High Peak Annual Report 2023-2024



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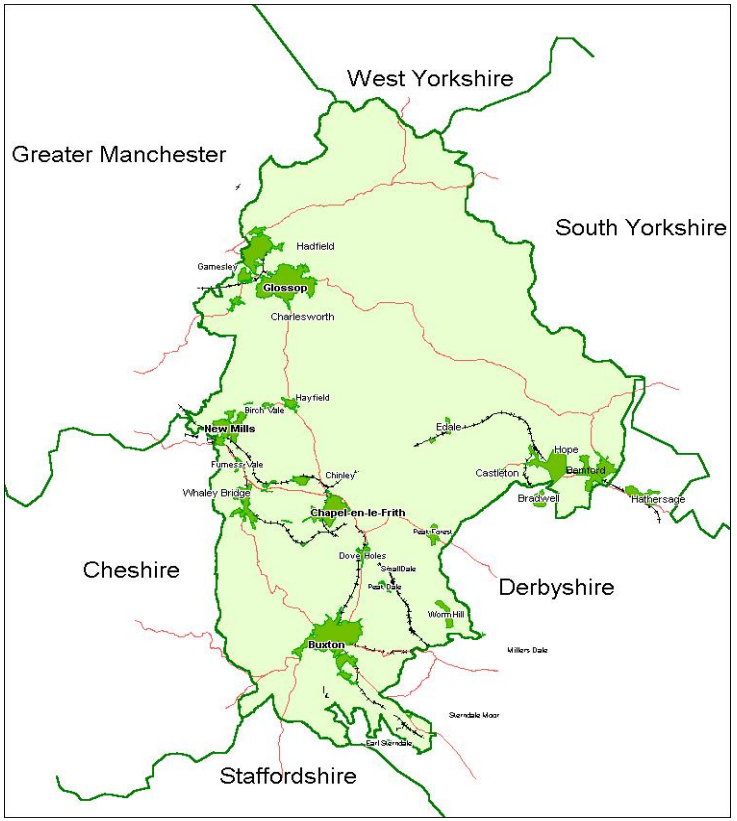
Chapter 1: Profile of the Borough

The Borough of High Peak covers an area of 53,915 hectares, of which 30% is classed as rural, and serves a usual resident population of 90,900 (2021 census data). The population size has changed very little since 2011, this is the opposite of the regional trend for the East Midlands where the population increased by 7.7%.



Who lives in the High Peak?

- 50.9% of residents are female
- The population continues to age, since 2011 High Peak has seen a 27% increase in those aged 65 and over to 21.9% (2021 census data)
- 97.4% of the local population is white, compared to 96.3% in Derbyshire and 81% nationally. Mixed or multiple ethnic groups make up the second largest proportion of the High Peak population at 1.3% (2021 census data)
- Single family households (no children) make up the largest group in the borough, followed by couples with dependent children . High Peak saw the East Midlands largest percentage-point fall in the proportion of households including a couple with dependent children (from 20.5% in 2011 to 17.8% in 2021 (2021 census data)
- 35.65% of the population are educated to degree level or higher (lower than the Derbyshire average) (census 2021) and 9.8% have no qualifications, which is higher than the Derbyshire average of 6.5% (2021)

What is it like to live in the High Peak?

Health - Average life expectancy is 79 years for males (Derbyshire 79.2, England 79.4) and 82.6 years for females (Derbyshire 82.8 , England 83.1) 2018-20 (ONS 12 2019) . In the 2021 census data, 49.2% of residents described their health as 'very good' , increasing from 46.9% in 2011. Those describing their health as 'good' fell from 34.1% to 33.6% (age standardised proportions to enable comparisons between populations over time). The proportion of residents describing their health as 'very bad' was 1.0% (similar to 2011) while those describing their health as 'bad' fell from 4.2% to 3.6% .

Housing - High Peak has a median housing affordability ratio of 7.9 (this ratio compares house prices to annual earnings, the lower the ratio the more affordable the housing (ONS Sept 2022). On average, working people could expect to pay around 7.88 times their annual earnings on purchasing a home in 2022, up from 6.32 times earnings in 2012. This compares to 8.28 and 6.77 for England. In December 2022 the median house price in High Peak was £241,495. In England the median property value was £286,000.

- 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.
- At the end of March 2024 there were 43,649 domestic households on the Council Tax valuation list.

Crime – Figures show that High Peak recorded 63.97 crimes per 1,000 residents in 2024-03 which places it 5th in Derbyshire. Chesterfield recorded the highest rate at 104.04 and Derbyshire Dales the lowest at 50.27. Nationally High Peak sits amongst the lowest 40% of areas for recorded crime.

Deprivation - The borough has relatively low levels 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 working closely with Derbyshire County Council and the Local Authority Energy Partnership.

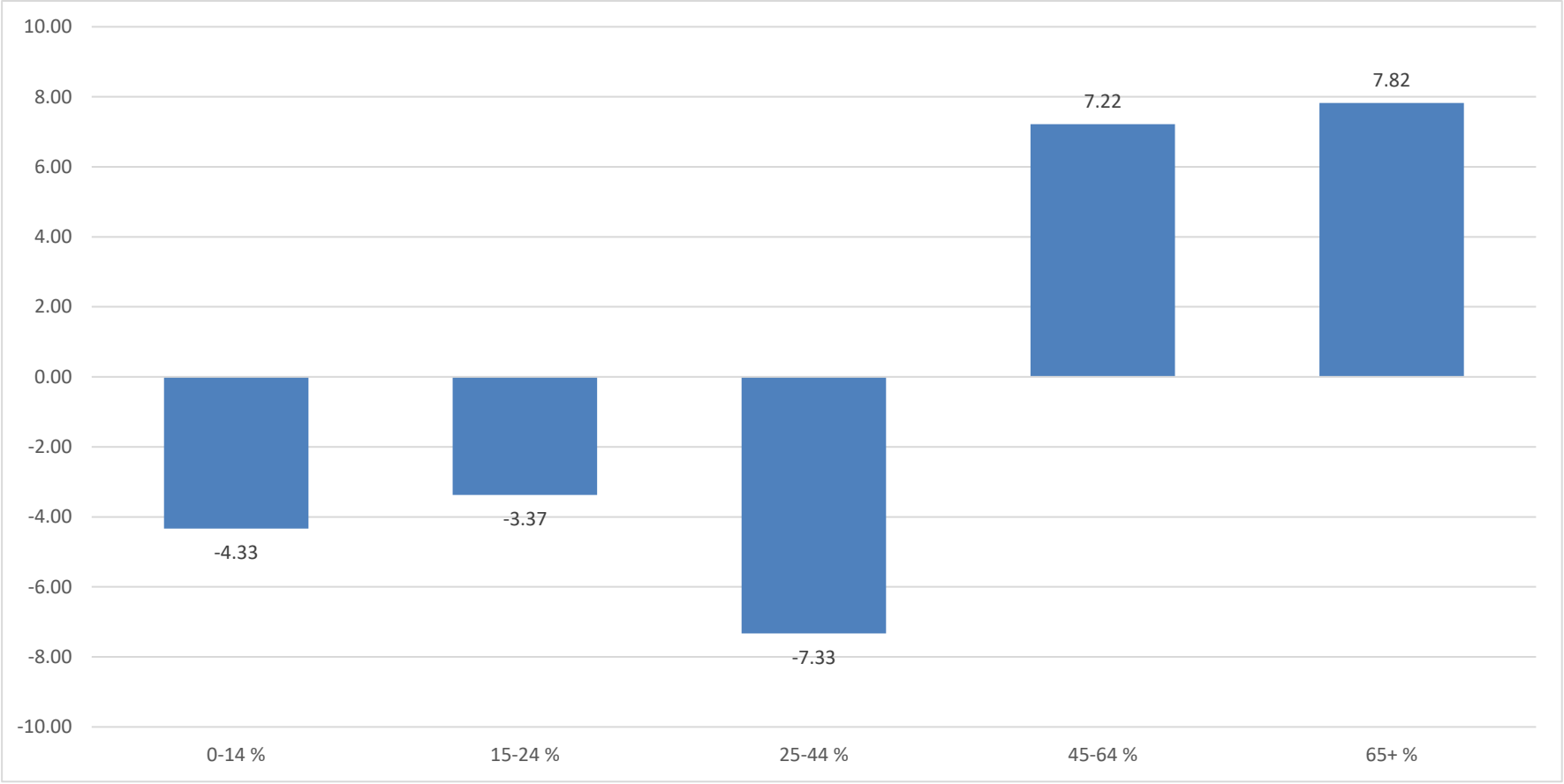
Employment – The proportion of the resident of working age population who were economically active in June 2023 was 81.6%, June 2021 was 80.3%, June 2022 84.1%. A substantial proportion of residents commuted out of the area for work (2011 net outflow of 9,802) - on 2017 figures, around 30% of High Peak residents commuted to Greater Manchester.

- Levels of annual pay are relatively low in High Peak. The average gross annual pay of a full-time worker that lives in the High Peak (median 2022) is £29,990, which is below Derbyshire as a whole (£30,988)
- The average gross annual pay of a full-time worker that works in the area (median 2022) is £29,263, Derbyshire is £29,828
- The total claimant count unemployment % in High Peak in October 2023 was 2.5% which is lower than Derbyshire (2.7%) and England (3.8%)

The following pages provide further and supporting analysis from Grant Thornton's Place Analytics Tool on some key contextual data that helps the Council understand the issues facing our local population and to plan services accordingly.

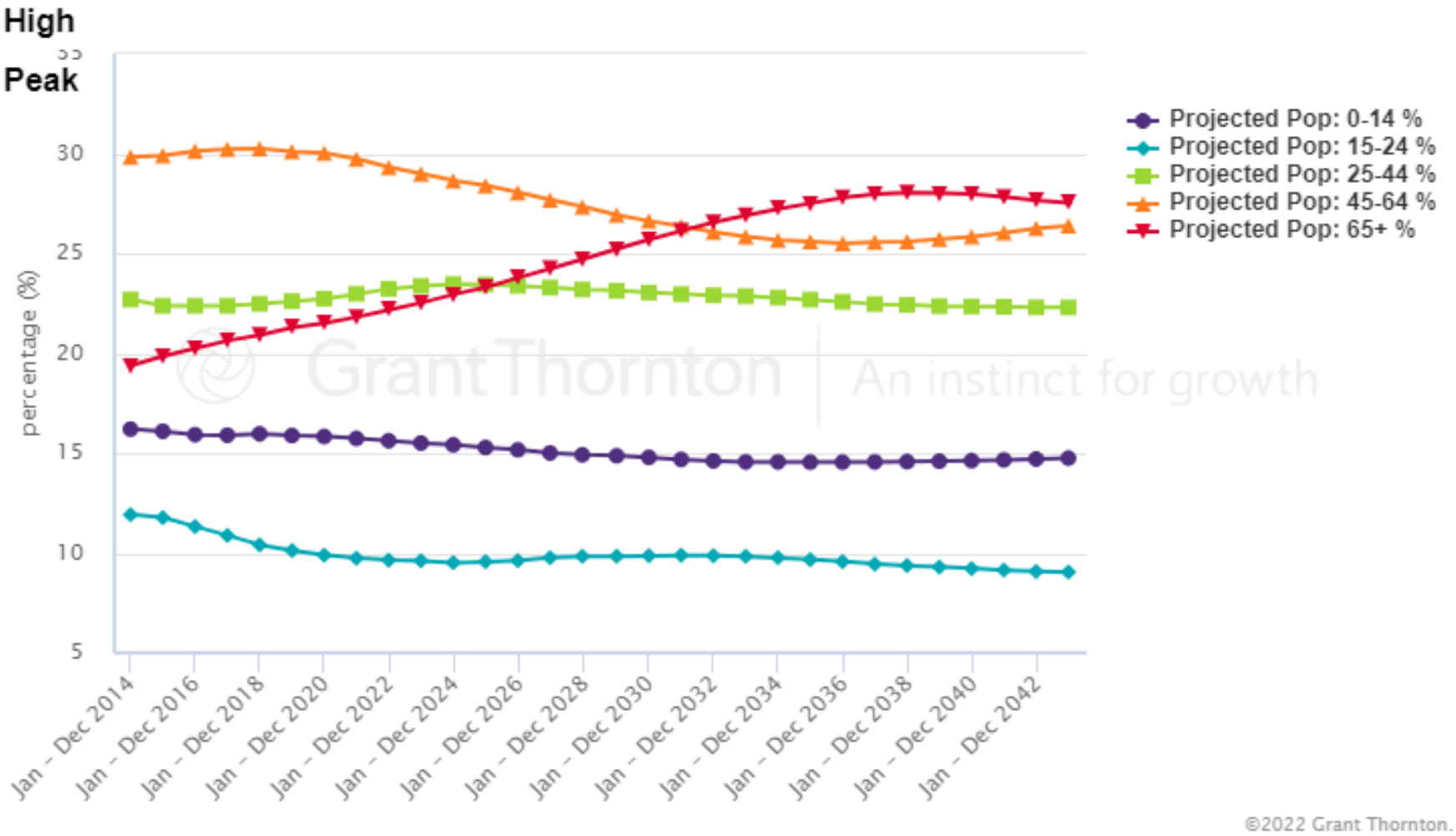
Age: Change over time

The chart below shows the absolute change in age profile from 1991 to 2023. Age 25-44 age profile has decreased by 7.33%, the 45-64 profile has increased by 7.82%



Age : Population Projections

How is the age profile of the High Peak expected to change in the future? The projections shown in the chart below are important as they help identify the potential effects of social and economic growth in the area:



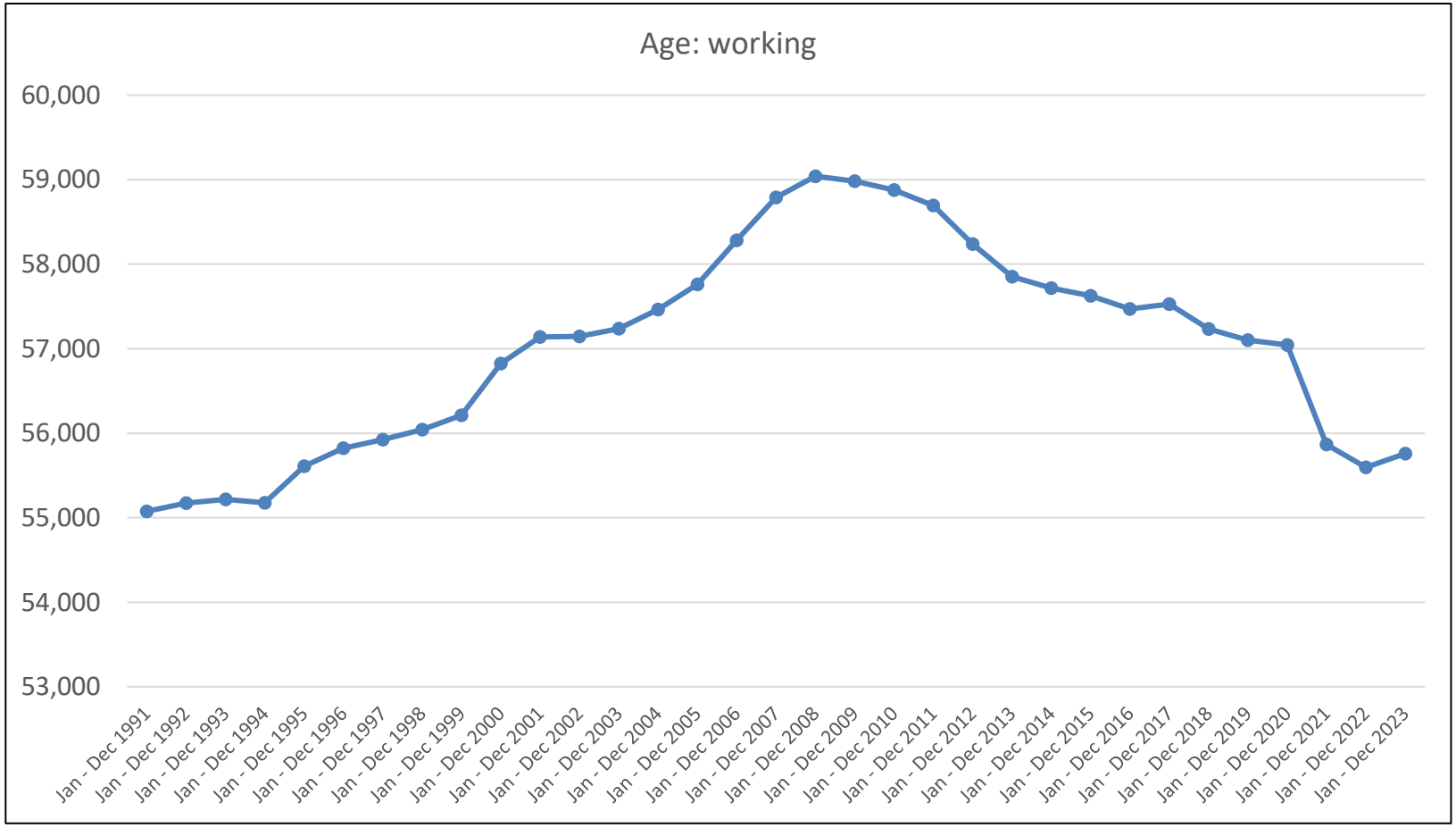
Crime:

The table below shows the number and type of victim-based crime and other crimes against society per 1,000 population in the High Peak in 2024.

Type of Crime	Per 1,000 population
Victim-based crime - Violence against the person - (per 1,000 population)	26.4
Victim-based crime - Homicide - (per 1,000 population)	0.01
Victim-based crime – Death or serious injury caused by illegal driving - (per 1,000 population)	0.01
Victim-based crime - Violence with injury - (per 1,000 population)	7.12
Victim-based crime - Violence without injury - (per 1,000 population)	9.57
Victim-based crime - Stalking and harassment - (per 1,000 population)	9.68
Victim-based crime - Sexual offences - (per 1,000 population)	2.37
Victim-based crime - Robbery - (per 1,000 population)	0.32
Victim-based crime - Theft offences - (per 1,000 population)	16.76
Victim-based crime - Burglary - (per 1,000 population)	3.94
Victim-based crime - Residential burglary - (per 1,000 population)	3.1
Victim-based crime - Residential burglary - (per 1,000 household)	6.92
Victim-based crime - Non-residential burglary - (per 1,000 population)	0.85
Other crimes against society - Vehicle offences - (per 1,000 population)	2.63
Other crimes against society - Theft from the person - (per 1,000 population)	0.4
Other crimes against society - Bicycle theft - (per 1,000 population)	0.19
Other crimes against society - Shoplifting - (per 1,000 population)	4.69
Other crimes against society - All other theft offences - (per 1,000 population)	4.92
Other crimes against society - Criminal damage and arson - (per 1,000 population)	6.89
Other crimes against society - Drug offences - (per 1,000 population)	1.7
Other crimes against society - Possession of weapons offences - (per 1,000 population)	0.68
Other crimes against society - Public order offences - (per 1,000 population)	7.62
Other crimes against society - Miscellaneous crimes against society - (per 1,000 population)	1.23

Working age population:

This chart demonstrates how the number of residents aged 16-64 in High Peak has changed over time. This gives an indication of the size of the labour market and the rate at which it is growing or declining.



Chapter 2: Our Financial Context

Local Authorities have continued to face significant financial challenges over recent years managing cost pressures within services and greater volatility in financing streams where there has been a shift in focus towards locally generated income streams, such as council tax, business rates, and other income, with core central government funding reduced substantially. This increases the control and influence the Council has over locally generated income but makes it more vulnerable to fluctuations within the local economy, increasing financial risk.

The table below compares council spend per capita against all district councils and illustrates that High Peak had very low spend in 2023/24 at £118.66 per head sitting in the lowest 20% of all districts nationally.

High Peak	2023/24 (£000's)	Unit	Unit Cost (£)	Unit Cost Score
TOTAL SERVICE NET EXPENDITURE (RO) / Population	10.866	91,569	118.66	Very Low
TOTAL HOUSING SERVICES (GFRA ONLY) (RO Bal) / Population	1071	91,569	11.70	Very Low
TOTAL CULTURAL & RELATED SERVICES (RO Bal) / Population	1,259	91,569	13.75	Low
TOTAL ENVIRONMENTAL & REGULATORY SERVICES (RO Bal) / Population	5,133	91,569	56.06	High
TOTAL PLANNING & DEVELOPMENT SERVICES (RO Bal) / Population	1,604	91,569	17.52	Low
TOTAL CENTRAL SERVICES (RO Bal) / Population	2,781	91,569	30.37	Very Low

Future challenges and opportunities



The narrative below sets out some of the more significant recent developments that have or may have an impact on the financial position of the Council.

Business Rates - As part of the current Business Rates Retention system, local authorities (the billing Authority, county council and fire authority) retain a proportion of 50% of any growth in Business Rates over and above a centrally established baseline after a system of tariffs and levies. The Retention system continues to be reviewed by Government subject to various delays. Therefore, no financial assumptions of a new system have been included with the Council's financial plans thus far.

Council Tax - The Council has the capacity to vary council tax levels, but any increase above a threshold set by government is subject to a local referendum. For both 2023/24 and 2024/25, the threshold was 3%; the Council set a 2.90% Band D increase in 2023/24 and a 2.99% increase in 2024/25.

New Homes Bonus - This grant is awarded to authorities who demonstrate an increase in housing provision on an annual basis. The Council received £368,951 in 2023/24. The provisional local government finance settlement in December 2023 reduced the funding to £125,960 for 2024/25 due to lower levels of growth in the related period. The Medium-Term Financial Plan (MTFP) assumes that the funding will recover slightly but then taper off in the following years at £275,000 in 2025/26, £250,000 in 2026/27, and £225,000 in 2027/28 pending the outcome of the Government's current consultation.

Social Housing - Housing Authorities may increase rents by CPI +1%. At September 2023 CPI was 6.7%, meaning the formula rent increase was 7.7%, which was included in the MTFP for 2024/25. An increase of 2.5% is included for the subsequent years.

Other Government Funding - The provisional Local Government finance settlement in December 2023 confirmed government support to the Council in 2024/25 consisting of Funding Guarantee Grant £860,690, Services Grant £15,070, and Revenue Support Grant £114,920. It is assumed that the grants will be ongoing throughout the life of the MTFP, albeit with the Funding Guarantee Grant reducing in the later years of the plan.

Inflation Pressures

The high-inflation environment experienced over the last year have placed significant stress on the finances of the Council and its partner organisations. The continued global volatility arising out of the conflicts in Ukraine and Gaza, together with supply chain issues across numerous sectors of the economy, have an on-going impact on all services areas across the Council. Costs have shown signs of stabilising over recent months, albeit at increased levels.

UK Shared Prosperity Fund

The Council has been allocated an award of £2,412,072 from the UK Shared Prosperity Fund (UKSPF)[1] as part of the Levelling Up agenda in its support for places across the UK to deliver enhanced outcomes. The allocation of funding to the Council is based on the three investment priorities of UKSPF: Communities & Place, Supporting Local Business and People & Skills. The funding is to be used by 31 March 2025.

Efficiency & Rationalisation Programme

With the continuing underlying principles of protecting frontline service delivery, maintaining staffing levels, and moving towards being self-financing (i.e., not as reliant on direct government funding), the development of a new Efficiency and Rationalisation Strategy commenced in conjunction with stakeholders in the Autumn of 2022. A programme of £750,000 has been included in the 2024/25 MTFP approved in February 2024 profiled across 2024/25 £150,000, 2025/26 £200,000, 2026/27 £200,000, and £200,000 2027/28. The Council carries the longstanding earmarked reserve of £200,000 established to support with costs of delivering the programme and any reprofiling requirements.

Climate Change Action

The Council has undertaken various works in the last two years contributing to its ambition of becoming carbon neutral in its internal operations and within the services it delivers by 2030. These include:

- Replacement of the fossil fuel heating system at Buxton Leisure Centre with an integrated air source heat pump and photovoltaic panel system. This work was funded in part by a £1.28million grant from the Public Sector Decarbonisation Scheme and is expected to reduce carbon emissions by approximately 200 tonnes per year.
- Boiler replacement programme within the Council's housing stock involving spend of £0.645million.
- Insulation and rendering programme within the Council's housing stock involving spend of £0.767million.
- Vehicle replacement programme to the value of £1.97million incorporating clean engine Euro 6 technology into the Council's housing maintenance, waste collection, streets, and horticulture fleet.

Wider initiatives around agile working and virtual meetings have also reduced the Council's carbon footprint by reducing the number of miles travelled by its employees in the course of delivering Council services.

[1] https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/ukspf-allocations

Chapter 3: Equality and Diversity

Over the past year, the Council has continued to make meaningful progress in advancing equality and diversity across the organisation, in line with its responsibilities under the Public Sector Equality Duty. As part of this commitment, we have started to reassess our performance against the Local Government Association's Equality Framework to help shape and inform our future equality objectives. The framework is structured around four key modules:

- Understanding and Working with your Communities
- Leadership and Organisational Commitment
- Responsive Services and Customer Care
- Diverse and Engaged Workforce



Councillors and staff are marking IWD by celebrating our inspirational women and making a donation to Crossroads women's refuge in Glossop to support the fantastic work they do.

Each of these areas plays a vital role in helping the Council embed equality and diversity into its culture, services, and decision-making processes. Key actions undertaken during the year include:

- Identifying gaps in equality data and conducting targeted surveys to gather insights from staff, councillors, tenants, and the wider community.
- Completing an internal audit of the Council's Equality and Diversity function to assess current practices and identify areas for improvement.
- Launching a dedicated wellbeing section on the new intranet to offer support and guidance to employees.
- Offering tailored support to services in conducting Equality Impact Assessments and using demographic data to better understand the implications of policies and decisions.
- Supporting national and local awareness events such as Armed Forces Week, Pride, International Women's Day, Mental Health Awareness Week, and Holocaust Memorial Day.
- Providing financial assistance to a range of community groups through initiatives such as the Councillors' Initiative Fund and the VE/VJ Day Grant Fund.

These efforts reflect the Council's ongoing commitment to fostering an inclusive, respectful, and equitable environment for all.

The release of the Census 2021 data has enabled the Council to better understand the demographic profile of the local communities it serves.
Work has also been undertaken to make comparisons with other research data about its workforce and councillors as shown in the table below.



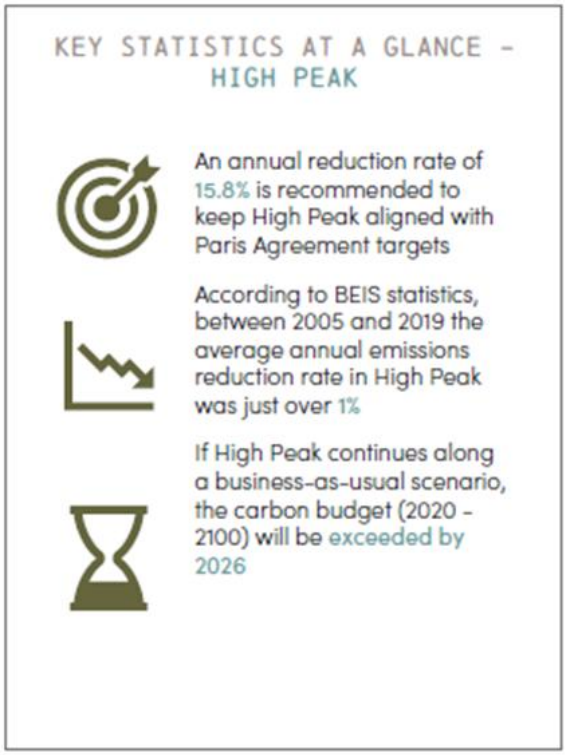
	Borough Population	Councillor	Workforce
Average age	46	56	50
Largest ethnic group - white	97%	100%	99%
Persons with a disability	7%	8%	15%
Heterosexual or straight	91%	94%	Information not yet available
Male	49%	61%	24%
Female	51%	39%	76%

Chapter 4: Climate Change



On 15th October 2019 recognising the serious threat posed by climate change, the responsibility our institutions, businesses and communities have to eliminate net CO2 emissions and also the need to take immediate measures to prepare for climate change impacts, High Peak Borough Council declared a Climate Emergency.

In 2018, emissions from High Peak as a district totalled 1,181 ktCO_2e. The majority resulted from buildings (78%) and on-road transport (12%) . Although emissions are reducing in the High Peak, the rate of reduction needs to increase to avoid breaching the limits of the carbon budget as aligned to the 2015 Paris Agreement



The Council is now able to report on annual operational carbon emissions through setting up reporting and collating mechanisms. Using the baseline of 2019 to 2020, there has been an overall reduction in emissions by 41%. The emissions footprint is calculated using the LGA tool conversion factors, the raw data inputs are the metered kilowatt hours or litres of fuel and water. These data inputs are collected from AES, Parkwood, Assets, and the Commissioning team. Ideally data from Norse should also be included, however this is not currently available.

Operational Footprint	Year	2019-20	2020-21	2021-22	2022-23	2023-24	Compared to Baseline	% reduction
Energy in Buildings	tCO2e	2460	1322	1227	1183	1192	-1286	52%
Fleet	tCO2e	299	410	372	379	454	154	-51%
Leisure	tCO2e	1527	300	998	893	870	-657	43%
Total	tCO2e	4286	2033	2597	2455	2515	-1771	41%

The Climate Change Plan Part 1 was approved in June 2021 and tackles emissions from our own operations, the aims have been combined with the Plan Part 2 which will address district-wide emissions. The plan is set out in 7 broad themes, the table below shows the themes and actions against them:

1 The Way We Live	2 The Way We Travel	3 The Way We Work	4 The Way We Make Energy	5 The Way We Look After Our Environment	6 The Way We Manage Waste	7 The Way We Can Help Change to Occur
Actions						
Support new buildings to be energy efficient and minimise emissions	Reduce emissions from Council vehicles	Reduce emissions from Council buildings	Look at generating green energy for Council buildings	Increase tree cover and improve nature	Reduce carbon emissions from our waste and recycling service	Consider Climate Change in all Council decisions and policies
Tackle fuel poverty and reduce emissions from homes	Support sustainable travel and development	Switch to green energy	Promote the use of renewable energy	Protect and extend the existing green infrastructure	Encourage recycling and the green initiatives	Provide Councillors and staff members with appropriate skills and training
	Support the increased use of EV vehicles	Buy low carbon products and services		Reduce the risk from flooding	Support community initiatives designed to reduce, recycle and repurpose waste	Promote climate change projects
	Encourage people to make journeys by walking or cycling	Support the green economy		Work in partnership with our communities, including the most vulnerable		Encourage community climate change and nature projects
		Support the development of a circular economy				Work with Parish Councils
		Help businesses to get advice and support				Involve and engage our communities and create a more inclusive society
		Encourage Council staff to adopt energy saving/low carbon				Lobby for change

We aim to review the existing part 1 and 2 plans and create a separate strategy and one comprehensive plan which is more easily navigable. However, within the plan we will identify those aims that the council has operational control over and those we can influence.

Chapter 5: Our Vision



A new Borough Plan is in place for 2023- 2027, this will be the final year of High Peak's 4-year Corporate Plan adopted in October 2019. The Corporate plan set out the Council's Vision for 2019 to 2023 – '*Working together to protect and invest in the High Peak with the Council on your side'* – and is underpinned by four aims:

Aim One: ***Supporting our communities to create a healthier, safer, cleaner High Peak***

Our key objectives are:

- An effective relationship with strategic partners.
- Fit for purpose housing stock that meets the need of tenants and residents.
- Practical support of community safety arrangements.
- Provision of high-quality leisure facilities.
- Working with others to address health inequality, food and fuel poverty, mental health and loneliness.
- Effective provision of high-quality public amenities, clean streets and environmental health.

To meet these objectives, we will…

- ❖ Review the Council's community support arrangements in order to maintain strong partnership working with community groups.
- ❖ Implement the accelerated housing delivery programme.
- ❖ Develop and implement an ongoing leisure facilities plan focused on improving the health and wellbeing of residents.
- ❖ Review the Sports & Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives.
- ❖ Complete the review of the CCTV system and implement the agreed recommendations.
- ❖ Review the Community Safety Strategy to ensure that the Council is supportive in fighting crime and anti-social behaviour.
- ❖ Implement the Homelessness Strategy effectively to ensure that voluntary groups and social enterprises that work to tackle the issue are supported effectively.
- ❖ Review the delivery of services to older persons to ensure that they are effective.
- ❖ Develop a Private Sector Housing Strategy to improve conditions for private renters.

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

- ✓ Maintaining the provision of accessible health and social care.
- ✓ Dealing with anti-social behaviour.

Aim Two: *A responsive, smart, financially resilient and forward-thinking council*



Our key objectives are:

- Ensure our future financial resilience can be financially sustainable whilst offering value for money.
- Ensure our services are easily 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.
- More effective use of Council assets to benefit our communities.
- Effective procurement with a focus on local businesses.
- Use innovation, technology and partnership with others to help improve the efficiency of services, improve customer satisfaction and reduce our impact on the environment.

To meet these objectives, we will…

- ❖ Refresh and implement the Asset Management Plan, including a review of the public estate, and ensure adequate facilities management arrangements are in place.
- ❖ Develop an Access to Services Strategy to ensure that services are accessible to all.
- ❖ Refresh the council's Communications Strategy in order to ensure there is a more effective dialogue and engagement with residents.
- ❖ Conduct a review of democratic processes and scrutiny arrangements to make the council as open and transparent as possible.
- ❖ Implement the council's Efficiency and Rationalisation Programme.
- ❖ Provide advice and support for residents affected by the rollout of Universal Credit.
- ❖ Continue to embed good information management practices through the ASSURED framework.
- ❖ Develop and implement a plan to identify new and innovative ways of generating income.
- ❖ Develop a new ICT Strategy to enhance and support the delivery of services.
- ❖ Review the council's Diversity Policies and celebrate the traditions and diversity of our community.
- ❖ Develop a new OD Strategy to ensure effective workforce development and use of apprenticeships.
- ❖ Develop a new Procurement Strategy with a focus on spending money locally.
- ❖ Implement the agreed Housing Revenue Account Business Plan.

Aim Three: ***Protect and create jobs by supporting economic growth, development and regeneration***



Our key objectives are:

- Encouraging business start-ups and enterprises.
- Work to create flourishing town centres and thriving high streets that support the local economy.
- Promote tourism to maximise local benefit.
- High quality development and building control with an "open for business" approach.
- Car parking arrangements that meet the needs of residents, businesses, and visitors.
- 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 business across the High Peak.

To meet these objectives, we will…

- ❖ Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are being met.
- ❖ Support the development of Glossop Halls.
- ❖ Implement the accelerated business growth and employment programme.
- ❖ Develop a Cultural Strategy to support and celebrate the rich history and culture of the Borough.
- ❖ Review the Council's Growth Strategy to ensure that it is focused on the effective regeneration of our towns and rural communities.
- ❖ Establish a developer open space contributions plan.

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 and Torr Vale Mill.
- ✓ The One Public Estate programme across the Borough.
- ✓ 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.
- ✓ Enabling high speed internet across the Borough.
- ✓ Extending the Greater Manchester rail offer.

Aim Four: ***To protect and improve the environment including responding to the climate emergency***



Our key objectives are:

- Effective recycling and waste management.
- Effective provision of quality parks and open spaces.
- Meeting the challenge of climate change and working with residents and business across the High Peak to implement the climate change action plan.

To meet these objectives, we will…

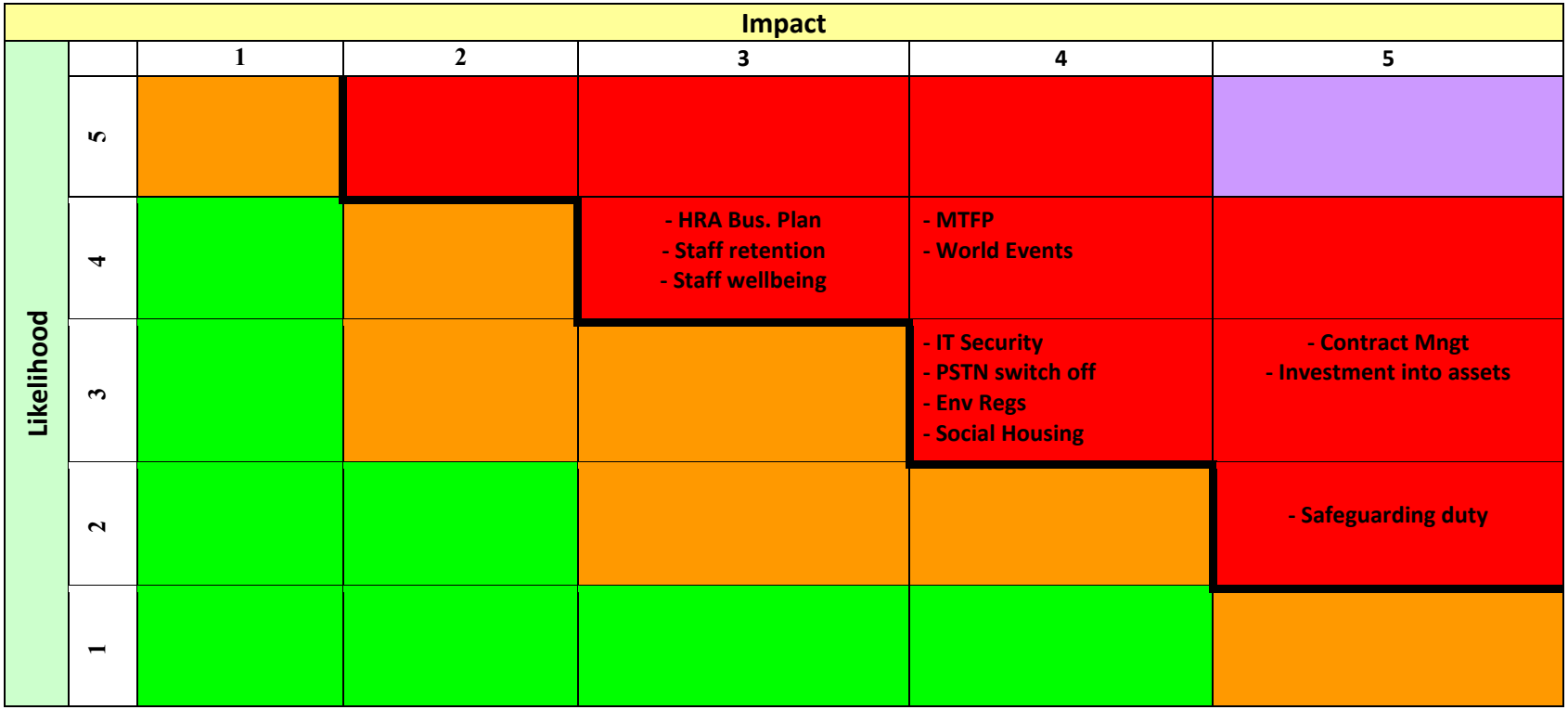
- ❖ Successfully deliver Phase 3 of the transfer of services to AES in order to achieve improved performance and value for money outcomes.
- ❖ Develop a Parks Development Plan to support the widest community use of parks and support community / friends groups.
- ❖ Develop a Climate Change Strategy and an action plan of response to a declared climate emergency.
- ❖ Review the Environmental Enforcement Policy in order to take steps to further reduce dog fouling and littering.
- ❖ Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging new national strategy.

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

- ✓ The development of more cycle routes whilst working with the County Council and residents to ensure harmony amongst road users.
- ✓ Encouraging local organisations and businesses to reduce their carbon footprint .

Chapter 6: Managing our Strategic Risks

The Council's Risk Management Strategy sets out the roles and responsibilities of officers and councillors in ensuring that the council undertakes a deliberate and systematic identification of the key risks that might prevent, degrade, delay or enhance the achievement of its strategic objectives. Within the Strategy, the Council's 'risk tolerance' threshold has been set along the border between 'medium' and 'high' rated residual risks, marked with a bold line in the heat map below; with mitigating actions required for all risks that exceed this threshold.



Actions being taken to address our top risks:

- Delivery of the MTFP - monthly Transformation Board meetings to oversee key projects linked to the efficiency and rationalisation strategy; 2 updates of the MTFP (Oct/Nov & Feb); review future savings potential in context of revised Efficiency Plan: re-introduction of the annual budget conference being considered to strengthen stakeholder input.
- Staff resources and retention – refresher training for managers and senior staff: appraisal policy process underway including focus on *enabling performance and mental health and wellbeing:* training opportunities identified and undertaken to best equip staff for future changes.
- Contract Management –risk prioritisation exercise carried out for major contract ,financial health checks undertaken against the most critical contractors, close monitoring and liaison with all key suppliers.
- Safeguarding duty – risks overseen by Alliance Safeguarding Group who meet quarterly; regular training for all employees on a rolling programme linked to their level of risk ; safeguarding case management system introduced; policy reviewed annually via reports to members.
- Investment into Council Assets and long-term planning – assets database largely completed, stock condition being entered following the condition surveys and energy audits; asset management plan being worked through to determine the level and extent of capital schemes: assets working group established to scrutinise and oversee governance.
- Environmental Regulations – implement actions outlines in the air quality plan and submit yearly progress report; implement the climate change action plan; TEEP assessments conducted ; Taxi Policy & Street Trading review
- Impact of World events – remain abreast of latest trading arrangements : treasury management strategy regularly reviewed; multi agency emergency planning and business continuity; monitor impacts of fiscal and monetary policy, seek expert analysis and opinion where appropriate: ensure we are up to date with LGR developments.
- Cyber risk and IT security –regular training & communication updates; accreditation for Cyber Essentials underway: annual PSN check undertaken; undergone a satisfactory cyber-security audit
- Employee wellbeing –staff survey and pulse surveys carried out regularly; wellbeing hub established , mental health first aiders trained and operational; regular appraisals encouraging staff to speak openly about aspects that matter to them (work or non-work related)
- Social Housing regulations- continue to monitor the implementation of the Action Plan; engagement from all Service Areas to ensure compliance with the improvement plan.
- Switch off of the Public telephone network (PTSN)- data sharing agreement with BT has been completed, non BT customers have been identified for further risk management.
- Delivery of the 30-year HRA business plan- review the feasibility of developing the plan in light of LGR; monitor the impact of proposed changes to RTB.

Gaining an external perspective on emerging risk areas

The Council's Strategic, Operational and Project Risk Registers are reviewed on a quarterly basis and reported into the Corporate Risk Management Group and the Audit and Regulatory Committee on an exception basis. The council adds to the robustness of its risk management arrangements by regularly seeking an external opinion on specific areas of new or emerging risk.

In March 2024, the Alliance commissioned Zurich to carry out project risk register training. The aim of the work was to ensure that project managers were aware of the importance of risk registers and were fully equipped with the knowledge to identify, assess and mitigate risks associated with their project. The training was well attended and helped develop the risk management process within High Peak.

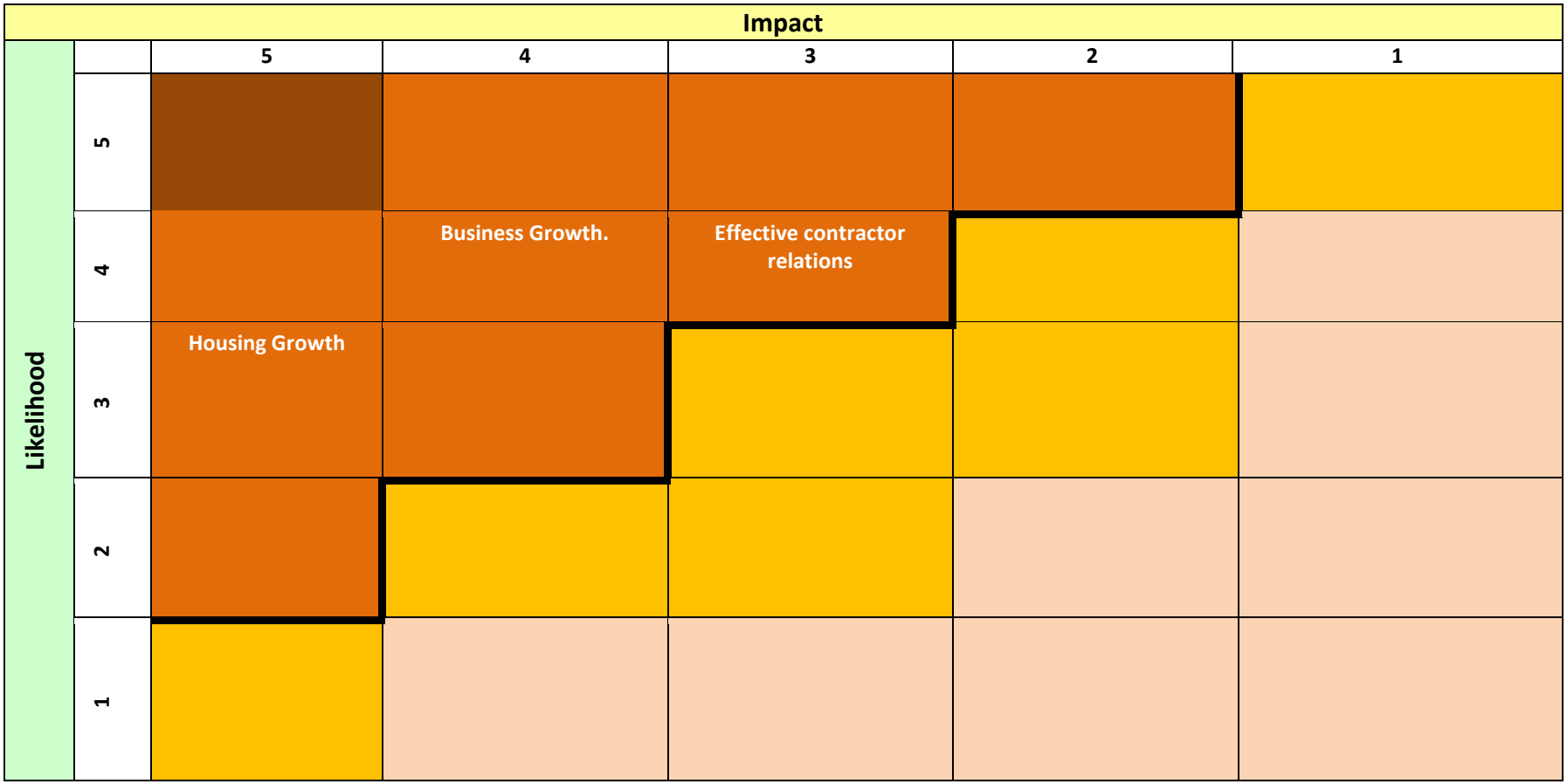
Looking at the global picture , the '**Global Risks Report 2024**,' produced by the World Economic Forum, shows the risk of *misinformation and disinformation* as the most severe global risk anticipated over the next two years . Misinformation and disinformation is predicted to further widen societal and political divides and may undermine the legitimacy of newly elected governments. The resulting unrest could range from violent protests and hate crimes to civil confrontation and terrorism . *Extreme weather events* dominate the current risk landscape (2024) , is ranked second over the short term (next 2 years), and is the highest rated long-term risk (next 10 years). Climate change and impacts from significant external events are both highly rated risk in our strategic risk register.

The Risk Strategy is reviewed every two years to ensure the Councils approach reflects changing circumstances. The ninth iteration was approved by the Corporate Services and Finance Committee in September 2023.

Opportunities

Not all risks are negative and the council's approach to risk management is mature enough to consider opportunities as well as threats. The heat map adjacent shows the top-rated opportunities facing the council and a summary of the actions being taken to help bring these benefits to fruition.

- ✓ Contractor relations: more emphasis on commissioner role; effective contractor partnerships; focus on contract management within the new procurement strategy.
- ✓ Housing growth: empty homes strategy implementation; focus on local plan delivery and the realisation of the Accelerated Housing Delivery Programme; work with Homes England to access funding; disposal of remaining council owned sites programmed for 2025/26
- ✓ Business Growth: implement the accelerated business growth and employment programme; identify priority list of employment sites for purchase or disposal; new business support schemes provided by SPF funds/REPF through local supply chains and Chamber of Commerce.


Impact
Likelihood
5
4
3
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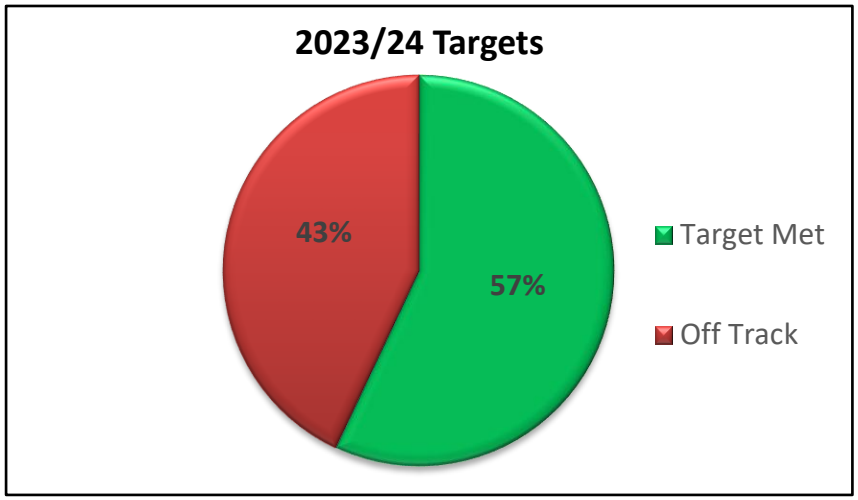
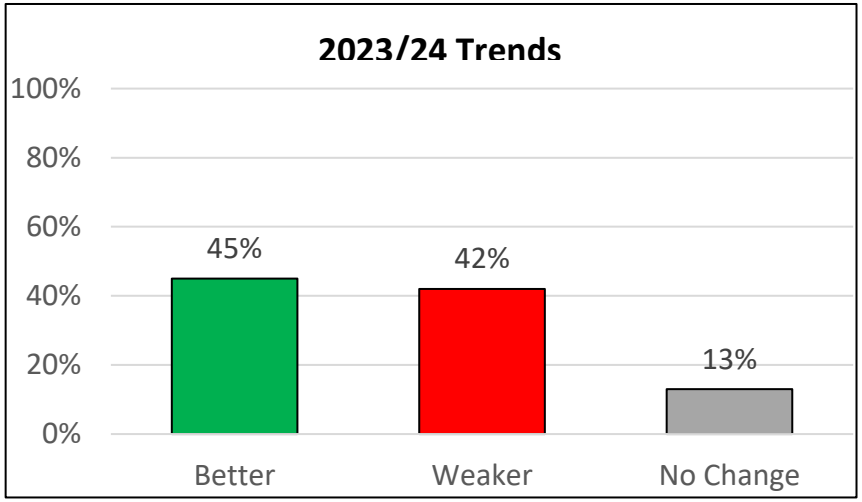
Business Growth.
Effective contractor relations
Housing Growth

Chapter 7: Demonstrating value for money - our performance and how we compare

Summary

At the close of 2023/24 the Council had achieved 57% of its key performance indicator targets for the year (+4% on the previous year) and had maintained or improved performance in 58% of these measures (-2 % compared to last year).





The service areas which fell short of target include housing benefit change of circumstances processing, settled accommodation outcomes, temporary accommodation placements over 6 weeks, Carelink installation times, complaints handled within target, FOI response times, average re-let time for housing voids, % rent loss due to vacant stock, planned procurement activity, invoices paid within terms, missed bins, cost of housing repairs.

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. As well as comparing performance over time and against target, we also compare our performance with other Councils nationally.

Aim 1: A safer, healthier and cleaner environment

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

- ✓ Food premises that are broadly compliant with Food Standards Agency standards
- ✓ High risk and routine permitted premises inspected
- ✓ Pest control contracts obtained
- ✓ Community clean-up campaigns (280)
- \- Street and Environmental cleanliness inspection results
- \- Private water supplies: % sampling programme completed

Fly-tipping incidents have decreased from 362 to 326 in 2023-24. The Council's spend on public conveniences was £369 (RO) 000s and is now the 3rd highest in the regional comparator group (2023-24). Food hygiene in establishments across the Borough continue to look healthy with only 11 premises achieving 0-2 stars and 738 premises achieving 3 stars or above: 620 achieved level 5.

Contextual Measures:

- ❖ 326 fly-tipping incidents were collected by the council, an improvement on 362 for the previous year.



Achievements-

- ✓ *Completed 110 disabled adaptions in non-council stock*
- ✓ *Responded to 173 service requests in relation to private sector rented accommodation*
- ✓ *Issued 3 hazard awareness notices*
- ✓ *Took action on 12 Category 1 and 19 Category 2 hazards*
- ✓ *100% of all food safety inspections were carried out to target*
- ✓ *98.76% of the food hygiene rating database was broadly compliant or above*

Delivering on our housing targets:

- ✓ Benefits processing times for new claims and change of circs
- ✓ Benefits cases processed correctly
- ✓ Housing repairs/voids/appointments performance
- \- Households in temporary accommodation for over 6 weeks
- ✓ 100% Right to buy transactions completed in timescales
- \- Homelessness applications opened at the prevent and relief duty stages
- \- % prevention and relief duty discharges resulting in settled accommodation
- \- Tenants satisfied with the repairs service
- \- Average cost of repairs (housing)
- \- Housing satisfaction measures
- ✓ Housing register applicants in priority need waiting in excess of 6 months
- ✓ Gas safety checks undertaken – 100% compliance



High Peak's performance in determining new Housing Benefit claims has improved to 8.6 days compared to 9 days in 2022-23. The cost of processing benefits in 2023-24 has decreased from £560k to £321k and with it our ranking has decreased to 22nd lowest spend in the region. The correlation charts in Appendix A detail those councils in the region who were achieving better performance levels at a lower or comparable cost in 2023-24. Change of Circumstance processing in 2023-24 took 7 days, this is the 4th highest number of days in the region, East Lindsay were the highest at 10 days.

The housing repairs service, maintenance and facilities management functions and project management of the capital programmes were transferred to Alliance Norse in July 2022 . The % of P1,2,3,4 of housing repairs completed to timescale all met target. First time fix repairs, appointments made and kept, and voids completed within target also all met target. However, only 91% of tenants were satisfied with the repairs service against a target of 95%. The average cost of housing repairs orders was £217 compared to £287 in 2022/23.

Contextual Measures:

- ❖ 47 affordable homes were delivered, and 268 net home completions were made
- ❖ 118 homes stood empty for more than two years compared to 154 in 2022/23
- ❖ It took an average of 333 days to complete disabled adaptations in council owned stock (up from 145 days last year)
- ❖ At the end of March there were 43 households in temporary accommodation including 3 families

- 232 complaints were received in relation to private sector accommodation, with 16 category 1 hazard properties and 50 category 2 hazard properties, (down from 38 and 119 last year) no improvement notices were issued
- 38 new kitchens, 83 bathrooms and 46 wet rooms were delivered as part of the housing capital programme and 91% of council homes met the Decent Homes standard
- The average SAP rating was 78 average EPC score was C

In 2022 a number of new measures were included in the performance framework around social housing standards, complaints and satisfaction. The measures were put in place to ensure the requirements of the charter for social housing residents are met. In 2024, High Peak were one of the first councils to be inspected by the Regulator of Social Housing . The Regulator was created to ensure a viable, efficient and well-governed social housing sector able to deliver quality homes and services for current and future tenants by regulating landlords to drive improvements in how they operate.

Regulator of Social Housing

The Council was inspected against its customer service standards that state the outcomes landlords must deliver against and were awarded a consumer grading of C2- the second highest rating available. Areas identified for improvement include improving and sustaining the recent investment the Council has made in tenant engagement by implementing the actions we have set in place. It also highlighted the need to ensure our complaint handling gives tenants sufficient opportunity to report complaints, and how the Council resolves and learns from the information provided. The Regulator recognised that work was already underway to improve these areas

Achievements

- ✓ *Managed the transfer of tenants from housing benefit to universal credit to ensure continuity of claims*
- ✓ *Assisted 206 households with £49,153 of funding from the Household Support Fund between April and October 2024*
- ✓ *Adopted an arrears prevention approach, only using eviction as a last resort. Only 1 eviction was carried out during 2024-25*
- ✓ *Assisted 22 vulnerable households with funding from DCC*
- ✓ *Delivered 47 affordable homes*
- ✓ *Completed all levels of repairs within target, first time fix , appointments made and kept and void completions all within target*



Delivering on partnership working and community safety targets:

- Delivery of the Community Safety Partnership Plan : 92% actions implemented; remaining actions will be carried forward
- ✓ Carelink emergency response calls responded to within 45 minutes
- Carelink % referrals installed within 15 days

Total recorded crime in March 2024 was 5828 incidents, a decrease compared to 5979 in the March 2023 , the rank in the East Midlands is now 23rd lowest. The council's spend on CCTV in 2023-24 was £105,000 and is ranked 12th in the region, the highest being East Lindsey (rank 1) at £562,000. The correlation charts in Appendix A detail those councils in the region who have lower recorded crime levels at a lower or comparable cost in 2023-24.

Contextual Measures:

- ❖ 5828 recorded crimes across the borough to March 2024 and 1470 anti-social behaviour reports
- ❖ Local foodbanks in High Peak issued 35,640 meals to 1.055 adults and 423 children. Glossopdale had 2,826 referrals.

Achievements

- ✓ *Delivered 91.66% of the Community Safety Partnership Plan*
- ✓ *Referred 1055 adults, 423 children and issued 35,640 meals via High Peak food bank and processed 2,826 referrals to the Glossopdale foodbank.*
- ✓ *Launched our High Peak Community Lottery in July 2023. By April 2024 we had 52 local sports clubs, community groups, PTA's and community interest companies registered onto the High Peak Community Lottery Good Cause Scheme and between July 2023 and April 2024 a total of £16,000 was raised by those causes through the lottery scheme.*
- ✓ *Successfully contracted Live Great Adventures CIC to conduct a series of Nature Walks/Mental Health Support – a 12mth programme funded through the High Peak Community Support Fund*
- ✓ *Continued to support G52 group on Gamesley with their Community Hub. Helped secure £60,000 through the Cadent Foundation to cover 3-years of staffing costs for two part-time Resident Support Workers for the Gamesley neighbourhood (2023-2026), Supported their Summer Activities and Cadent Winter Programme.*
- ✓ *Supported the work of Citizens Advice Derbyshire Districts, The Bureau Glossop, High Peak CVS, New Mills Volunteer Centre, Connex, Glossopdale Furniture Project and Buxton and High Peak Samaritans through the Community Support Fund – distributing over £70,000 across the funded partners to help with core costs.*

Project Unity

Buxton was chosen as part of a government initiative by the Home Office to tackle serious organised crime within communities named ***Project Unity*** *. High Peak received external funding from Safer Streets (Home Office funding) which along with partners has funded : a dedicated Project Unity project co-ordinator; upgrades and additions to local CCTV systems; home security equipment; youth outreach team Friday night patrol: spring clean for Fairfield; recovery through nature and recovery through movement projects.*

A Project Unity office has been opened, and a launch event organised attended by the Police and Crime Commissioner and the local MP.

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

- ✓ Level of external funding awarded to support the physical activity and sport strategy (£657,818)
- ✓ Number of priority areas where place-based work to reduce inactivity is being undertaken (3)

2023/24 benchmarking shows that the council spent £304,000 on sports and recreational facilities, within the middle 20% of councils nationally. 71.3% (54,500) of High Peak residents take part in 150+ minutes of exercise per week, (Sport England Nov 2023-24) an increase from 70.8% (53,700) in 2022-23 .

Contextual Measures:

- ❖ 20.10% of the local population are 'inactive', compared to 21.6% last year (Active Lives Survey – Nov 2023)
- ❖ Levels of inactivity among lower socio-economic groups : 24.8%
- ❖ Levels of inactivity among people with long term health conditions: 44.10%

Achievements

- ✓ *Moved the operation and management of the council's leisure facilities into a wholly owned council company (MyActive) delivering physical activity, health and wellness through our centres and wider facilities.*
- ✓ *Established the junior Park Run in the Pavilion Gardens, Buxton attracting 403 participants and 85 volunteers in the first 4 months.*
- ✓ *Successfully secured £587,884 from Sport England's Swimming Pool Support Fund (SPSF) for an energy project at New Mills Leisure Centre. The project will involve interventions involving the installation of photo voltaic (PV) panels & heat recovery to air handling units, further enhancing the energy efficiency of the facility.*
- ✓ *Developed an on-line Move More Better Health campaign, to support healthcare professionals and target the priority communities linked to the place-based work*



Aim 2: A responsive, smart, financially resilient and forward-thinking council



Delivering on our value for money targets:

- ✓ Business rates collection
- ✓ Council Tax collection
- - Invoices paid on time
- ✓ Sundry debt reduction
- ✓ Rent collection
- ✓ Internal audit recommendations implemented on time

2023-24, benchmarking reveals that High Peak had the 6th highest Council Tax collection rate in the region at 98.28%, up from 9th place in 2022-23 and sitting within the top 20% of all council areas. Business Rate collection dropped slightly from 98.8% to 98.68% but were still ranked 8th highest in the region and within the top 40% of all council areas.

Achievements

- ✓ *Statement of accounts for 23/24 produced and signed off with clean audit opinions before the Government's audit backstop arrangements came into play.*
- ✓ *Balanced budgets and sustainable Medium Term Financial Plan produced for 2025/26 under the most challenging of financial conditions.*
- ✓ *Completion of the migration of cash management to CivicaPay*
- ✓ *Smooth and timely payment of salaries including two election payrolls*
- ✓ *Payment of suppliers consistently within 30-day terms via implementation of a second weekly Creditors payment run*

Delivering on our customer access and right first-time targets:

- - Complaints responded to within timescale
- ✓ Assisted contacts (phone/ face to face and web)
- ✓ Number of Onevu customers
- ✓ Repeat complaints
- - FOI requests dealt with on time

The limited benchmarking material on complaints levels indicates that the number of ombudsman complaints in 2023/24 sits within the lowest 40% nationally at 9, a decrease from 13 the previous year .

Contextual Measures:

- 9.05% of FOI requests were diverted to the Council's website / publication scheme
- 118 complaints were received during 2023/24: down from 153
- 61.7% satisfaction rate with customer services (Alliance)
- 18% of avoidable contacts recorded

Achievements

- ✓ *60,751 One Vu accounts now active as customers can report changes, raise requests, submit information and track requests through their account*
- ✓ *Continued monitoring of the website for accessibility and compliance with transparency requirements*
- ✓ *Developed Access to Service Strategy and action plan to ensure services are accessible to all*

Delivering on our workforce targets:

- ✓ Sickness absence per FTE (Alliance)
- ✓ Workplace accidents
- \- Reportable/lost time accidents

Sickness absence (Alliance) improved to an average of 5.45 days per FTE in 2023/24 from 6.55 days in 2022/23. The new staff appraisal process has commenced; all employees have an appraisal conversation with their line manager four times in a rolling 12-month period. The conversations are underpinned by two key aims: providing feedback on achievements and responsibility for delivering priorities and objectives.

Contextual Measures:

- We received 56 compliments in 2023-24
- We have 4 apprentices across the Alliance: 1 level 4 internal audit practitioner; 2 level 7 accountancy; 1 level 7 chartered town planner
- 100% of the apprenticeship levy was spent by the Alliance
- Staff turnover decreased to 4.8% from 11.4% (Alliance)
- 82% of campaigns resulted in successful recruitment

Achievements

- ✓ *Undertook a review of the planning, assets and housing service areas*
- ✓ *Ran a number of successful recruitment campaigns*
- ✓ *Provided and carried out numerous opportunities for staff training*
- ✓ *Managed TUPE transfers and related contractual issues*
- ✓ *Re-launched the staff benefits brochure*
- ✓ *Provided flu vaccines for staff*
- ✓ *Produced the workforce report*
- ✓ *Carried out a staff pulse survey and produced an action plan based on the results.*





Delivering on our effective use of assets targets:

- Council-owned business units that are occupied
- Rent loss from vacant stock
- Properties with nil void loss
- Average time to re-let Council homes
-

Contextual Measures:

- ❖ It took an average of 38 days to re-let homes (excluding 'hard to let' homes), down from 41.7 days.
- ❖ The average time to let all council homes was 53 days.
- ❖ 303,988 (L) gas/oil fuelled our main office buildings costing £33,920 and 386,129 Kwh of electricity, costing £81,700 .

Achievements

- ✓ *Continued with the programme of internal challenge of information asset registers via the Information Governance Group to protect our data assets using the ASSURED framework.*

Assured

Alliance | source | store | use | retain | erase | data

Delivering on our procurement targets:



- On-contract spend
- Procurement activity on forward plan
- Supplier spend within the local area as a % of total spend

Local supply chain business is one of the key priorities in the Council's Procurement Strategy for 22-25 and although the year end result of 7.56% missed the 9% target, we will continue to encourage and promote opportunities for local suppliers to tender for contracts and for lower value supply of goods, services or works. We actively encourage service areas to obtain quotations from locally based businesses. Additionally we are working closely with the Council's Controlled companies procurement leads to obtain local supplier spend detail through their contracting practices and how the Councils can signpost to opportunities they advertise.

61% (Alliance) of procurement activity was on the forward plan compared to 50% in 2022-23. Procurement have been liaising directly with Heads of Service to ensure that plans are fully reflective of 'known' future sourcing requirements. Additional work has been occurring to ensure all services are reminded of the requirements of future planning against Procurement programmes and their responsibilities in accordance with the Procurement Procedure Rules

Contextual Measures:

- ❖ 23% of submissions of expressions of interest made on contracts (over £5,000) came from local suppliers.

Achievements-

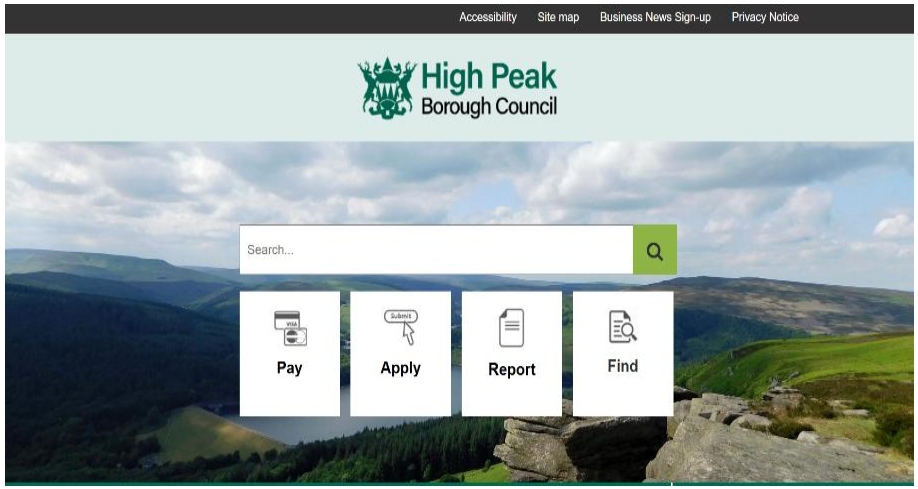
- ✓ *Delivered the forward plan of procurement exercises and supported complex and strategic transformation projects and contract renewals*
- ✓ *Enabled the Council to remain compliant throughout the lead in and subsequent changes to Public Procurement legislation*

Delivering on our technology targets:

- ✓ IT network and system availability

Achievements

- ✓ *Carried out a website refresh , engaged with all service areas as part of the move to a new server.*
- ✓ *Carried out a technology mapping exercise as part of Alliance: Our Future in order understand the current position of our applications and infrastructure.*
- ✓ *Continue to prepare the SharePoint intranet ready for launch and are preparing the new procurement workflow ready for implementation*
- ✓ *Desktop refresh at Buxton Town Hall*
- ✓ *New Projectors and PCs in meeting rooms*
- ✓ *Replacement backup server enabling faster and longer backup retention*
- ✓ *Next generation perimeter firewall and client VPN*
- ✓ *Replacement network switches at satellite sites (Pavilion Gardens, Gamesley, Glossop, Eccles Fold)*
- ✓ *Laptop replacement and Windows 11 upgrades*
- ✓ *CivicaPay cloud migration (Phase 2)*
- ✓ *Infrastructure Server Upgrades – 15 Servers upgraded to supported operating systems*





Aim 3: To support economic development and regeneration



Delivering on our business support and start-ups objective:

Our business formation rate has decreased from 9.96 to 9.06 in Dec 2023. This sits in the lowest 40% of all districts nationally and is ranked 24th lowest out of 29 areas in the East Midlands.



Contextual Measures:

- 4025 enterprises are operating within the High Peak, up from 3955
- Gross emp land delivered 8606.4 m2 floor space, Net (net of emp land losses) 6617.4m2 floor space.
- 989 hits on the business page of our website
- 1268 subscribers to the business newsletter

Achievements

UK Shared Prosperity Funding and Rural England Prosperity Funding :

- ✓ *24 community organisations received non-financial support and 28 people attended training through the Enterprise Support Alliance (ESA) community support contract*
- ✓ *6 community organisations received grants to improve facilities*
- ✓ *9 enterprises received business growth & innovation grants (£32,503)*
- ✓ *139 enterprises received non-financial support through the D2N2/EMC Accelerator Programme, ESA and Vision Derbyshire's start-up programme with 4 businesses completing de-carbonisation plans*
- ✓ *76 economically inactive people engaged with keyworker support services,77 people received support to gain employment with 11 people receiving support to sustain employment, 13 people were encouraged to engage with the benefits system, 31 people accessed mental and physical health support leading to employment, 9 people were supported to access basic skills courses. 46 socially excluded people accessed support, 66 people supported to engage in job-searching support through the contract with The Bureau.*

Other achievements

- ✓ *Launched High Street improvement Grants*
- ✓ *Implemented a Business Development and Growth Innovation grant*
- ✓ *Distributed the business E-newsletter to 1268 subscribers each month*

- ✓ *Established a Business Accelerator and Start Up programme as part of a wider business support initiative*
- ✓ *Introduced a grant to support and grow the local social economy*

Delivering on our flourishing town centres targets:

The borough had an average town centre vacancy rate of 9.8%, lower than the national average of 11.8%: all towns are performing better than the national average. Recent and ongoing investment in economic growth via the Heritage Action Zone and Future High Streets project and the UKSPF funding seek to create the best environment for our town centres to thrive.

Achievements

- ✓ *Completed the heritage action zone: invested £1mm to support heritage projects to improve shop fronts and invest in buildings at risk.*
- ✓ *Engaged with a development partner for a major redevelopment of the Springs Shopping Centre, to diversify the housing offer and introduce new leisure, hospitality and public space.*

Delivering on our promoting tourism targets:

Visitors to the High Peak added £299m of spend to the local economy (up from £145.7m in 2020) and local business benefited from over 1504.4 (000's) overnight stays (up from 659.9 (000's); tourist bed spaces fell slightly from 7576 to 7431. The Council's recorded spend on tourism (2023-24) places it in the lowest 50% of councils nationally at £44k.



Achievements

UK Shared Prosperity Funding and Rural England Prosperity Funding :

- ✓ *Held 17 local arts, culture or heritage events/activities (totalling £39,985)*
- ✓ *Tourism campaigns reached over 2m people via social media and theGreat Outdoors Campaign website was launched - https://visitpeakdistrict.com/greatoutdoors*

Other achievements

- ✓ *Allocated £120,000 to improve active travel via new and improved pathways and cycleways*
- ✓ *Invested in promotional campaigns for towns and villages. Key activity includes the Great Outdoors campaign*

Delivering on our high-quality development and building control targets:

- ✓ Major and minor developments allowed on appeal
- ✓ % of planning enforcement cases resolved within 13 weeks
- ✓ Major, minor and other planning applications determined on time
- \- Planning applications with pre-application enquiries
- ✓ 100% of priority planning enforcement cases visited within 1 working day
- \- Agent satisfaction with the planning service
- ✓ Housing Land Supply

Benchmarking data across the East Midlands region 2023-24 shows that High Peak were ranked highest for the processing of major planning applications and 12th highest for minor and other applications. The costs of development control was £664k placing the council in the mid quintile of councils nationally and 11th highest in the region.

Contextual Measures:

- ❖ No costs were awarded against the Council last year for planning appeals
- ❖ 248 customers attended the Planning Surgeries

Achievements

- ✓ Commissioned the playing pitch strategy, a habitat regulation assessment, landscape character assessment and a whole plan viability assessment.
- ✓ Bid for the local nutrient mitigation fund of £2.78m and obtained approval for the nutrient mitigation scheme (contribution)
- ✓ Responded to the National Planning Policy Framework (NPPF) consultation
- ✓ Contributed to the High Peak Plan for Nature
- ✓ Adopted the Climate Change guidance and metrics
- ✓ Updated the Local Development Scheme.
- ✓ The tree works contract framework has been reviewed, an inspection regime is in place, and we are carrying out surveys on a risk-based approach.

Delivering on our car parking targets:



Contextual Measures:

- The percentage of PCN's recovered was 79.01%
- 56.4% of car park spaces are covered by the Park Mark scheme and over 6% of all spaces are allocated as disabled parking bays

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
- Missed Bins

High Peak's recycling rate of 46.7% in was the 3rd highest in the East Midlands, and the 430.2kg of residual waste per household was the 3rd lowest level in the region. The cost of recycling is the highest regionally at £2,249,000 whilst waste collection costs are amongst the lowest 20% of councils nationally at £1,165,000.

Achievements

- ✓ *The AES Comms Team engaged with over 2600 people (Alliance) via stalls, talks and creative sessions in schools, community groups and at events.*
- ✓ *A deep clean was carried out at the Fairfield Estate funded by Project Unity*
- ✓ *The council continues 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)*



Delivering on our quality parks and open spaces targets:

- Volunteer hours
- ✓ Green Flag award maintained

The number of volunteer hours in 2023/24 (338) shows a decrease compared to 592 in the previous year. There are less friends groups running fewer activities and volunteering opportunities in the parks. Council spend on parks and open spaces in 2023/24 was £639,000 which remains in the lowest 40% of districts nationally.

Achievements

- ✓ *Launched a comms campaign to publicise our Plan for Nature and small actions people can take at home for nature.*
- ✓ *Worked with the parks department on changes to mowing regimes for improving biodiversity.*
- ✓ *Worked with the planning department on implementing BNG, exploring habitat bank potential, and working with neighbouring authorities.*
- ✓ *Worked with local community groups on a number of biodiversity and nature initiatives.*
- ✓ *The play and outdoor sport investment plan delivered: replacement of the Cote Heath Skate park; replacement of the cableway in Pavilion Gardens: new equipment at Newshaw Lane play area: installation of the first pétanque playing pitch in the High Peak*



Delivering on our climate change targets:

- ✓ Paper consumption
- ✓ Air quality reporting requirements
- \- % households living in fuel poverty
- ✓ PM2.5 levels
- \- NO2 levels

Contextual Measures:

- ❖ Emissions per capita are estimated at 28.8 tonnes (2022 BEIS) and are the highest in the East Midlands due to Quarrying industry emissions

Achievements

- ✓ *Attended the Buxton Schools Climate Conference and represented the Council's nature, climate and energy initiatives.*
- ✓ *Worked with local community groups on a number of biodiversity and nature initiatives.*
- ✓ *Awarded grants to many successful community projects through the High Peak Community Climate and Nature Fund Organised a Climate Change Event at High Peak*
- ✓ *Worked with the Derbyshire Wildlife Trust on the Wild Peak initiative, including the funding panel.*
- ✓ *Adopted a Nature Recovery Declaration for High Peak Borough Council*
- ✓ *Launched a comms campaign to publicise our Plan for Nature and small actions people can take at home for nature.*

- ✓ *Delivered 4,009 energy improvement measures between Jan 2013 and June 2024 including 1,041 cavity wall insulations , 672 loft insulations, 1,039 boilers*
- ✓ *Retrofit around 43 social housing properties using grant funding from the East Midlands Mayoral Combine Authority*
- ✓ *Offered grants for one-off community energy projects*





Chapter 8: Our Future Priorities 2023

This is the final year of the 2019-2023 Corporate Plan. Priority setting workshops were held with Councillors in September 2023, residents and businesses consulted and demographic work undertaken to identify local issues – all from which the new Borough Plan was developed. The following actions from 2019-23 that are ongoing will be rolled forward into the new plan:

Corporate Plan Aim	2019-2023 Priority Action	2023-2027 Priority Action
Aim 1: Practical support of community safety arrangements	Complete the review of the CCTV system and implement the agreed recommendations	Review and enhance our CCTV Systems
Aim 1: Provision of high-quality leisure facilities both in formal leisure centres and swimming pools and out in our communities	Develop and implement an ongoing leisure facilities improvement plan focused on improving the health and well-being of residents	Deliver the Leisure Facilities Transformation plan focused on improving the health and wellbeing of residents
Aim 1: Fit for purpose housing that meets the needs of tenants and residents	Implement the accelerated housing delivery programme	Implement the Accelerated Housing Delivery programme
Aim 2: Services readily available and provided right first time	Conduct a review of democratic processes and scrutiny arrangements to make the Council as open and transparent as possible	Implement the Scrutiny and Constitution Review and increase member and public participation
	Refresh the council's Communication Strategy in order to ensure there is a more effective dialogue and engagement with residents	Refresh the council's Communications Strategy in order to ensure there is a more effective dialogue and engagement with residents
	Develop an Access to Services Strategy to ensure that Council services are accessible to all	Implement the Access to Services Strategy to ensure that services are accessible to all
Aim 2: Ensure our future financial resilience can be financially sustainable whilst offering value for money	Develop and implement a plan to identify new and innovative ways of generating income	Implement the Council's Efficiency Programme : Income and Charges
	Implement the agreed Housing Revenue Account Business Plan	Review and Implement the Housing Revenue Account (HRA) Business Plan
	Implement the Council's Efficiency and Rationalisation Programme	Develop and implement the Council's Efficiency Programme, with a key priority of protecting front line services

Corporate Plan Aim	2019-2023 Priority Action	2023-2027 Priority Action
Aim 2: More effective use of council assets to benefit our communities	Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place	Refresh and implement the Asset Management Framework and Plan
Aim 2: Invest in our staff to ensure we have the internal expertise to deliver our plans by supporting our high performing and well-motivated workforce	Develop a new Organisational Development Strategy to ensure effective workforce development and use of apprenticeships	Implement the Organisational Development Strategy to ensure effective workforce development and use of apprenticeships
Aim 2: Use innovation, technology and partnership with others to help improve the efficiency of services, improve customer satisfaction and reduce our impact on the environment	Develop a new ICT strategy to enhance and support the delivery of services	Implement the Digital Strategy to enhance and support the delivery of services
Aim 3: Work to create flourishing town centres and thriving high streets that support the local economy	Support the development of Glossop Halls	Implement the development of Glossop Halls
	Review the Council's Growth strategy to ensure that it is focused on the effective regeneration of our towns and rural communities	Review and implement the Council's Growth Strategy to ensure that it is focused on the effective regeneration of our towns and rural communities
Aim 3: High Quality Development and Building Control with an 'open for business' approach	Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are being met	Complete the review of the Local Plan
Aim 3: Promote tourism to maximise local benefit	Develop a Cultural Strategy to support and celebrate the rich history and culture of the Borough	Develop a Cultural Strategy to support and celebrate the rich history and culture of the Borough
Aim 4: Meeting the challenges of climate change and responding to the Climate Emergency declaration SM: Meeting the challenges of climate change	Publish Part 2 of the Climate Change Action Plan and commence delivery of the priorities contained within Parts 1 and 2	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
Aim 4: Effective recycling and waste management	Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging new national strategy	Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging new national strategy

References

The benchmarking data used within this Report has been drawn from the following sources:

1. Grant Thornton's Place Analytics online tool
2. Grant Thornton's CFO Insights online tool
3. The LGA's benchmarking tool – LG Inform

Photos: Alan Tunicliffe , Visit Peak District & Derbyshire, Lee Blanchflower

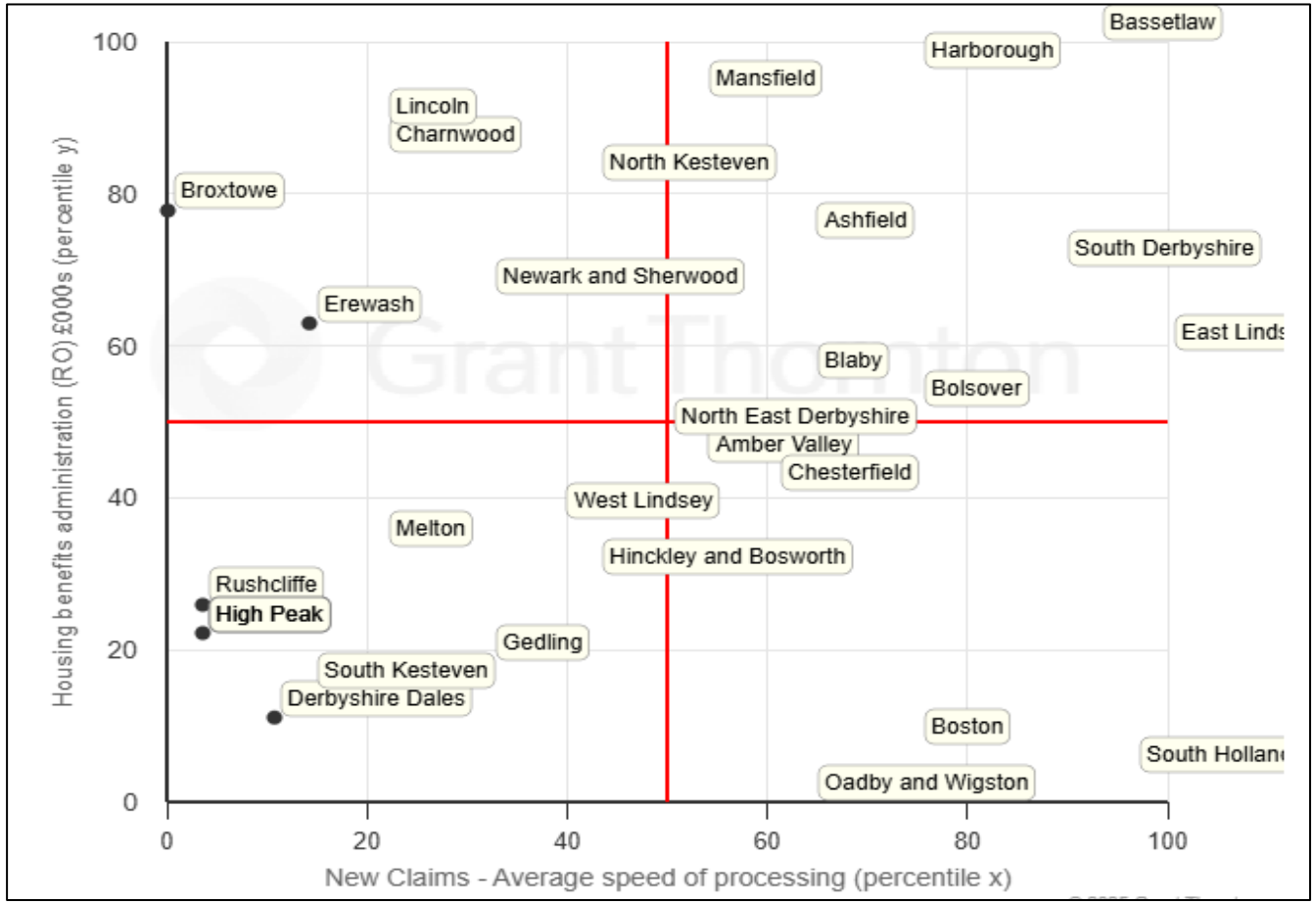


Appendices

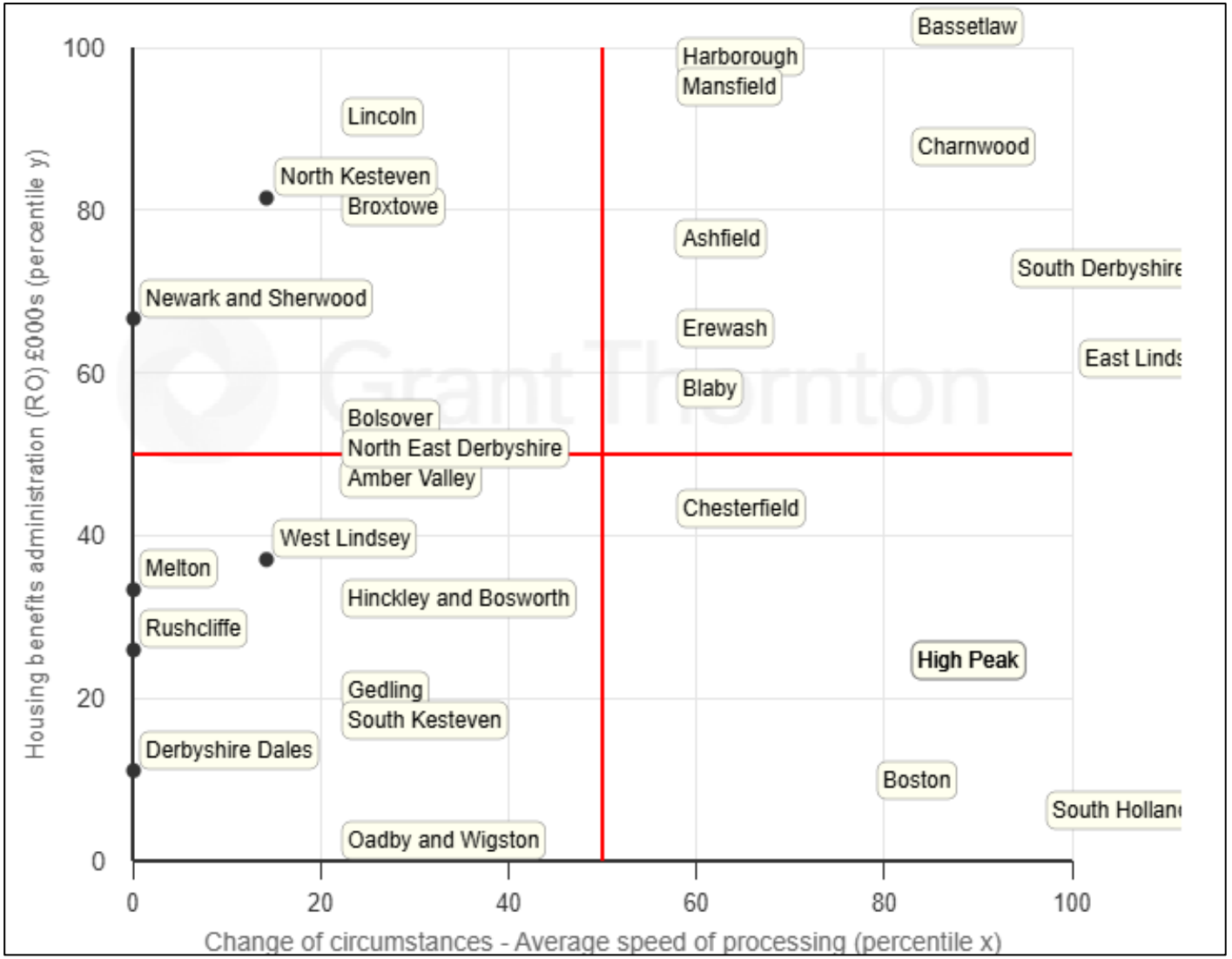
Supporting our communities to create a healthier, safer, cleaner High Peak

Fit for purpose housing that meets the needs of tenants and residents

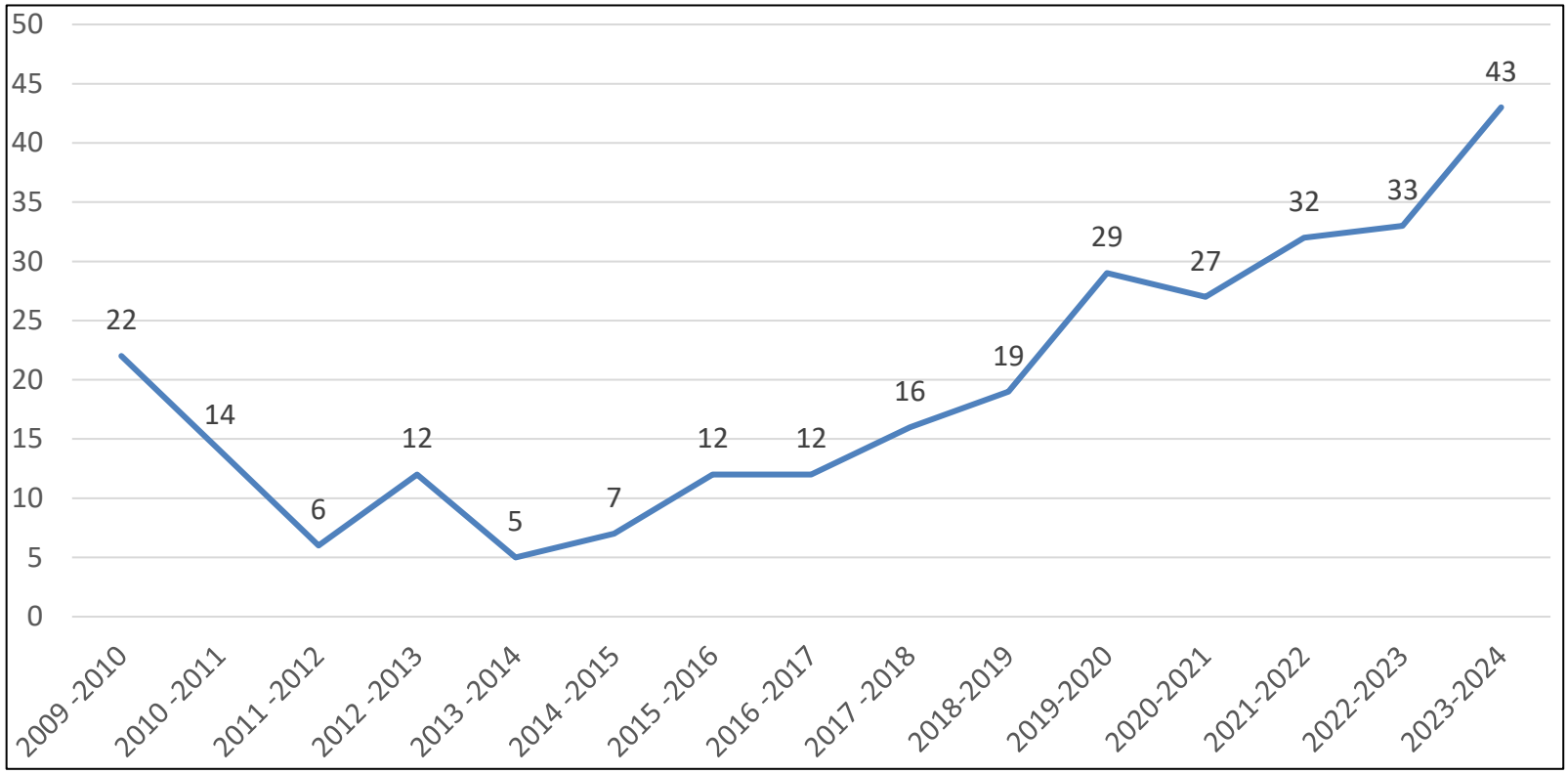
The following chart shows the correlation between Housing Benefit costs and New Claims average speed of processing against the East Midlands Non- Metropolitan group 2023-24. The average speed of processing has remained at 9 days; Housing Benefit RO is £321,000. No other authority has processed claims faster at a cheaper cost: Broxtowe were faster (7 days) , RO £784,000, Rushcliffe also processed at 9 days but with an RO of £379,000.



This chart shows the correlation between Housing Benefit costs and Change in Circumstances average speed of processing against the group. High Peak processing times have increased from 6 to 7 days. Boston, Oadby & Wigston, South Kesteven and Derbyshire Dales are examples of authorities processing changes faster and at a lower cost.

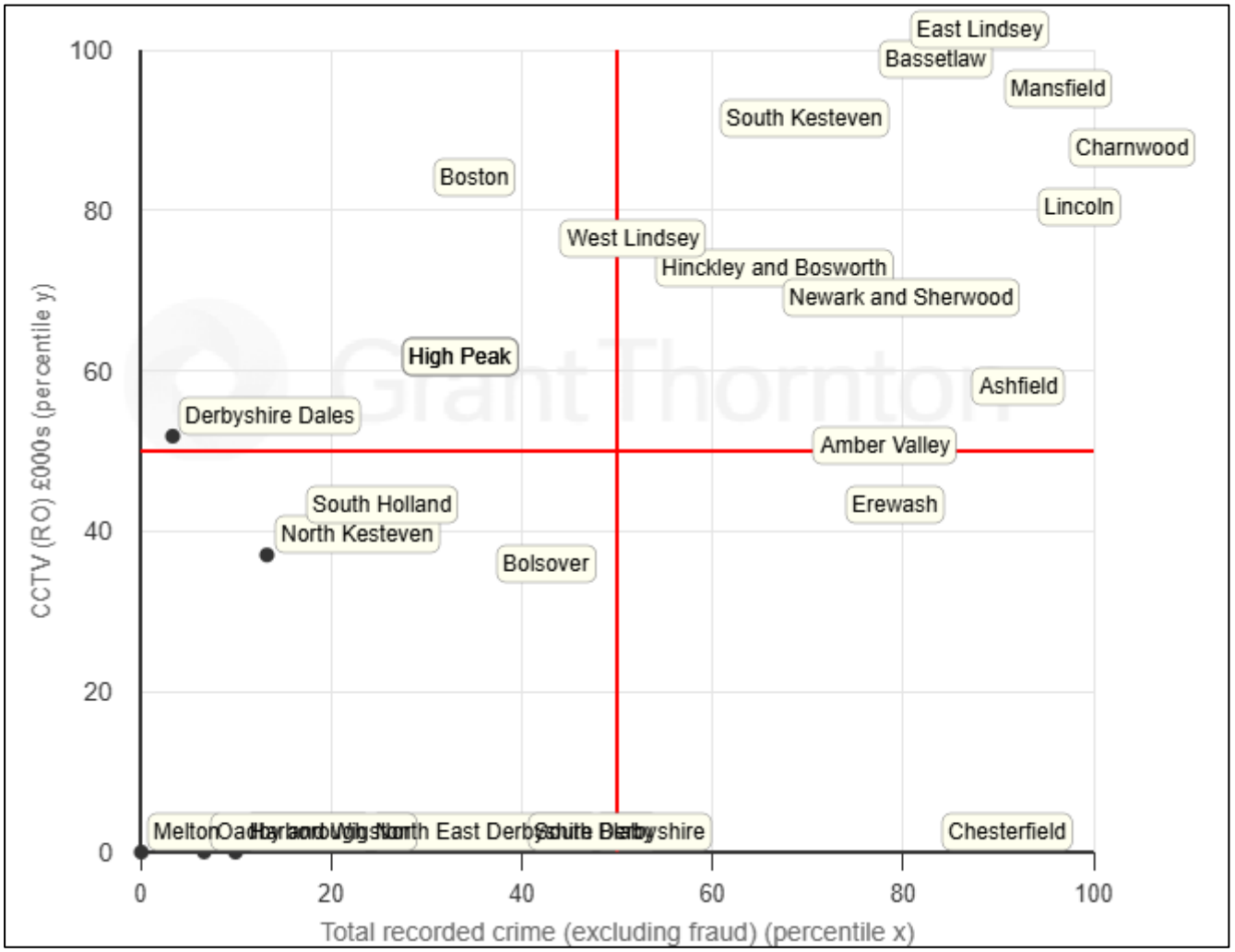


This time series shows the change in the number of households in temporary accommodation in High Peak since 2009. Overall, there has been an increase of 94% between 2009 and 2024 (2009: 22 households, 2024: 43 households).



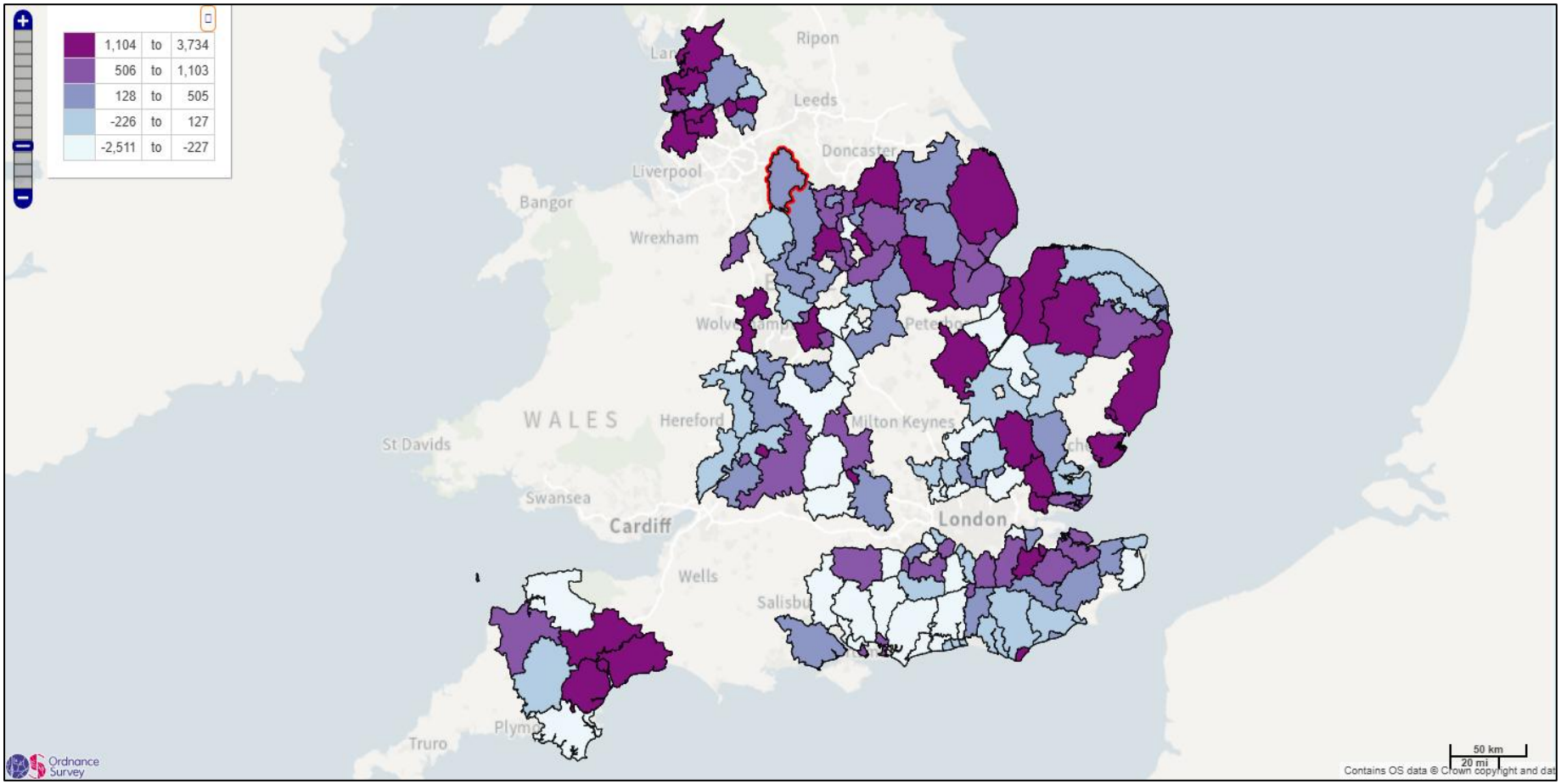
Practical Support of Community Safety Arrangements

The chart below shows the cost of CCTV compared to the total recorded crime (excluding fraud) (percentile) for the High Peak against the East Midlands group in 2023-24. Costs of £105,000 are 12 highest out of 20 councils with spend, the total number of crimes (2024-03) at 5,828 is 19th lowest out of a group of 26. Harborough and North Kesteven spend less on CCTV and have fewer crimes.

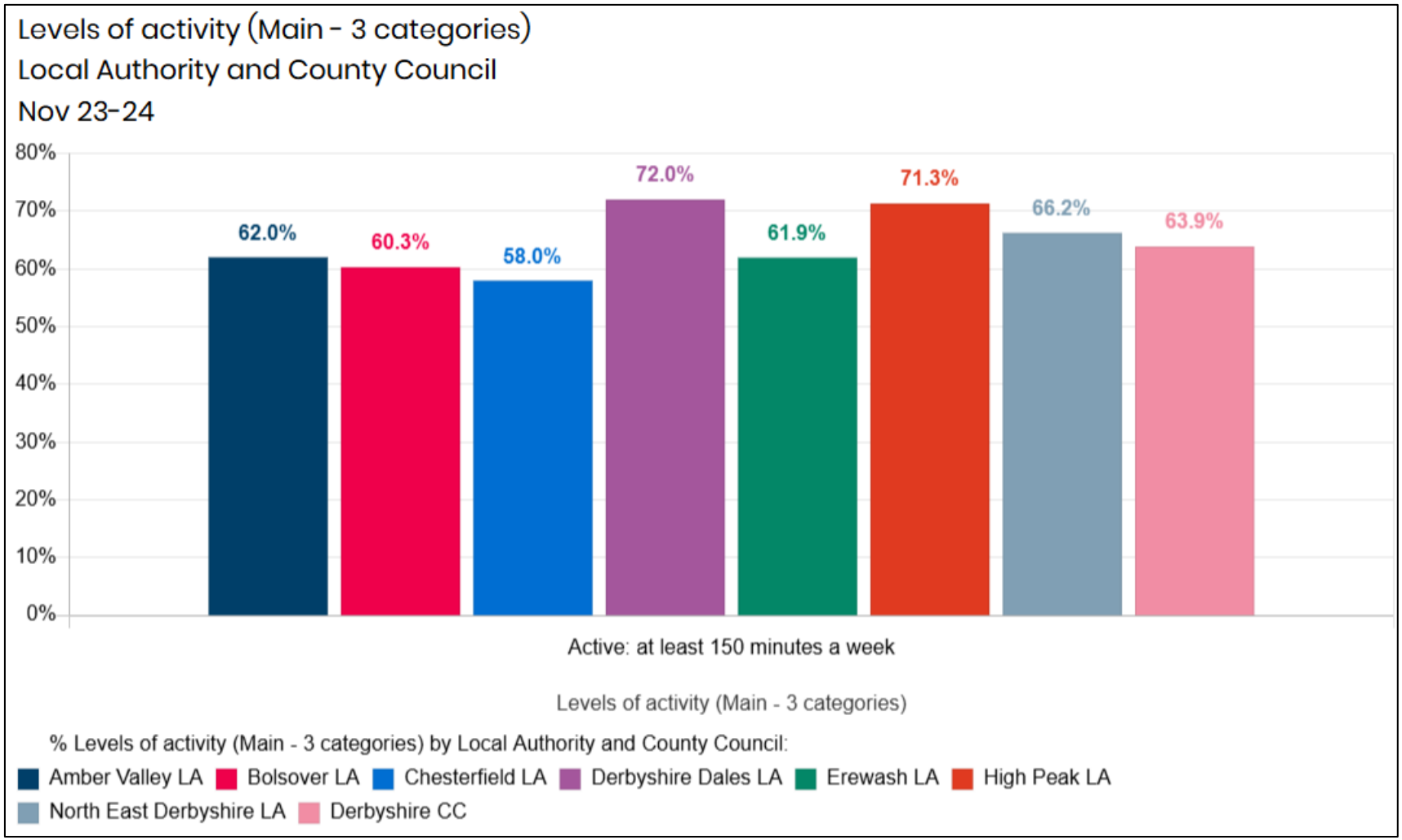


Provision of high-quality leisure facilities both in formal leisure centres and swimming pools and out in our communities

This map shows that High Peak's spend on sports and recreation facilities (including golf) (RO) £000's falls within the mid quintile of districts nationally (ranked 75th out of 153 areas) with a spend of £304,000.

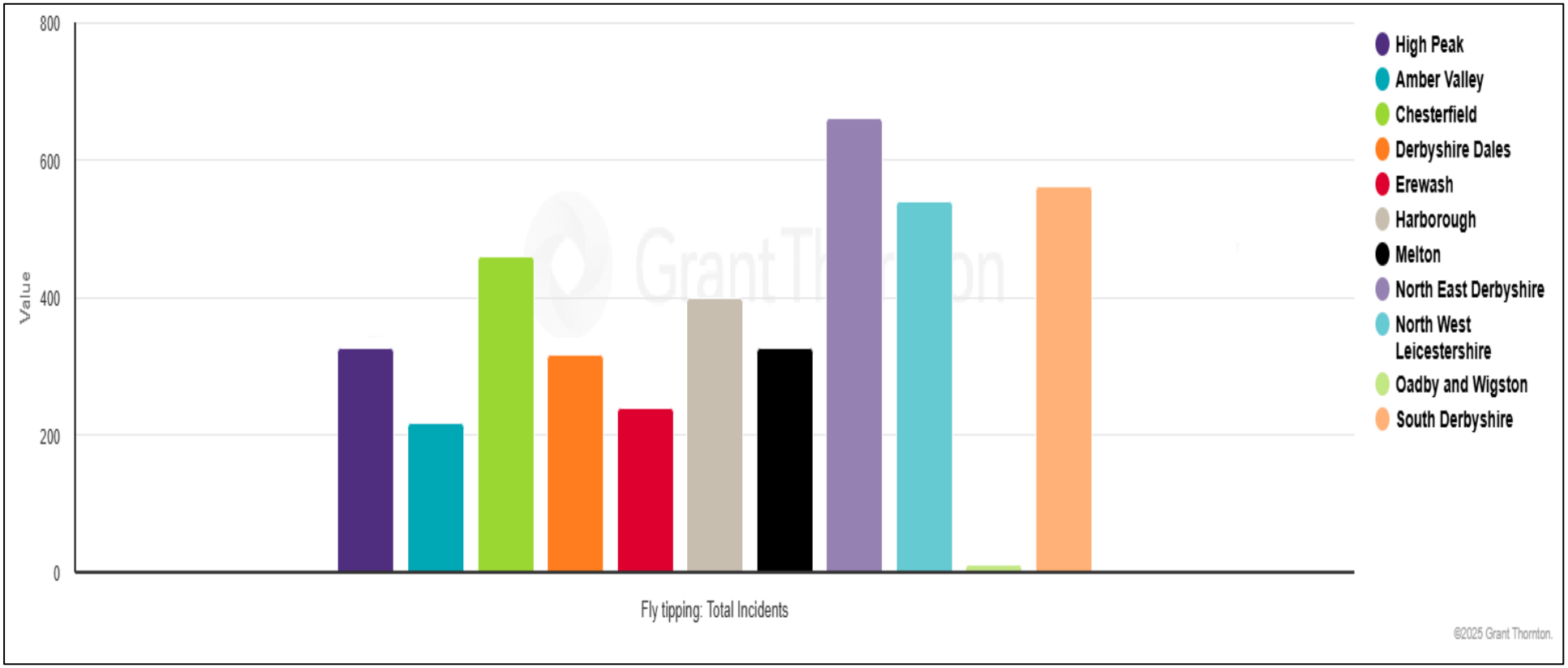


This bar chart shows the proportion of the population in High Peak who participate in 150+ minutes of exercise per week (Active Lives Survey Nov 23-24, Sport England) compared to other districts within Derbyshire. High Peak have 71.3% of its residents participating in 150+ minutes of exercise per week, compared to 68% in Nov 22-23. The Derbyshire average is 63.9%.

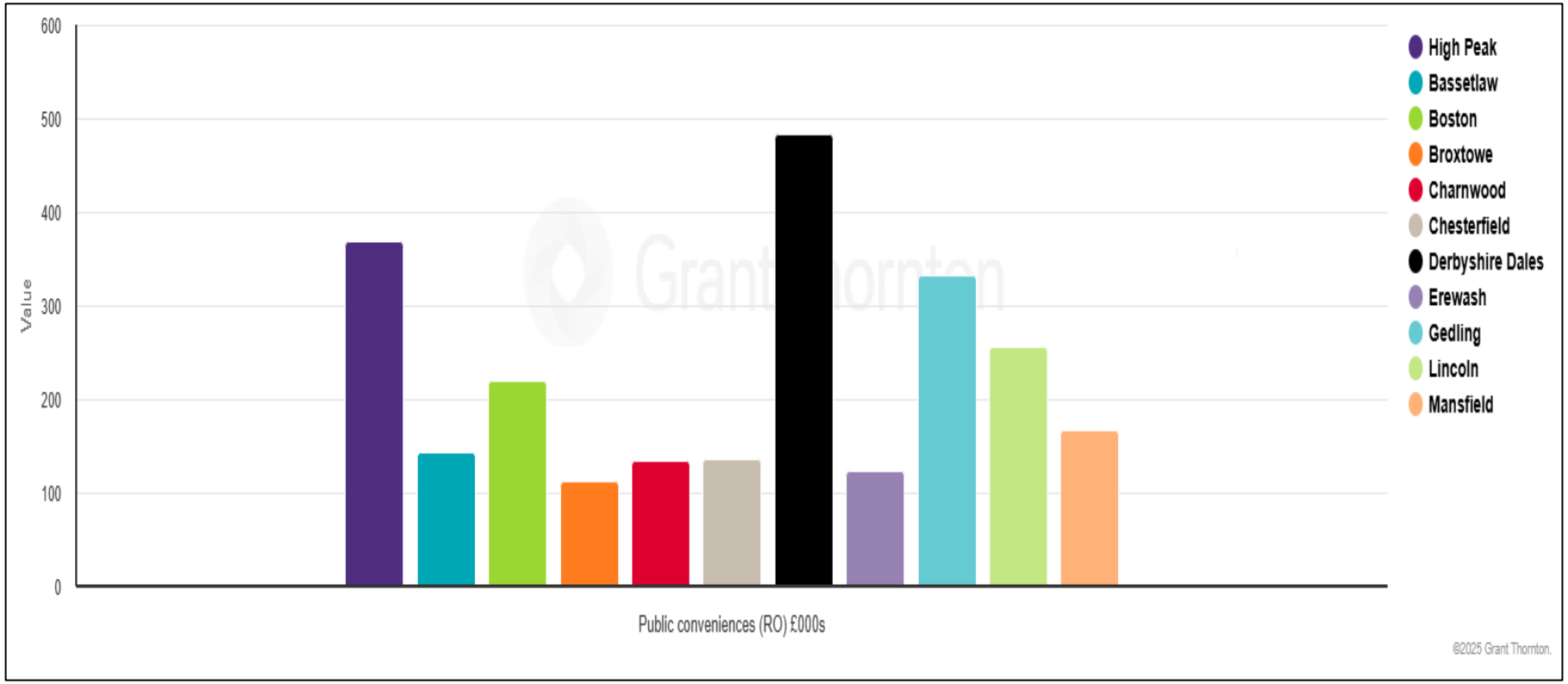


Effective provision of high- quality public amenities, clean streets and environmental health

The table shows the number of fly tipping incidents in 2023-24 compared to the 10 nearest neighbours from the East Midlands Group. Compared to the whole East Midlands group, High Peak were ranked 24th lowest (out of 29) with 326 incidents, this is a decrease compared to 389 incidents in 2022-23.



This chart shows the cost (in £ 000's) of Public Conveniences (RO) compared to the 10 nearest neighbours from the East Midlands group in 2023-24. High Peak had the 3rd highest spend in the whole of the East Midlands group at £369,000.



A responsive, smart, financially resilient and forward thinking council

Ensure our future financial resilience can be financially sustainable whilst offering value for money

The map below shows that High Peak has an above average rate of Council Tax collection at 98.28%, sitting within the top 20% of all English districts. The collection rate has increased from 97.87% in 2022-23. The cost of council tax collection is low compared to the group, ranked 97th out of 153 areas at £479,00.

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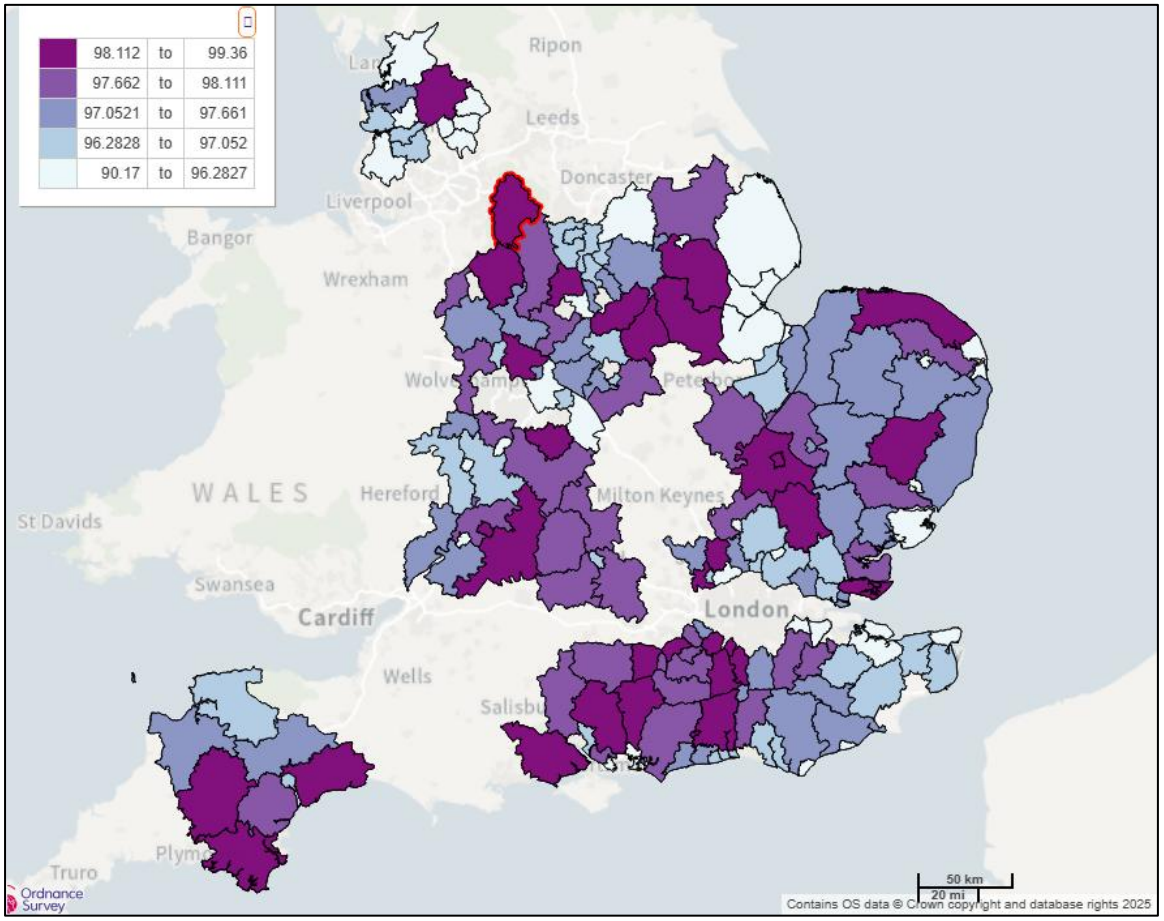
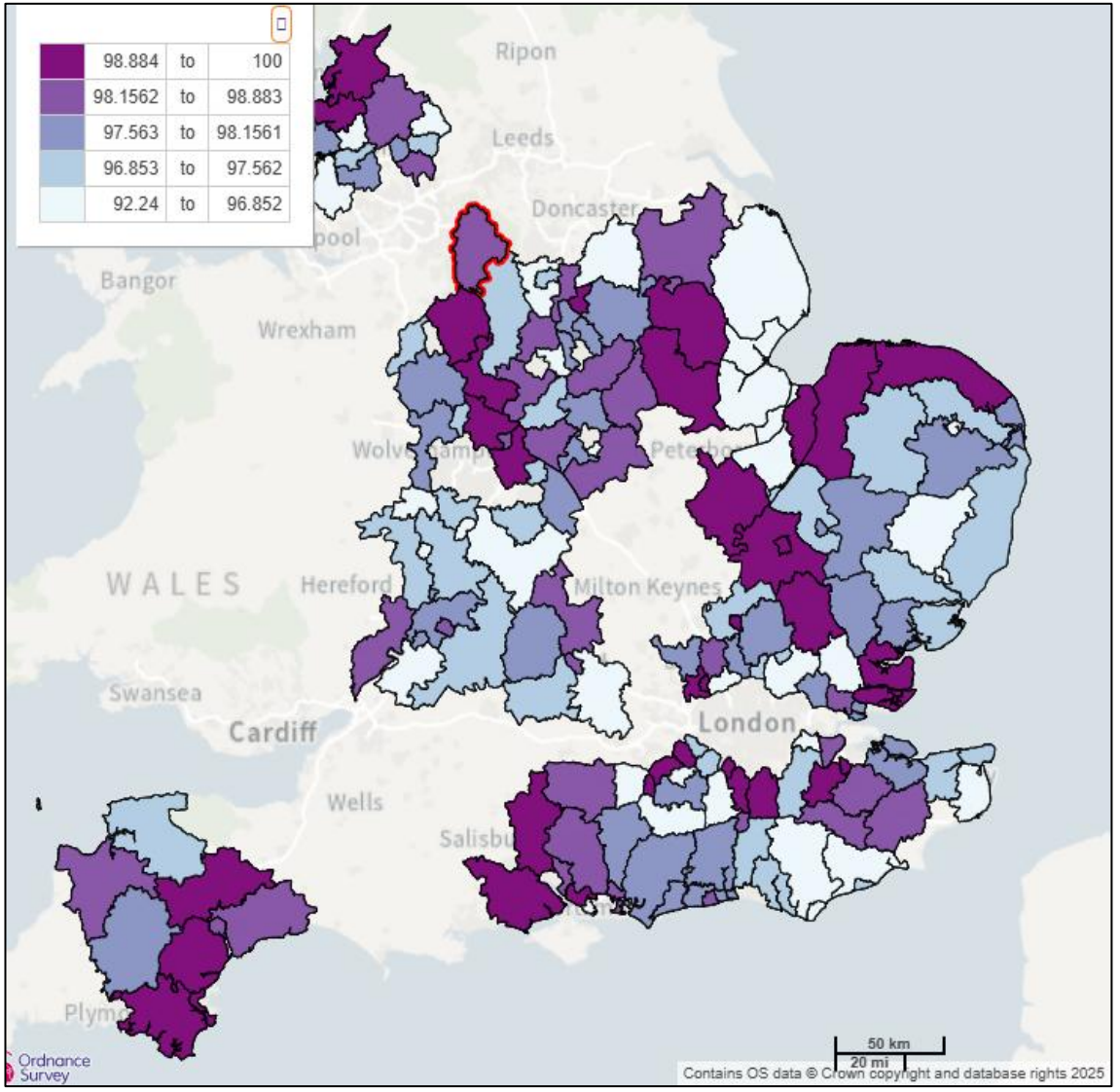
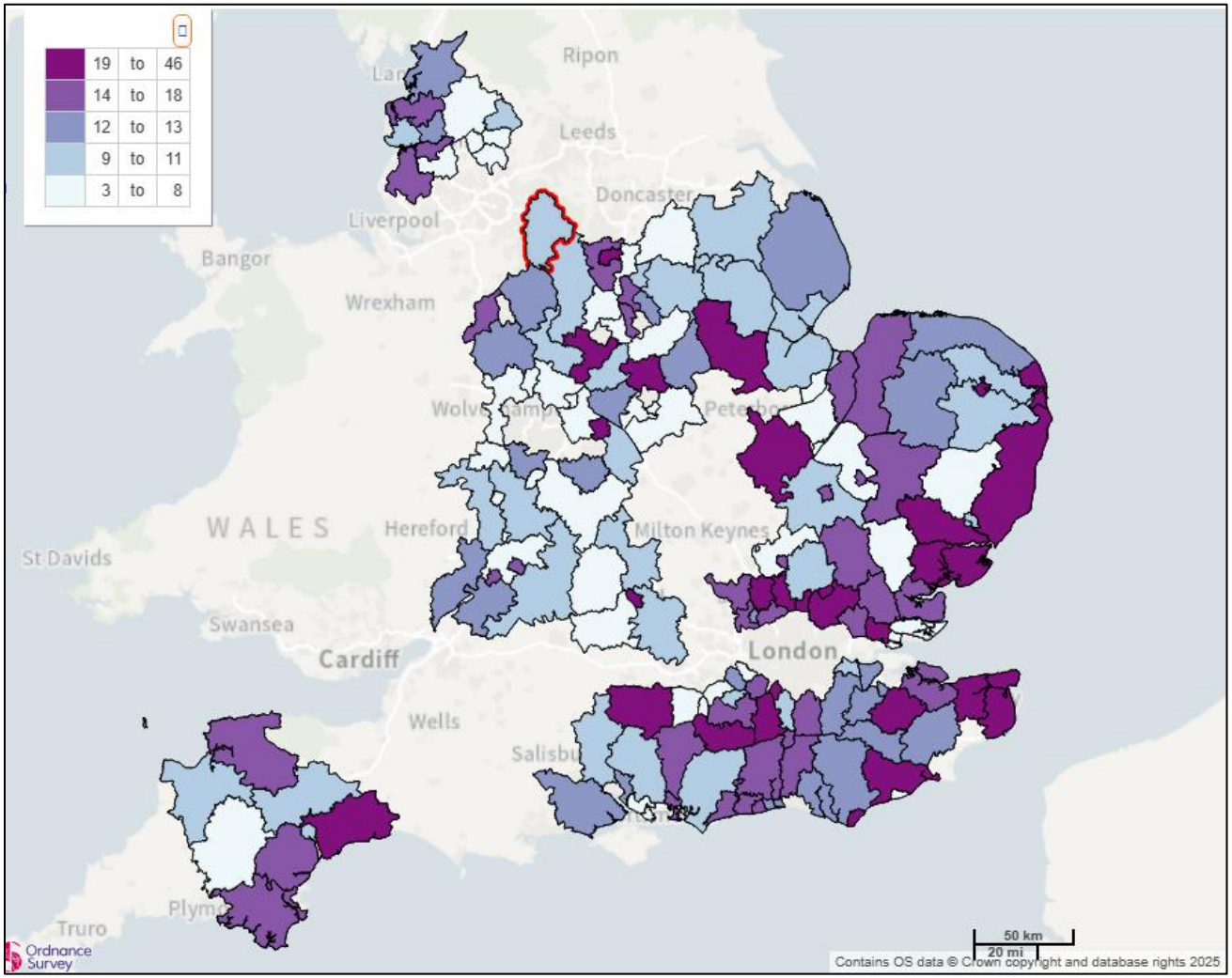


This map shows the Non- Domestic Tax Collection rate across all English districts. The High Peak collection rate of 98.68% sits within the top 40% of all districts.



Ensure our services are readily available to all our residents in the appropriate channels and provided 'right first time'

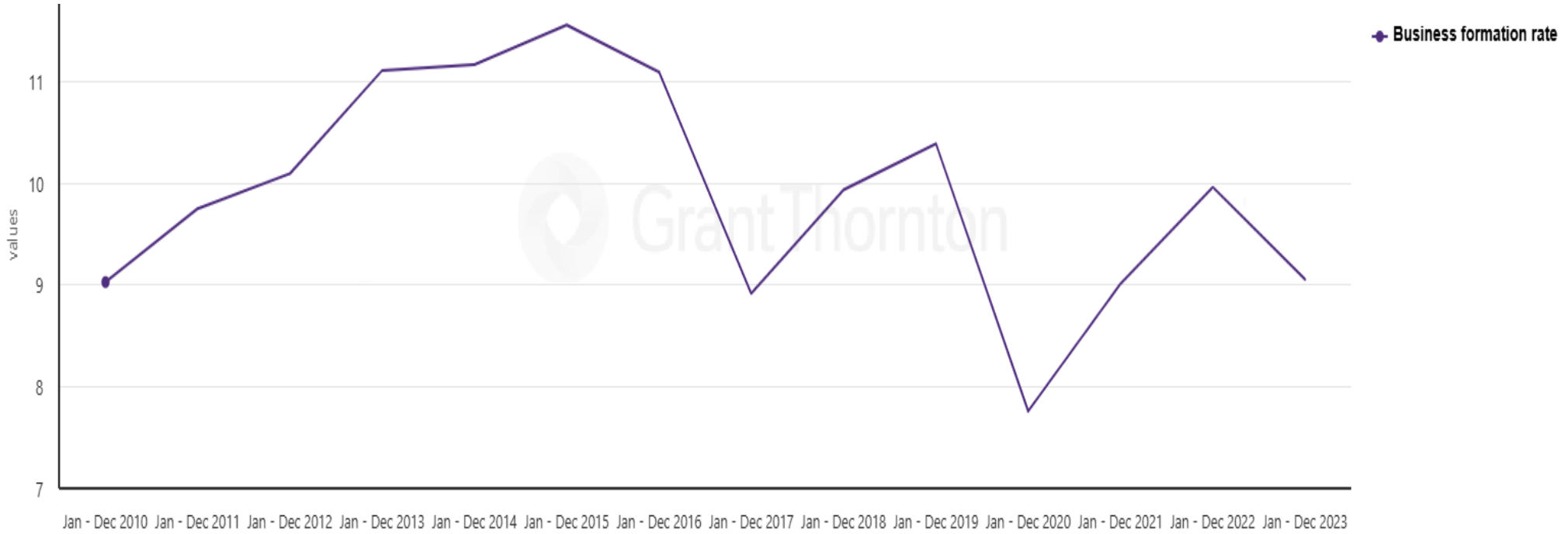
This map shows the total number of Ombudsman complaints received by all English districts in 2023-24. The High Peak score of 9 is lower than the 13 received in 2022-23 and sits within the lowest 40% nationally.



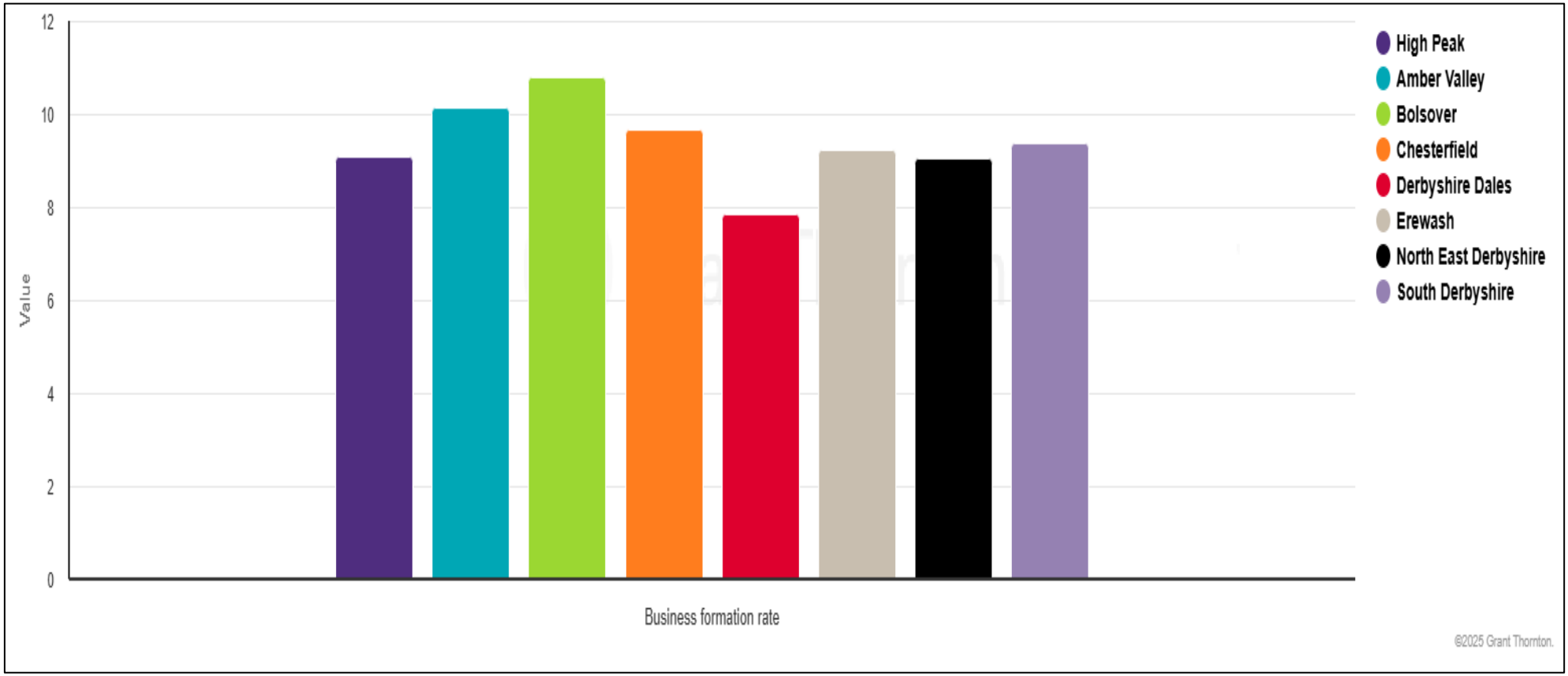
Protect and create jobs by supporting economic growth, development and regeneration

Encouraging business start-ups and enterprises

This time series demonstrates changes in business formation rate from 2010-2023. The rate of new business as a proportion of total business stock increased steadily from 2010 then fell from 2016. 2023 showed a decrease to 9.06% from 9.96% in 2022.

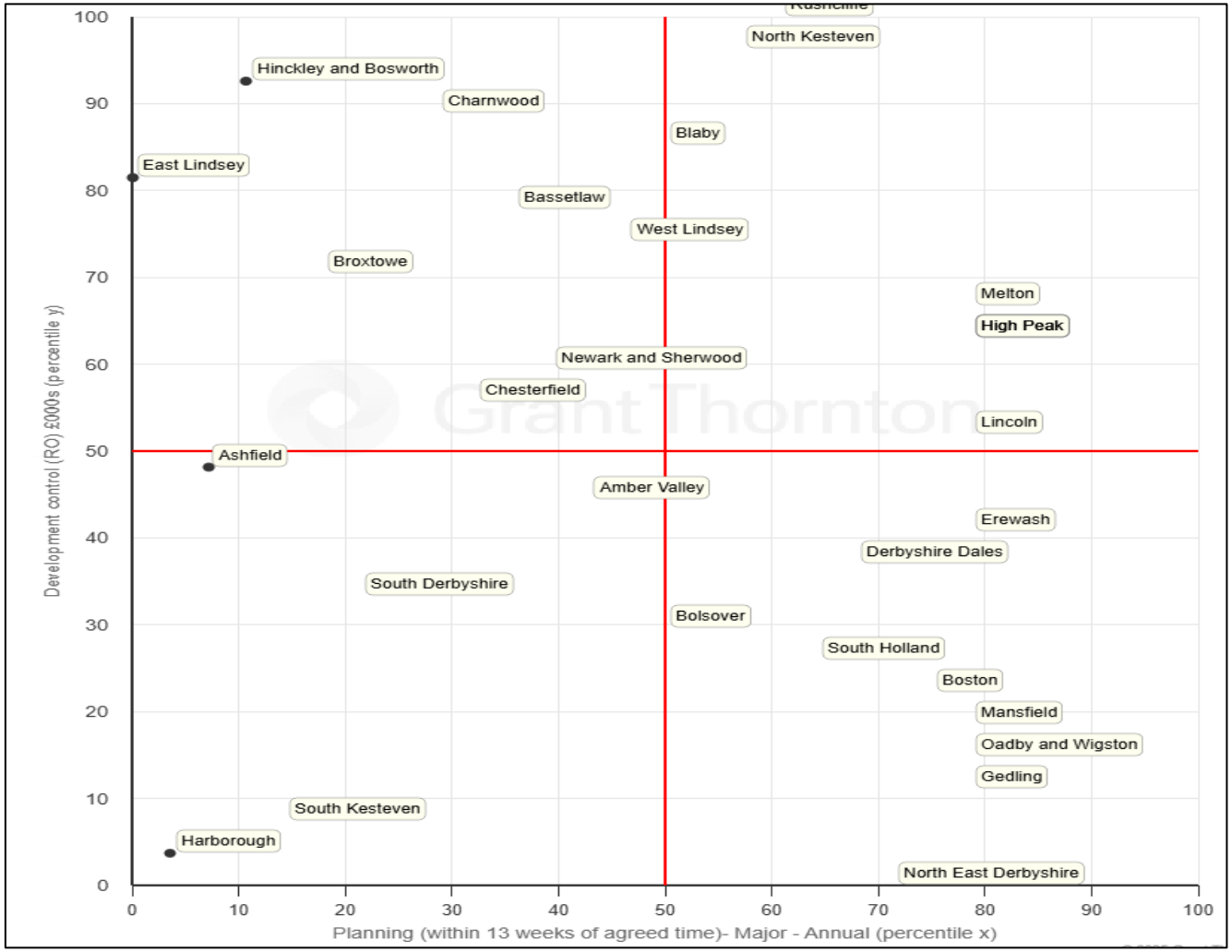


This bar chart shows the High Peak new business formation rate % for 2023 compared to other authorities in the area.

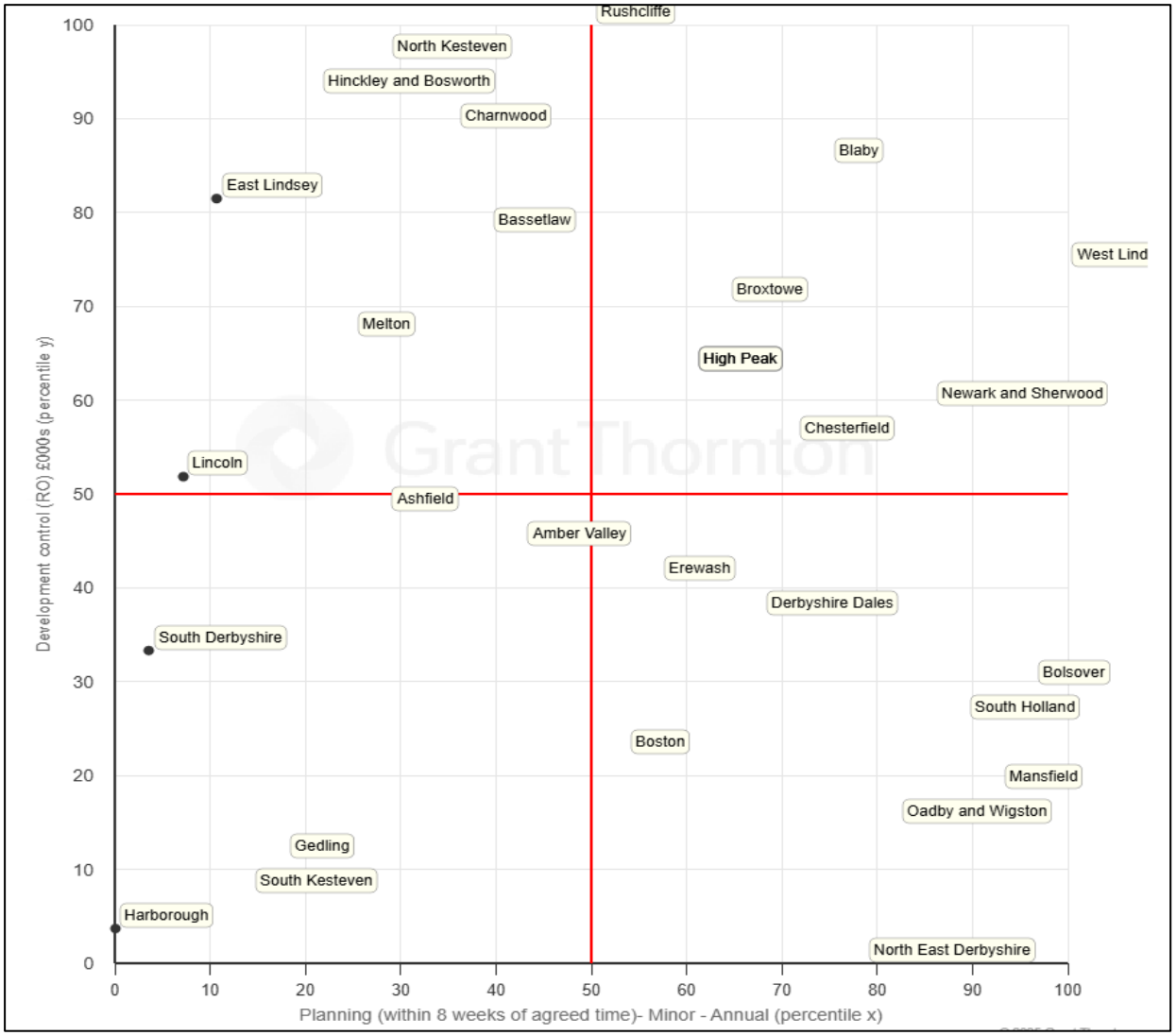


High quality development and building control with an 'open for business' approach

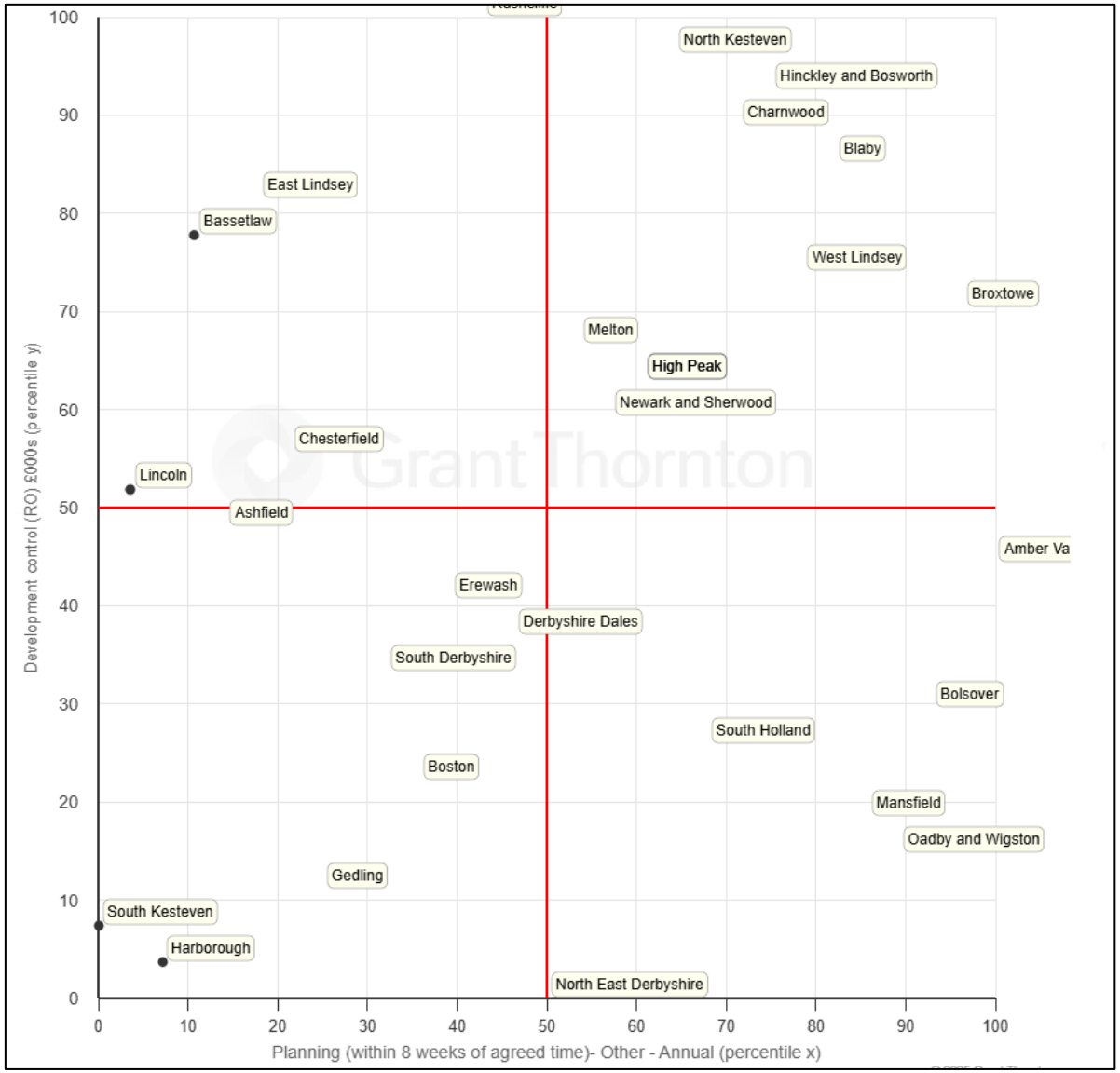
This chart shows the correlation between the cost of development control and % major development planning applications determined within time (inc PPA, EOT & EIA's) compared with the East Midlands Non-Metropolitan Group. In 2023-24, High Peak processed 100% of major applications within target times, development control costs were £664k. Lincoln, Erewash, Mansfield, Gedling, Oadby & Wigston have also processed 100% of applications to target but at a lower cost.



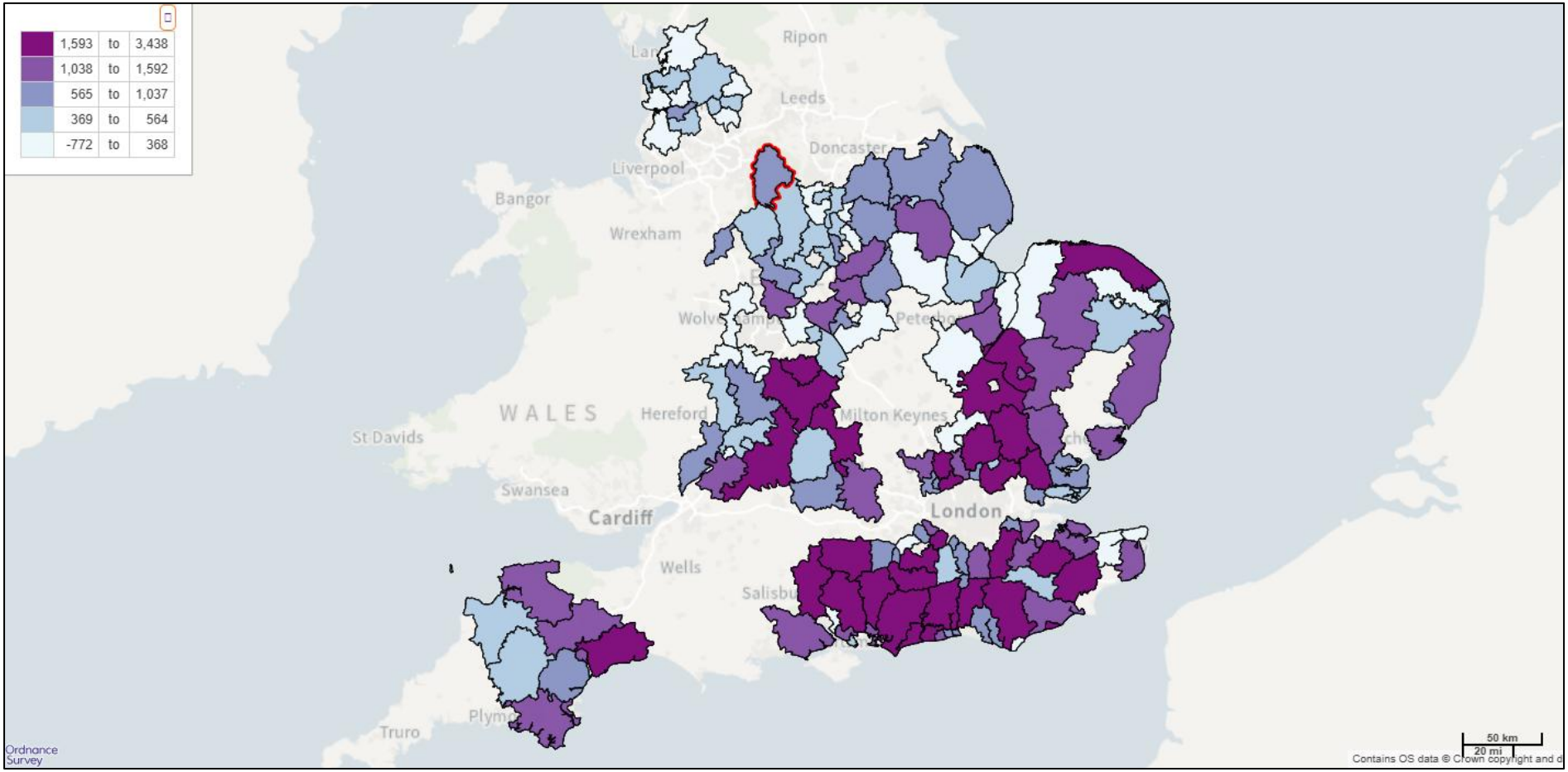
This chart shows the correlation between the cost of development control and % minor development planning applications determined within time (inc PPA, EOT & EIA's) compared with the East Midlands Non-Metropolitan Group. In 2023-24, High Peak processed 86.07% of minor applications within target times compared to 80% in 2022-23, ranking has increased from 20th to 12th. Bolsover, Mansfield, South Holland and Oadby & Wigston for example process applications faster and at a lower cost.



This chart shows the correlation between the cost of development control and % other development planning applications determined within time (inc PPA, EOT & EIA's) compared with the East Midlands Non-Metropolitan Group. In 2023-24, High Peak processed 92.36% of other applications within target times compared to 86% in 2022-23, ranking has increased from 19th to 12th. South Holland, Mansfield, Oadby & Wigston and Bolsover have processed more applications to target at a lower spend.



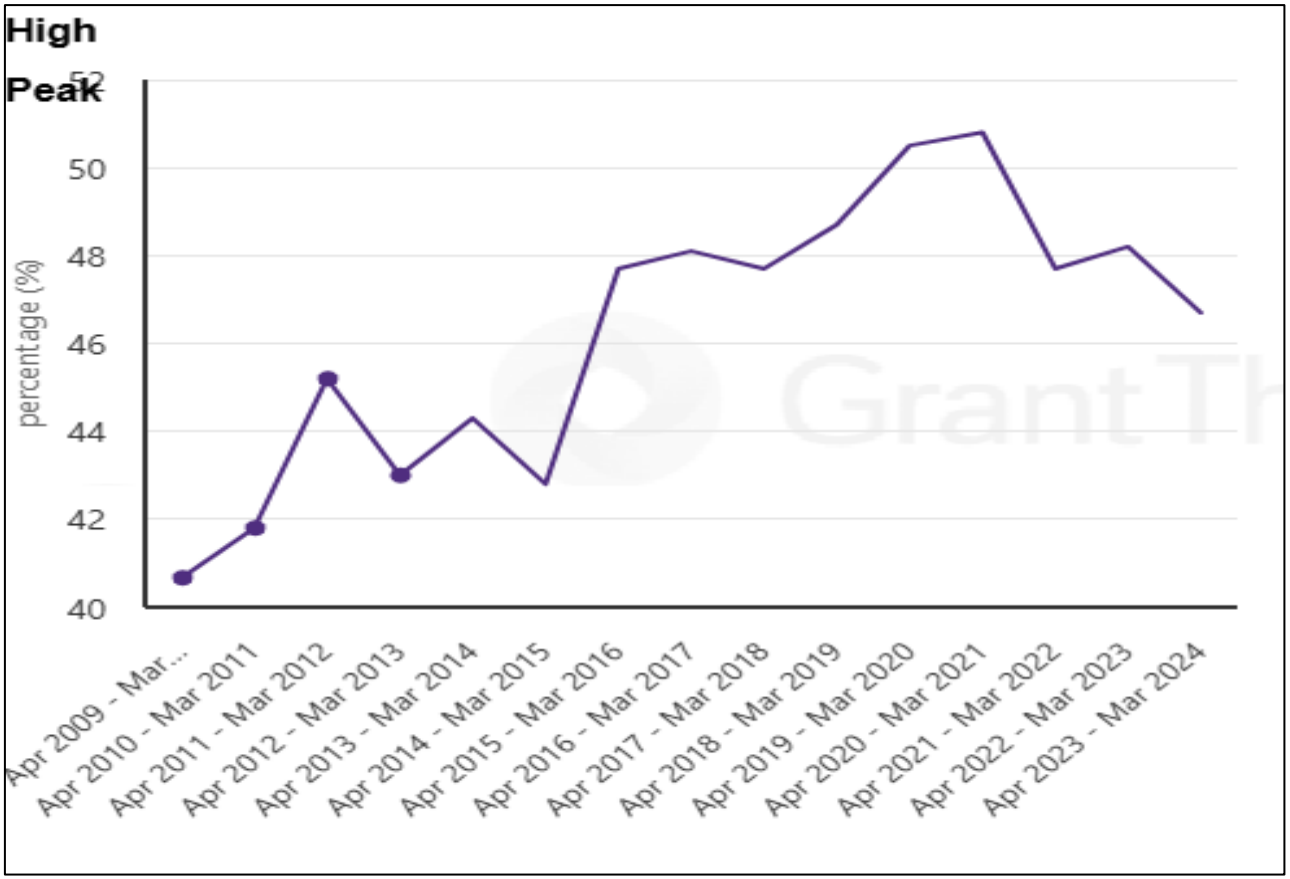
The map below shows the spend on development control (RO, 2023-24) across all English districts. High Peak spent £664,000 on development control, which places it in the mid 20% of all districts nationally



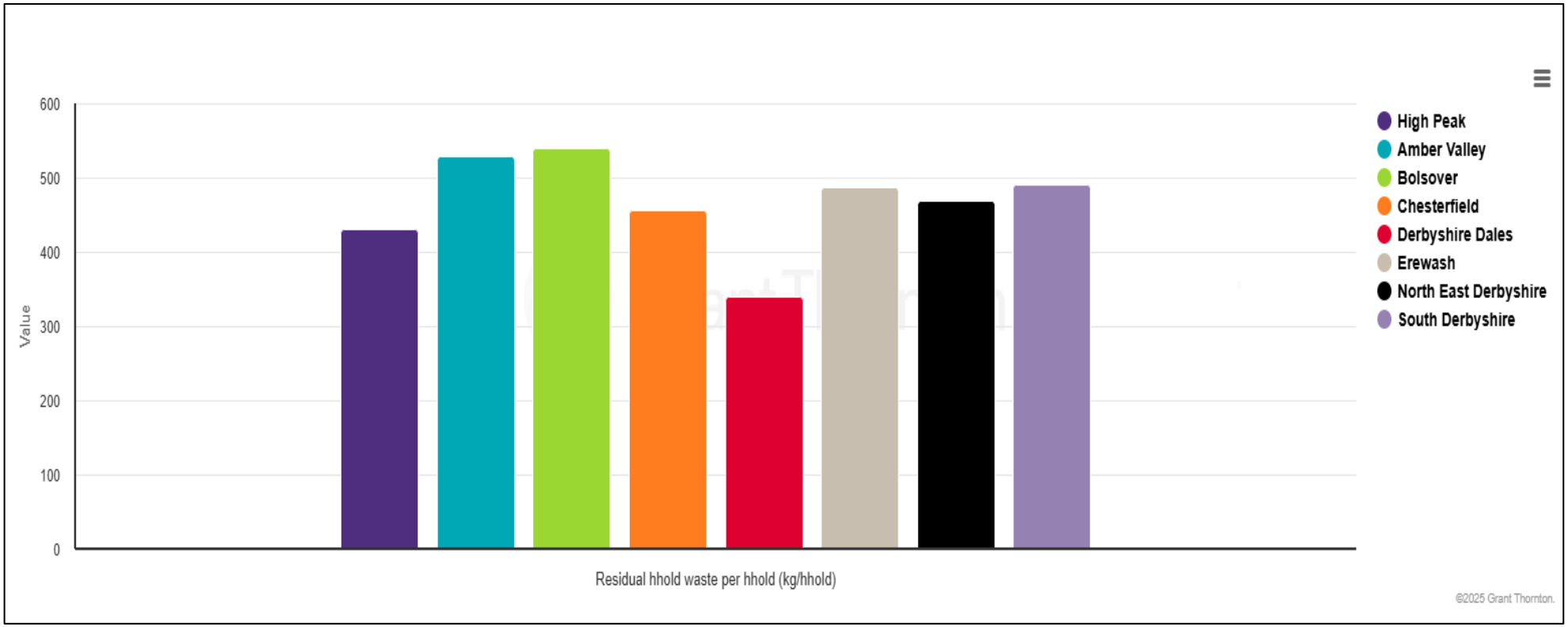
Protect and Improve the Environment including responding to the climate emergency

Effective recycling and waste management

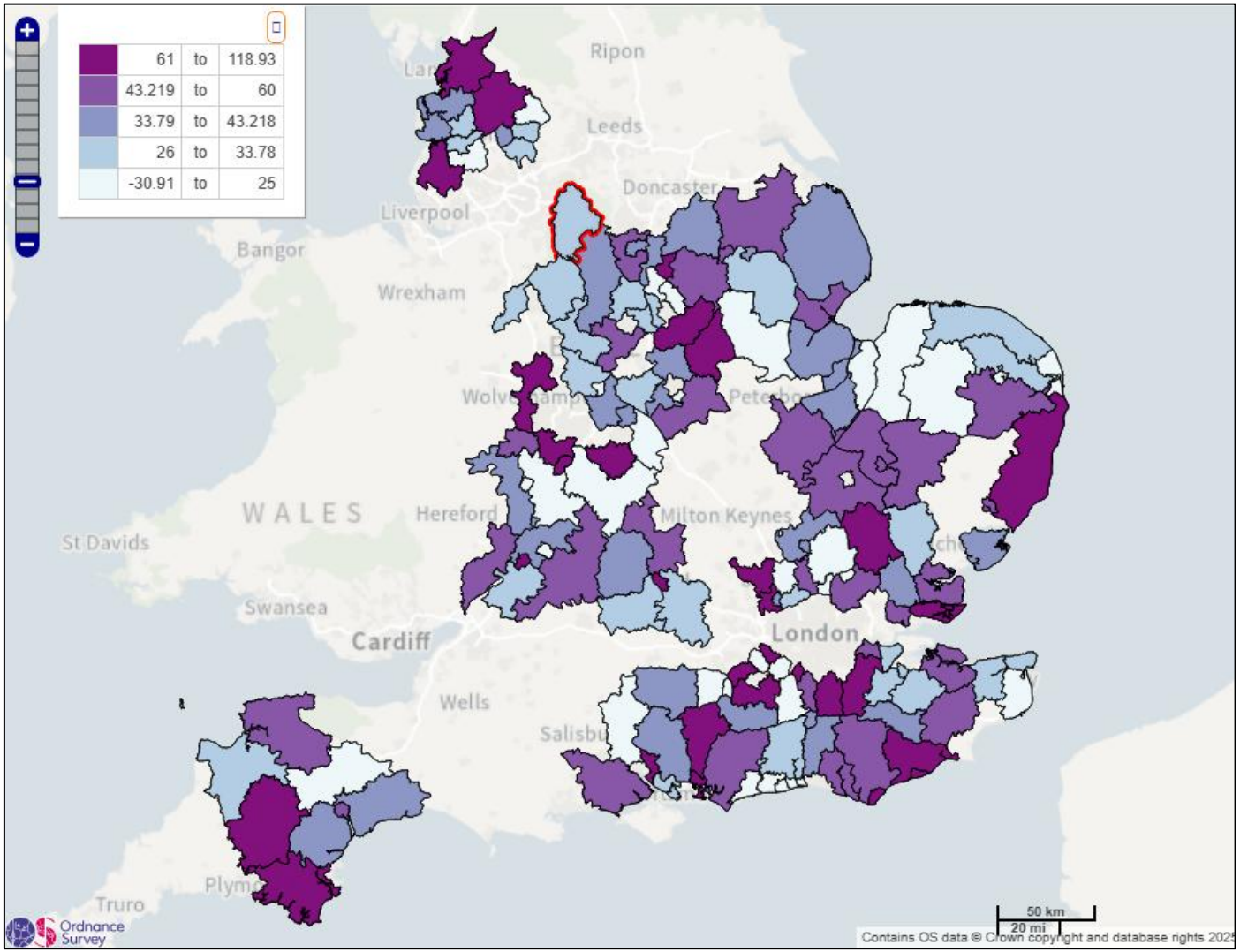
This line chart shows the proportion of household waste that is sent for reuse, recycling or composting from 2009-2024. Within High Peak, the recycling rate for 2023-24 has decreased to 46.7% which sits in the top 40% nationally. In 2022-23 the result was 48.2%. Recycling rates in the top quintile range from 53.32% to 62.9%.



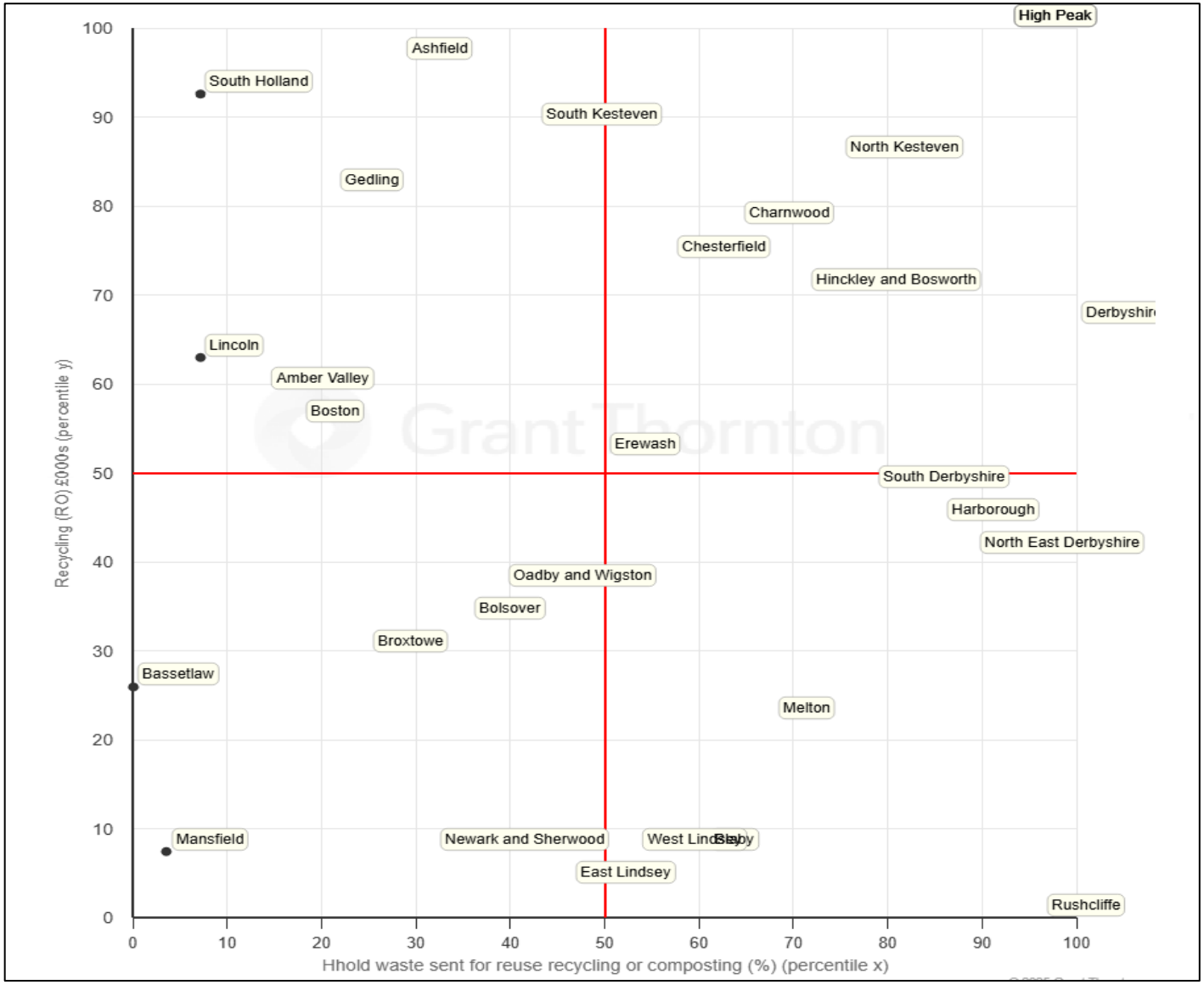
This chart shows residual waste per household in kilograms (2023-24) for High Peak (430.2 kg) compared to other authorities in the area.



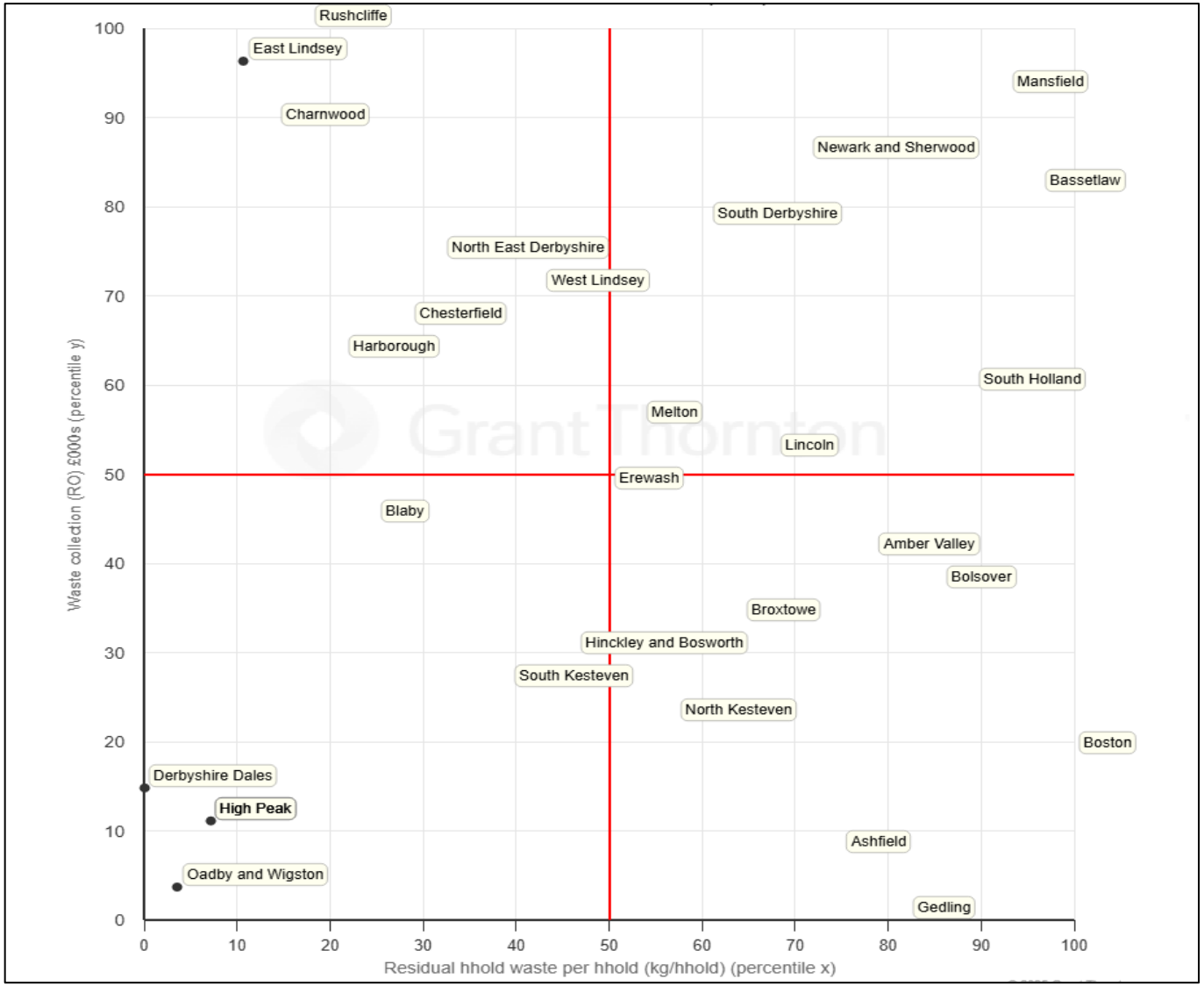
This map shows the unit spend on Waste Collection (R/O, £/dwelling in 2023-24), across all English districts. High Peak has a unit spend at £26.49, still falling into the lowest 20% nationally.



This scatter chart shows the correlation between the cost of recycling and the % of household waste sent for reuse recycling or composting. Derbyshire Dales and Rushcliffe in this group have a higher recycling rate at a lower cost.

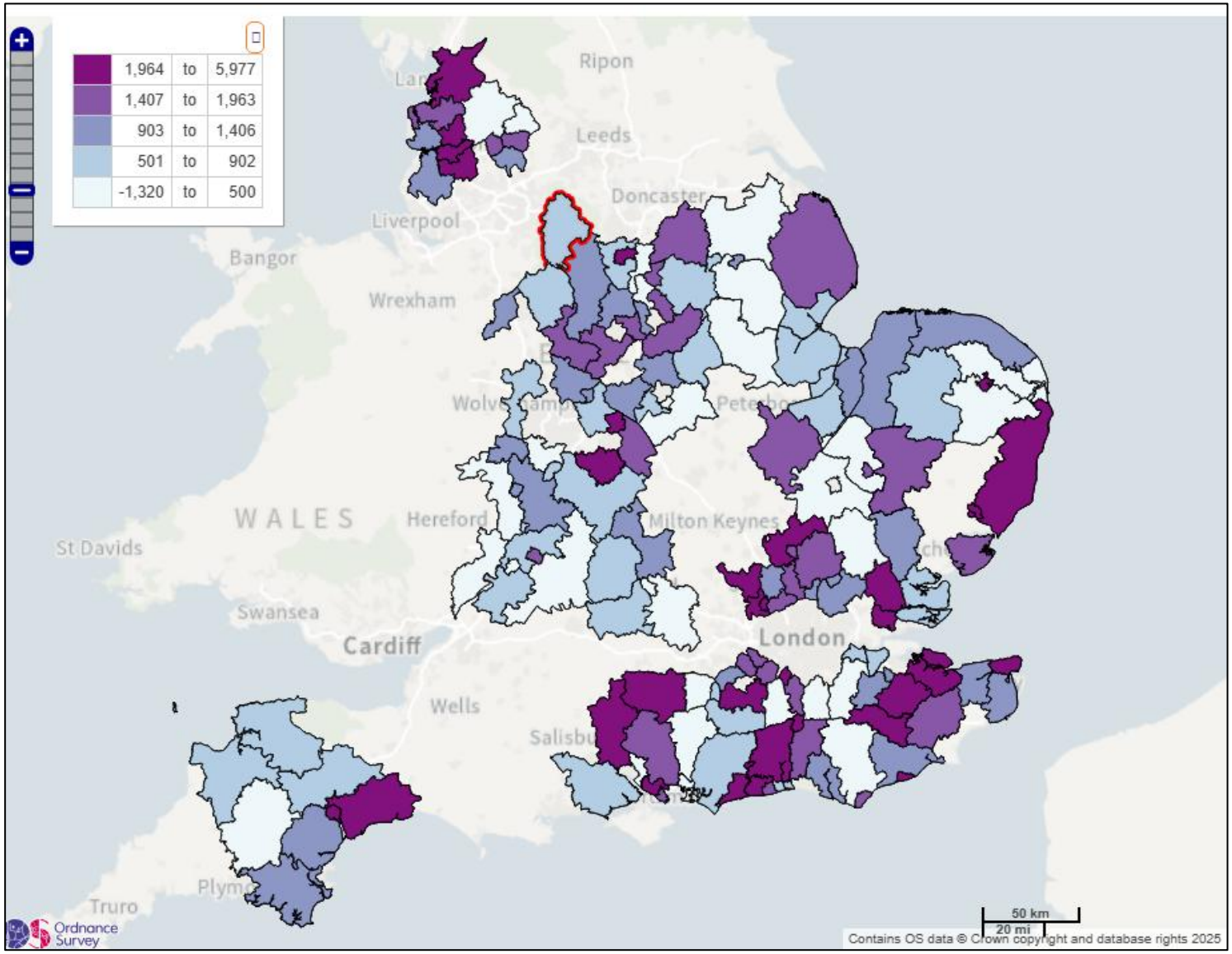


This scatter chart shows the correlation between the cost of waste collection and the kg of residual waste per household. Only Oadby & Wigston produce less residual waste at a lower cost.



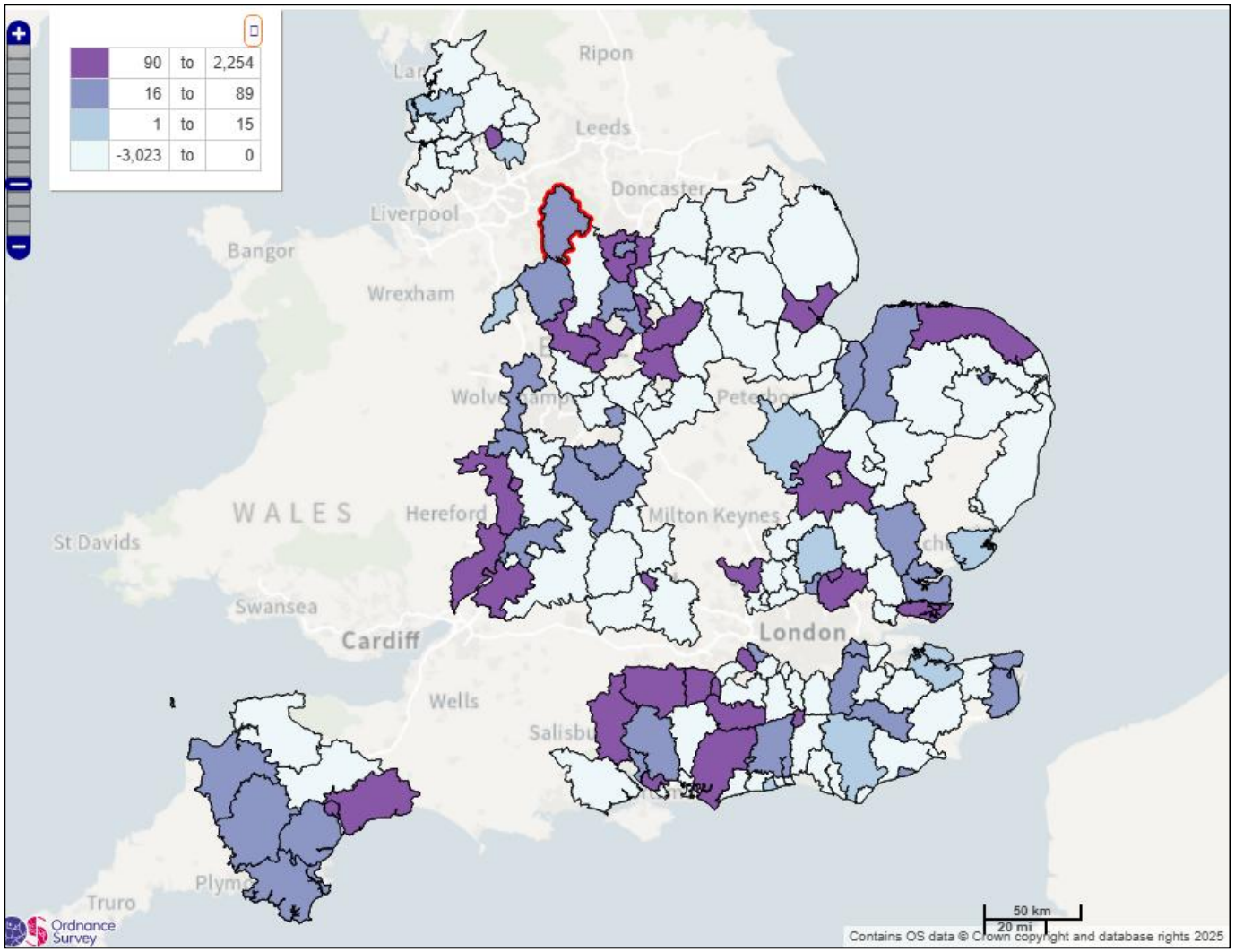
Effective provision of quality parks and open spaces

This map shows open spaces spend in 2023-24 across all English districts. High Peak are ranked 110th out of 153 areas at £639,000, which sits in the lowest 40% of all districts nationally.



Meeting the challenges of climate change and working with residents and businesses across the High Peak to implement the climate change action plan.

This map shows the Environmental Initiatives RO in 2023-24 across all English districts. This value refers to net current expenditure for environmental education, grants related to environmental initiatives and individual environmental projects. High Peak are ranked 47th out of 153 areas with a spend of £44,000 and sit in the top 50% of all districts



This map shows CO2 emissions estimates-total per capita (2023) for All Local Authority Districts in the East Midlands and is produced using LG Inform tools. The High Peak score was 29.8 CO2 emissions per capita, down from 33.6 but still the highest score in the group. The lowest was Oadby & Wigston at 2.6 .

