh and implement the [Asset Management Framework](#) and Plan.
- Implement the scrutiny and constitution review and increase member and public participation.
- Develop and implement an enhanced community leadership scheme.

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Our priority outcomes will be...

- Increased levels of staff and customer satisfaction.
- Increased use of local firms through procurement.
- Better engagement with our local communities.
- Providing Value for Money council services.



6 Delivery of the High Peak Borough Plan

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High Peak Borough Council is committed to responding to local needs and concerns and working together to tackle those issues of wider concern that matter to residents and businesses.

In order to do this we are constantly reviewing, improving and renewing how the Council operates internally and how it engages with our communities.

In order to do this the Council will:

- Continue to develop an Inclusive culture that values participation and ideas.
- Ensure that everybody is valued and treated with respect (staff, public, members).
- Adopt a professional approach including turnaround of performance challenges
- Have an effective Communications Strategy.
- Be outward looking and Open for Business.
- Be proactive and responsive.

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Our operating principles are as follows:

Ambitious

- The Council will show ambition and determination to improve the quality of its services.
- We will expect our Councillors and Officers to look for ways to make their work better.
- We will gather the views of the public and partners on the quality of we do, and use that feedback to shape future decisions about our services.
- We will encourage Councillors and Officers to be aware of best practice and to apply that knowledge to their own and the Council's development.

Dynamic

- The Council must be dynamic and change in response to new challenges and opportunities.
- We will invest in our workforce to develop the skills that are needed to respond quickly and effectively to a rapidly changing external environment
- We will ensure that we provide the good governance and leadership that will be critical in inspiring positive change and growing officers and teams that are happy, inclusive and able to draw on the widest possible range of ideas and experiences to deliver quality, appropriate and effective services over the next decade.
- We will look for opportunities to introduce new models of service delivery including new partnerships.



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- We will be innovative and responsive in our approaches.
- We will adopt appropriate new technologies as they emerge to improve the services that we offer and the ways in which Councillors and Officers work.

Environmentally Responsible

- We will lead the way locally in our approach to responding to the climate change and nature emergencies.
- We are committed to reducing the Council's emissions to achieve Net Zero by 2030.
- This council acknowledges that the 'Bigger, Better, More and Joined-up' principles of the 2010 Lawton Report should be followed
- We will act as a leader within our district and encourage our communities and

partners to lower carbon emissions, encourage nature recovery, increasing levels of recycling, cut the use of single use plastics and reduce water consumption.

Keep it Local

- We will support local jobs and apprenticeship opportunities.
- We will seek to buy local where we can and encourage others to do so as well.
- We want to support our communities to deliver and improve those things that are important to them.



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Ongoing Consultation with the Community

The vision, aims, objectives, and priorities proposed in this High Peak Borough Plan have been developed after taking into account the ongoing dialogue with the communities of High Peak. It is essential that this dialogue continues and further consultation with the community will include the following:

- Informing the public about the High Peak Borough Plan, promoting an understanding of its objectives and the rational 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).

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- 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.

Measurement of Performance and Review

The Council identifies 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 ongoing performance reporting.

Targets are established in the medium term. These targets are set at level where it can be demonstrated that Council is making a contribution towards its priority outcomes.

The performance framework will be reconsidered on an annual basis in order to establish targets for each individual financial year. This, along with an annual report, will provide a regular opportunity to keep the High Peak Borough Plan and its direction under review.

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Linked Documents:

[Medium Term Financial Plan](#)

[Asset Management Framework](#)

[Access to Services Strategy](#)

[Digital Strategy](#)

[Organisational Development Strategy](#)

[Move More High Peak Strategy](#)

[UKSPF Local Investment Plan](#)

[Climate Change Action Plan - Towards](#)

[Carbon Neutrality 2030 part 1](#)

[Climate Change Action Plan - Towards](#)

[Carbon Neutrality 2030 part 2](#)

[High Peak Stock Condition Report 2019](#)

