Visit Peak District and Derbyshire

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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 9.6% have no qualifications, which is higher than the Derbyshire average of 6.5% (2021-22)
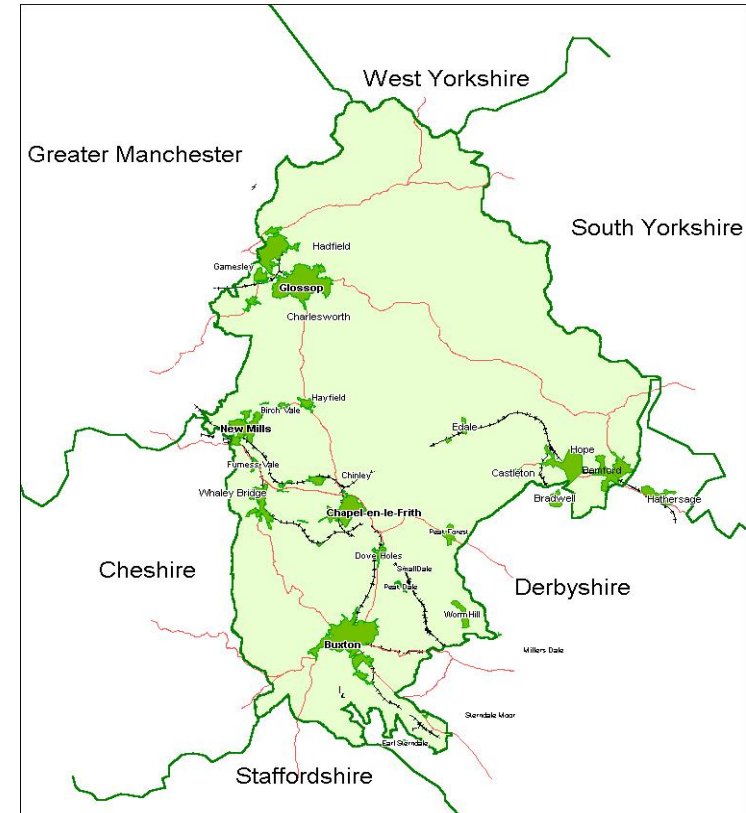
What is it like to live in the High Peak?

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 September 2022 the median house price in High Peak was £230,562. In England the median property value was £275,000.

- 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 2023 there were 43,377 domestic households on the Council Tax valuation list.

Crime – Figures show that High Peak recorded 65.56 crimes per 1,000 residents in 2022 which places it 5th in Derbyshire. Chesterfield recorded the highest rate at 90.8 and Derbyshire Dales the lowest at 44.87. Nationally High Peak sits amongst the mid 20% 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 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.

- 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 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

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 2020. Age 25-44 age profile has decreased by 7.72%, the 45-64 profile has increased by 7.84%:
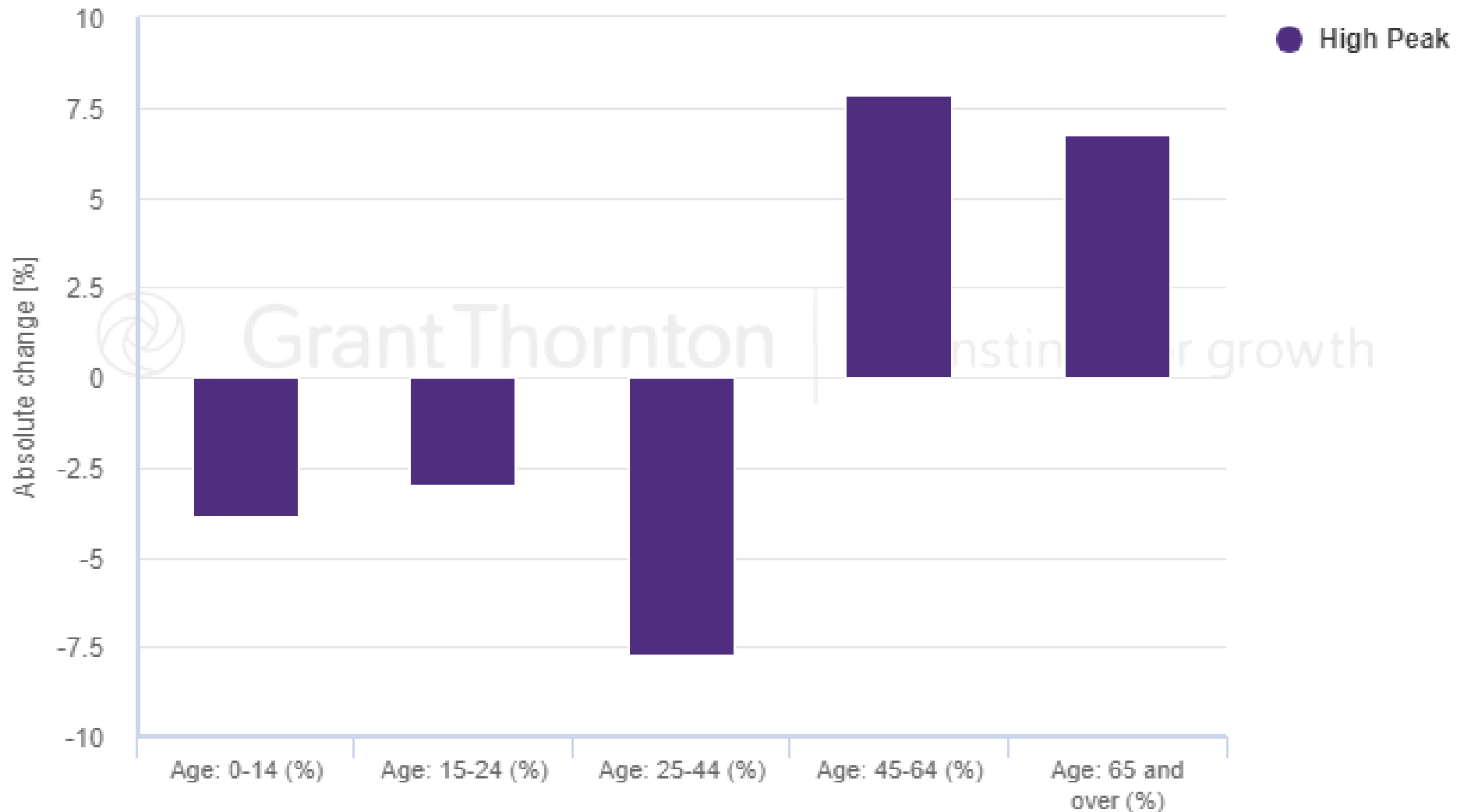
Age : Population Projections

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:
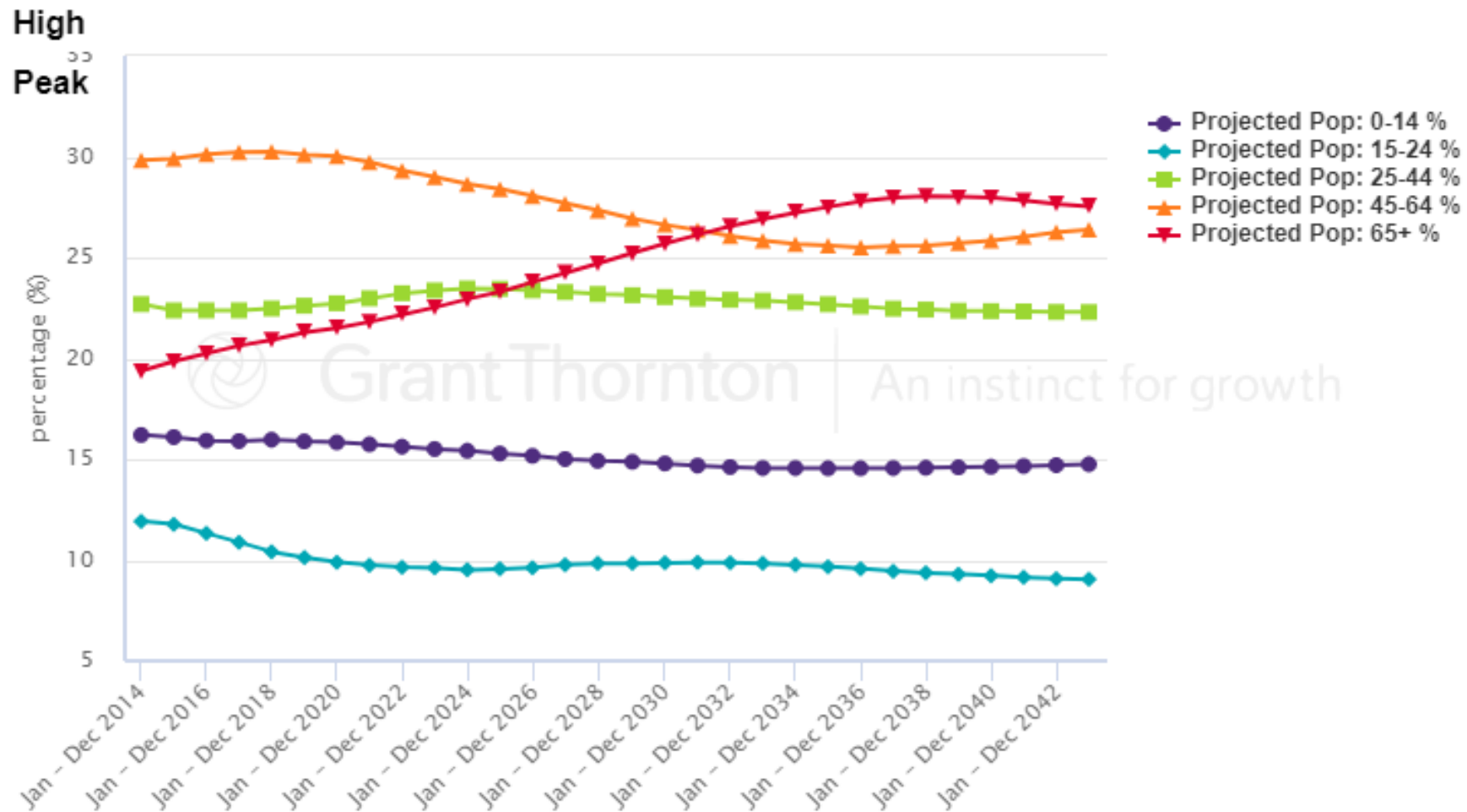
Crime:

The tables below show the number and type of victim based crime and other crimes against society per 1,000 population in the High Peak in 2022.

Victim-based crime - Violence against the person	2022	26.3
Victim-based crime - Homicide	2022	0
Victim-based crime - Death/serious injury caused by illegal driving	2022	0.01
Victim-based crime - Violence with injury	2022	6.82
Victim-based crime - Violence without injury	2022	9.96
Victim-based crime - Stalking and harassment	2022	9.52
Victim-based crime - Sexual offences	2022	3.29
Victim-based crime - Robbery	2022	0.36
Victim-based crime - Theft offences	2022	16.07
Victim-based crime - Burglary	2022	4.4
Victim-based crime - Residential burglary	2022	3.45
Victim-based crime - Residential burglary	2022	7.56
Victim-based crime - Non-residential burglary	2022	0.95

Other crimes against society - Vehicle offences	2022	3.1
Other crimes against society - Theft from the person	2022	0.18
Other crimes against society - Bicycle theft	2022	0.33
Other crimes against society - Shoplifting	2022	3
Other crimes against society - All other theft offences	2022	5.07
Other crimes against society - Criminal damage and arson	2022	7.72
Other crimes against society - Drug offences	2022	1.44
Other crimes against society - Possession of weapons offences	2022	0.49
Other crimes against society - Public order offences	2022	8.48
Other crimes against society - Misc crimes against society	2022	1.4

Labour Market:

This line chart shows the how the employment rate has changed over time in the High Peak compared to Derbyshire and England.
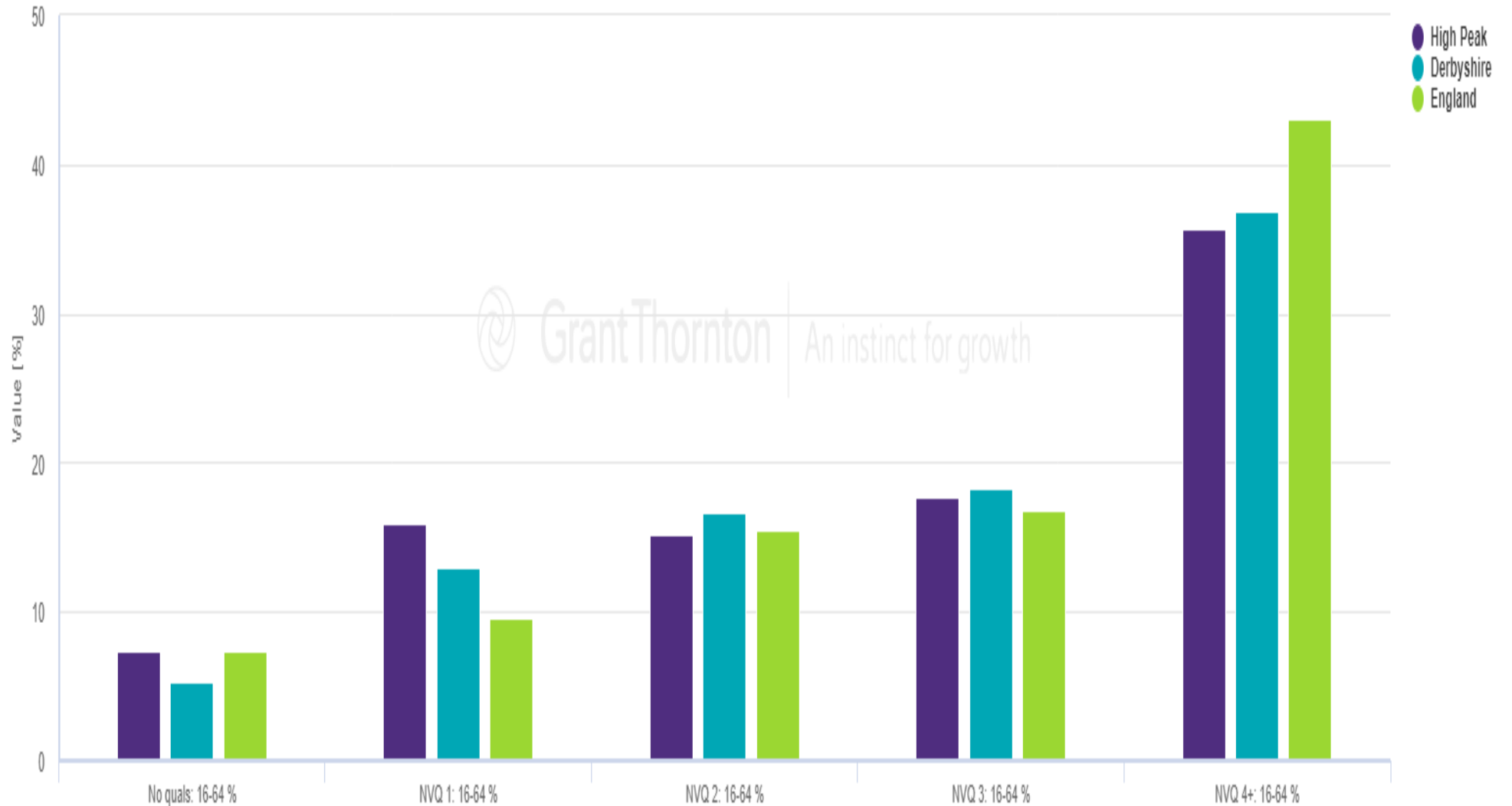
Employment rate: 16-64
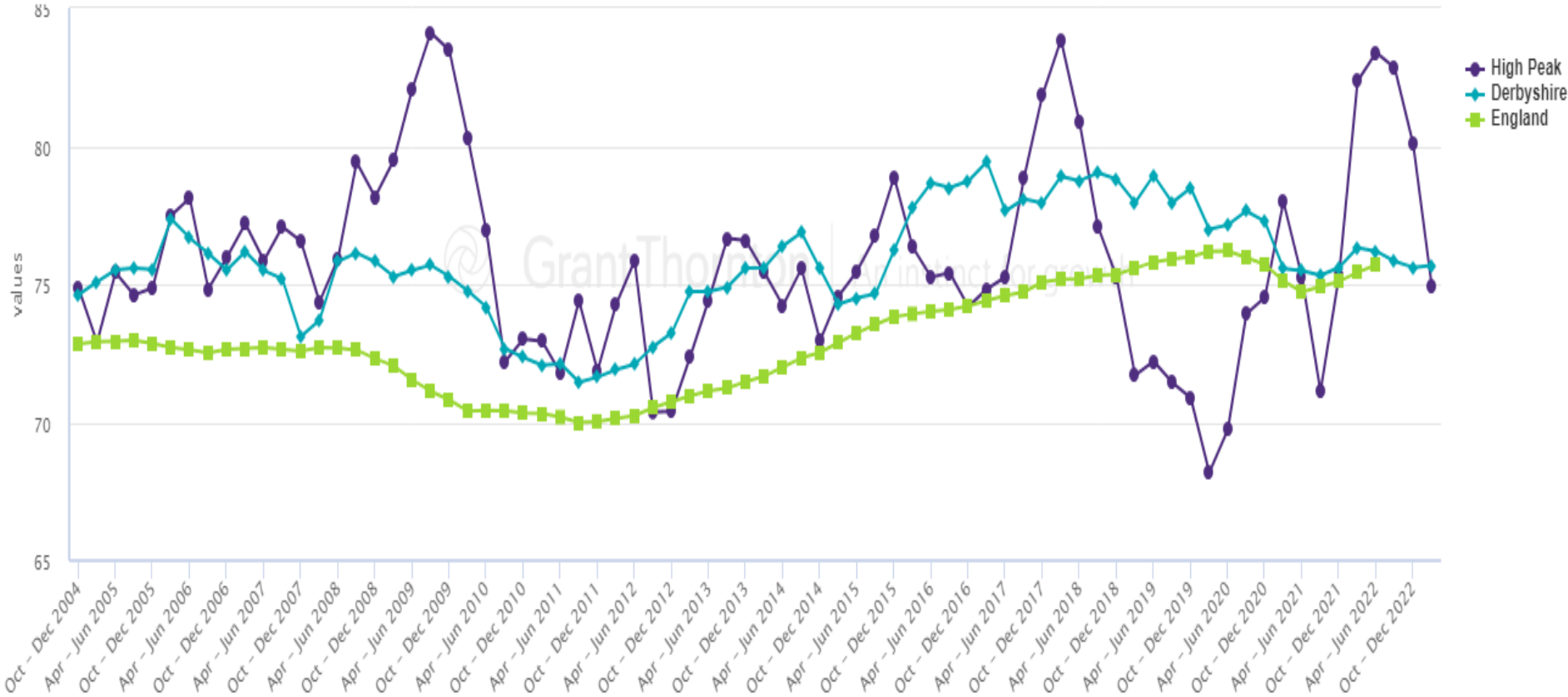
Skills and Qualifications:

This bar chart shows the proportion of residents against the level of skills qualifications relative to Derbyshire and England in December 2021.

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. This is exacerbated in the context of the current national and world economic and geo-political events. Significant volatility in inflation and interest rate rises has a tangible effect on the Council's finances, including significant cost increases, price rises and supply chain issues.

The table below compares council spend per capita against all district councils and illustrates that High Peak has very low spend nationally at £107.34 per head.

High Peak	2021/22 (£000's)	Unit	Unit Cost (£)	Unit Cost Score
TOTAL NTE EXPENSES (RO) / Population	9,943	91,104	107.34	Very Low
TOTAL HIGHWAYS & TRANSPORT SERVICES (RO Bal) / Population (very low last year)	-795	91,104	-8.58	Low
TOTAL HOUSING SERVICES (GFRA ONLY) (RO Bal) / Population (low last year)	951	91,104	10.27	Very Low
TOTAL CULTURAL & RELATED SERVICES (RO Bal) / Population	1,703	91,104	18.38	Average
TOTAL ENVIRONMENTAL & REGULATORY SERVICES (RO Bal) / Population (low last year)	3,056	91,104	32.99	Very Low
TOTAL PLANNING & DEVELOPMENT SERVICES (RO Bal) / Population	1,643	91,104	17.74	Average
TOTAL CENTRAL SERVICES (RO Bal) / Population (very low last year)	3,385	91,104	36.54	Average

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.

Changes to Local Government Finance

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 2022/23 and 2023/24, the threshold was 3%; the Council set a 2.99% Band D increase in 2022/23 and a 2.90% increase in 2023/24.

New Homes Bonus - This is a financial reward scheme awarded to Authorities who demonstrate an increase in housing provision on an annual basis. The Council received £675,212 in 2022/23. The provisional Local Government finance settlement in December 2022 reduced the funding to £368,950 for 2023/24. The Medium Term Financial Plan (MTFP) assumes that the funding will taper off in the following years to £300,000 in 2024/25, £275,000 in 2025/26, and £250,000 in 2026/27, pending the outcome of the Government's current consultation.

Social Housing - Housing Authorities may increase rents by CPI +1%. At September 2022 CPI was 10.1%, meaning the formula rent increase was 11.1%. However, recognising the cost of living pressures facing tenants, the HRA Plan approved in February 2023 included a 5% for 2023/24, and then, as CPI inflation reduces, an increase of 6.5%, and 3.5% for the subsequent years.

Other Government Funding - The provisional Local Government finance settlement in December 2022 confirmed the following Government support to the Council in 2023/24: a Funding Guarantee Grant of £446,120, a Services Grant of £91,970, and a Revenue Support Grant of £107,780. It is assumed that the Funding Guarantee Grant is a one year only award whereas the other grants will be on-going throughout the life of the MTFP

Inflation Pressures

UK interest rates from the Bank Rate to gilt yields have been volatile throughout 2022/23 and are set in the context of significant inflationary pressures, the easing of Covid restrictions, the Russian invasion of Ukraine, and varying Government policies. The potential pressures of this volatility on the Council's finances are being incorporated into the Council's financial planning. Inflationary cost impacts across all services, including partner organisations, will continue to be monitored throughout the coming years

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 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. The £750,000 programme 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 2027/28 £200,000. The Council carries the longstanding earmarked reserve of £200,000 established to support with costs of delivering the programme and any reprofiling requirements.

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

Chapter 3: Equality and Diversity

Over the last 12 months the Council has been further driving the Equalities and Diversity agenda forward within the authority. The Council has assessed its progress against the Local Government Association's Equality Framework to inform its equality objectives . The four modules within the framework are:

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

Each element helps the Council to drive the Equalities and Diversity agenda forward and provide real outcomes for the local communities through the design of informed policies. A cross-service group monitors and implements actions to ensure that practical outcomes are achieved. Actions over the last year have included:

- Conducting surveys where required to address gaps in data. This has included an annual customer service survey and a survey completed by elected members following the 2023 elections, which led to the creation of a new councillor profile.
- The creation of a profile of the Council's housing tenants.
- Workforce data has been collected on a quarterly basis with regular reminders to staff. This information is used to drive wellbeing priorities and policy development.
- Ward profiles have been updated taking into account the 2021 Census.
- Rolling out equality and diversity training to all staff and councillors.
- Dyslexia awareness training has been completed for senior staff in our Customer Services team.
- Ensuring that guidance is available for suppliers on our equality requirements for the procurement and commissioning process. Additionally, our supplier questionnaire asks for specific confirmations from applicants on their equalities policies.

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%)

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 43%. This does not include leisure or the Pavilion Gardens complex owing to data being currently unavailable.

Operational Footprint	Year	2019-20	2020-21	2021-22	2022-23	Compared to baseline	%age reduction
Energy in Buildings	tCO2e	2,460	1,322	1,227	1,186	-1,274	52%
Business Travel	tCO2e	53	16	19	26	-27	50%
Fleet	tCO2e	299	410	372	379	80	-27%
Total	**tCO2e**	**2,812**	**1,748**	**1,618**	**1,592**	**-1,220**	**43%**

Although emissions are reducing in 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 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

High Peak's 4-year Corporate Plan was adopted in October 2019 following cross-party member priority setting workshops in the summer. It sets 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.

		Impact				
		1	**2**	**3**	**4**	**5**
Likelihood	**5**					
	4				-MTFP -World Events	
	3				IT Security -Employees -Env Regs -Social hsg act	-Contract Mngt -Investment in assets
	2					-Safeguarding duty
	1					

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.
- World events – treasury management strategy; multi agency emergency planning and business continuity; monitor impacts of fiscal and monetary policy, seek expert analysis and opinion where appropriate.
- Cyber risk and IT security –action plan for new IT strategy with NEC and SOCITIM ; regular training & communication updates; implementation of Cyber Risk Health Check; working towards Cyber Essentials accreditation.

- Employees – agile working policy implemented, audit undertaken and working arrangements reviewed; wellbeing hub established , mental health first aiders trained and operational; staff survey undertaken 2023.
- Environmental Regulations – air quality plan; climate change action plan; TEEP assessments; Taxi Policy & Street Trading review.
- Social Housing- working group established, action plan developed and monitored – progress reported to ALT; management KPI's monitored-tenancy service measures confirmed and perception benchmark in place ; tenant engagement officer appointed , TPAS commissioned to carry out tenant engagement activities .
- Contract Management –procurement strategy updated including new toolkit; annual financial health checks carried out against most critical contractors; key supplier checks made and regular dialogue and liaison meetings held .
- Investment in assets – assets database completed; energy audits & stock condition surveys complete; asset management plan being worked through.
- 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.

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. During 2023, the Alliance commissioned Zurich to review project risk management across the organisation. The aim of the work was to provide an overall assessment of risk awareness and identification within projects. The review concluded that *Senior Managers and Members are actively building the risk culture and are seeking to learn and develop their approach towards risk identification and management.'*

The review will not only help develop the risk management within projects but will also help provide a guide moving forward.

Looking at the global picture , the '**Global Risks Report 2023**,' produced by the World Economic Forum, shows the *cost of living* dominating global risks in the next two years while *climate change action failure* dominates the next decade, both of which are rated as high risks 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 in 2023 and a summary of the actions being taken to help bring these benefits to fruition.
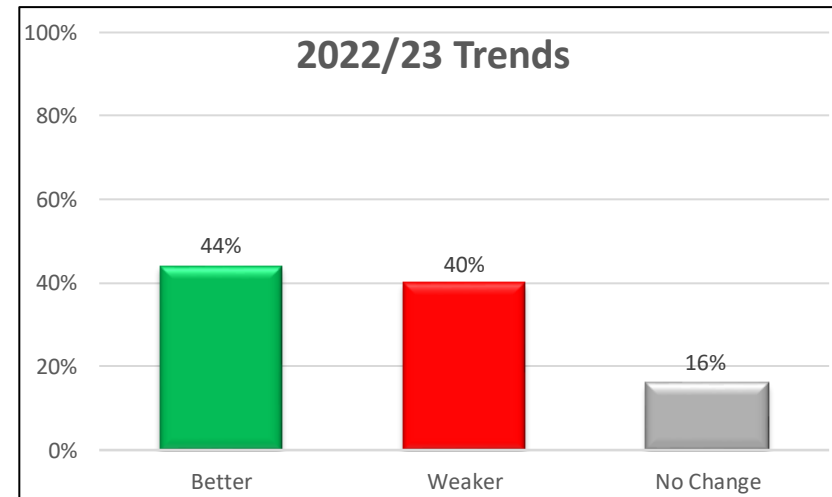
		Impact				
		5	4	3	2	1
Likelihood	5					
	4		Business Growth	Effective contractor relations		
	3	Housing Growth				
	2					
	1					

✓ Contractor relations: more emphasis on commissioner role; effective contractor partnerships; focus on contract management within the new procurement strategy.

✓ Housing growth: empty homes strategy; accelerated housing delivery; working with Homes England to access funding; disposal of remaining Council owned sites.

✓ Business Growth: accelerated business growth and employment programme; working with Local Economic Partnership to access funding; new business support schemes; identify priority sites for purchase or disposal.

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

Summary

At the close of 2022/23 the Council had achieved 53% of its key performance indicator targets for the year (-15% on the previous year) and had maintained or improved performance in 60% of these measures (+4 % compared to last year).

2022/23 Targets

- Target Met
- Off Track
- Not Available

2022/23 Trends

Better 44%
Weaker 40%
No Change 16%

The service areas which fell short of target include settled accommodation outcomes, temporary accommodation placements over 6 weeks, FOI response times, average re-let time for housing voids, % rent loss due to vacant stock, council tax collection rate, planning processing times for minor and other developments, planned procurement activity, % high risk and routine premises inspected.

All targets have now returned to pre-covid levels, however some service areas such as Housing and Environmental Health continued to be affected throughout 2022-23.

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
- ✓ Pest control contracts obtained
- ✓ Community clean-up campaigns (236)

Fly-tipping incidents have decreased from 404 (23rd out of 29 councils in the East Midlands region) to 362 in 2022-23. The Council's spend on public conveniences decreased slightly to £298,000 and is now the 4th highest in the regional comparator group (2021-22) . Food hygiene in establishments across the Borough continue to look healthy with only 10 premises achieving 0-2 stars and over 700 premises achieving 3 stars or above: 598 achieved level 5.

Contextual Measures:
- ❖ High Peak issued no fixed penalty notices for antisocial behaviour in 2022/23.
- ❖ 362 fly-tipping incidents were collected by the council, an improvement on 406 for the previous year. This follows a nationwide reduction in the number of fly tipping incidents compared to 2021/22.

Achievements-
- ✓ *Delivered enforcement patrols and educational activity to tackle environmental crime such as dog fouling , littering and fly tipping*
- ✓ *Responded to reports of abandoned vehicles across the area*
- ✓ *Inspected 386 category A-E food premises*
- ✓ *Dealt with 98 complaints around food safety and 72 requests for support and guidance*
- ✓ *Issued 386 compliance letters following inspections of which 294 were written warnings*
- ✓ *Received 36 accident at work notifications and actioned 32*

Delivering on our housing targets:

- ✓ Benefits processing times for new claims
- ✓ Benefits processing times for changes of circumstance
- ✓ Benefits cases processed correctly
- ✓ Housing repairs performance
- - Households in temporary accommodation for over 6 weeks
- - 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
- ✓ 12.5% of housing register applicants in priority need have been waiting in excess of 6 months
- ✓ Gas safety checks undertaken – 100% compliance for the 8^h year in a row

High Peak's performance in determining new Housing Benefit claims has improved to 9 days compared to 10.9 days in 2021-22. The cost of processing benefits in 2021-22 has decreased from £674k to £560k and with it our ranking has decreased from 13st highest spend in the region to 10th. 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 2021-23. Change of Circumstance processing for 2021-22 was 6.3 days, an increase from 5 days in 2020-21. In 2019-20 High Peak were the slowest in the region at 9 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 £287.00

Contextual Measures:

- ❖ 108 affordable homes were completed
- ❖ 426 new dwelling completions were made in 2022/23
- ❖ 154 homes stood empty for more than two years, no change compared to last year

- ❖ 62.14% of overpaid benefit payments were recovered (down from 95.2% the previous year)
- ❖ It took an average of 145 days to complete disabled adaptations in council owned stock (up from 112 days last year) and an average of 12 weeks in non-council stock (down from 14 weeks last year)
- ❖ At the end of March there were 33 households in temporary accommodation including 1 family
- ❖ 97 complaints were received in relation to private sector accommodation, with 38 category 1 hazard properties and 119 category 2 hazard properties, (up from 28 and 61 last year) 1 improvement notice was issued
- ❖ 11 new kitchens, 74 bathrooms and 84 wet rooms were delivered as part of the housing capital programme and 72% of council homes met the Decent Homes standard
- ❖ The average SAP rating was 68, average EPC score was D

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. The charter sets out seven commitments that social housing resident should be able to expect from their landlord and a residents survey was carried based around those commitments, the results of which can be seen below:

- to be safe in your home; complaints relating to ASB 0; satisfaction with handling of ASB 81%; satisfaction the home is well maintained and safe to live in 76%
- to know how your landlord is performing; Overall satisfaction 85%
- to have your complaint dealt with promptly and fairly: number of complaints 14; % resolved in agreed time 77%; satisfaction with complaint handling 80%
- to be treated with respect; complaints relating to fairness/respect (not yet available) ; satisfaction that landlord treats tenants fairly and with respect 81%
- to have your voice heard by your landlord; satisfaction that landlord listens to views and takes notice 72%; with landlords engagement 82%;
- to have a good quality home and neighbourhood to live in: Communal areas meeting required standard (not yet available) ; complaints relating to communal areas 1; satisfaction with keeping communal areas clean and safe 86%; repairs measures
- to be supported to take your first step to ownership: right to buy transactions

The Charter for Social Housing Residents

Social Housing White Paper

Achievements
- ✓ *Developed the Derbyshire wide Homeless strategy*
- ✓ *Assisted 450 households with £108,769 of funding from the Household Support Fund*
- ✓ *Developed 3 properties under the Rough Sleeper Accommodation programme*
- ✓ *Supported Homes for Ukraine*
- ✓ *Established a compliance plan for the Social Housing White Paper*
- ✓ *Completed the roundabout along the A6 at Fairfield to unlock access to new housing sites*
- ✓ *Delivered 108 affordable homes*
- ✓ *100% Compliance with gas regulations maintained for 9th year in a row*
- ✓ *Completed all levels of repairs within target, first time fix and appointments made and kept all within target*

Delivering on partnership working and community safety targets:

- - Delivery of the Community Safety Partnership Plan : 90% actions implemented, remaining actions will be carried forward
- ✓ Carelink emergency response calls responded to within 45 minutes
- - Carelink % referrals installed within 15 days (delays caused due to delays in hospital discharges)

Total recorded crime in 2021-22 was 5973 incidents, an increase compared to 5474 in the previous year , the rank in the East Midlands has changed from 18th lowest to 24th lowest. The council's spend on CCTV has increased slightly to £101,000 and is now ranked 11th highest spend compared to 13th in 2020-21. 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 2021-22.

Contextual Measures:

- ❖ 5973 recorded crimes across the borough to March 2023 and 1584 anti-social behaviour reports
- ❖ Local foodbanks issued 24,096 meals to 1,756 people in Buxton and dealt with 2,781 referrals in Glossopdale

Achievements

- ✓ *Developed a project with the Samaritans to help support people in crisis, regenerate the local outreach team to introduce a talks programme, increase volunteer numbers and raise partners' awareness of services*
- ✓ *Re-established fortnightly multi-agency ASB meetings*
- ✓ *Introduced a new system for reporting safeguarding concerns*
- ✓ *Worked with ROFA and G52 to support community activities*
- ✓ *Linked with High Peak CVS, Connex, The Bureau and New Mills Volunteer Centre to support our communities*
- ✓ *Started to develop a Community Lottery*
- ✓ *Responded to 3,643 emergency calls and 923 falls via the Carelink Service*
- ✓ *Continued to support the foodbanks and pantries across High Peak and introduced fuel banks to support those on pre-payment meters*
- ✓ *Provided financial support to community organisations that were expecting cash flow difficulties*

Delivering on our leisure targets:

- ✓ Level of external funding awarded to support the physical activity and sport strategy (£3,079,469)
- ✓ Number of priority areas where place-based work to reduce inactivity is being undertaken

2020/21 benchmarking shows that the council spent £911,000 on sports and recreational facilities, an increase on the previous year but still within the middle 20% of councils nationally. 67.1% (51,700) of High Peak residents take part in 150+ minutes of exercise per week, a slight decrease from 71.1% last year.

Contextual Measures:

- ❖ 20.9% of the local population (16,400) are 'inactive', compared to 20.9% last year (Active Lives Survey – Nov 2022)
- ❖ Levels of inactivity among lower socio economic groups : 24.8%
- ❖ Levels of inactivity among people with long term health conditions: 40.3%

Achievements
- ✓ *Successfully developed the Move More Strategy , involving a host of external partners and stakeholders in development .*
- ✓ *Developed and launched a new Park Run in the Pavilion Gardens, Buxton. In just a short space of time the weekly events have attracted 2,018 participants and 117 volunteers.*
- ✓ *Successfully secured £3.2 million from the Governments Public Sector Decarbonisation Scheme (PSDS) for energy projects including Buxton Swimming Pool and Gym. The projects will see conventional gas heating systems be replaced by air source heat pumps and solar panels, making a significant contribution to both Councils net zero aspirations.*

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

Contextual Measures:
- ❖ Income generated equates to 77% of the net budget (2021/22)
- ❖ £22.5m was levered in external funding (2021/22)

The 2022/23 the Council Tax collection rate of 97.87% missed the 98.2% target due to problems caused by the software implemented to deliver the one off energy rebates. In 2021/22, benchmarking reveals that High Peak had the 6th highest Council Tax collection rate in the region at 98.1%, up 3 places on the previous year and sitting within the top 40% of all English districts. In 2022/23 , Business Rate collection improved from 98.7% to 98.8% , In 2021/22 the rate of 98.7% was ranked 7th highest in the region , an increase compared to the previous year, and within the top 20% of all English districts.

Achievements

- ❖ *Produced a balanced medium term financial plan and 2023/24 budget amidst volatile economic conditions*
- ❖ *Achieved unqualified audit opinion on the 2021/22 Statement of Accounts.*
- ❖ *Paid over 96% of all invoices within 30 days whilst also helping to meet the demands of the Government's energy support measures*
- ❖ *Provided financial support to various funding bids , capital projects and strategic reviews across the Alliance*
- ❖ *Reviewed the Council tax reduction scheme and approved a new banding scheme to reduce the burden placed on the Council by the introduction of Universal Credit and to increase the overall level of support for lowest income families*
- ❖ *Paid over 3,500 payments of £150 via the Discretionary Energy Rebate Scheme.*
- ❖ *Audited 25 service areas, agreed and implemented 162 recommendations resulting in enhanced internal controls, efficiency savings and improvements in service provision*

Delivering on our customer access and right first time targets:

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

The limited benchmarking material on complaints levels indicates that the number of ombudsman complaints sits within the top 40% nationally at 16 complaints in 2021/22, an increase from 5 the previous year (lowest 20%).

Contextual Measures:

- ❖ 5% of FOI requests were diverted to the Council's website / publication scheme
- ❖ 153 complaints were received during 2022/23: up from 139
- ❖ 61.7% satisfaction with customer services
- ❖ 21% of avoidable contacts recorded

Achievements

- ✓ *53,576 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
- ✓ Workplace accidents
- - Reportable/lost time accidents

Sickness absence (Alliance) has improved to an average of 6.55 days per FTE following an increase post Covid in 2021/22 to 8.67 days. The 2022/23 target of 7 days was increased from 6 days in 2012/22. The council's agile working policy is now established and has been audited and reviewed during 2023. The staff appraisal process has been renewed and refreshed , all employees will 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 . The process re-commenced at the end of 2023.

Contextual Measures:

- ❖ We received 59 compliments in 2022-23, down from 72
- ❖ There were 4 apprentices across the Alliance, 2 transferred to Norse .The remaining 2 are level 2 and level 7
- ❖ 69% of the apprenticeship levy was spent by the Alliance
- ❖ Staff turnover decreased to 11.4% from 13.4% (Alliance)
- ❖ 72.5% of campaigns resulted in successful recruitment

Achievements

- ✓ *Introduced a new Alliance pay grade structure*
- ✓ *Trained 10 mental health first aiders and introduced a wellbeing hub*
- ✓ *Provided external training for carbon literacy, safeguarding, project management, health and safety, first aid and mental first aid*
- ✓ *Provided internal training for fire safety, adverse weather, first aid in the office, working from home and whistleblowing*
- ✓ *Recruited 1 Executive Director and 2 Heads of Service*
- ✓ *4 post entry training agreements in place*
- ✓ *Provided flu vaccines for staff*

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

246 properties were re-let in 2022-23, an average of 5 per week. A number of the properties required extensive works after being left in a poor condition. Void times were affected by delays with contractors.

Contextual Measures:

- ❖ It took an average of 41.7 days to re-let homes (excluding 'hard to let' homes), down from 43.5 days the year before .
- ❖ 327,457 litres of oil fuelled our main office buildings costing £14,011 and 192,138 Kwh of electricity, costing £52,492 .

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.
- ✓ *A draft Asset Management Plan has been produced following a number of workshops with service areas and will be presented for adoption during 2023.*

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 results of 7.5% are just short of the 8% target, we will be continuing to develop ways in which locally based businesses have an opportunity to work with us. We actively encourage service areas to obtain quotations from locally based businesses and 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.

50% (Alliance) of procurement activity was on the forward plan compared to 52% in 2021-22. There have been a number of exercises completed off plan including sourcing activity in relation to central Government funding applications, special events and projects that could not be delivered in house and were time critical.

Contextual Measures:

- ❖ 26% of submissions of expressions of interest made on contracts (over £5,000) came from local suppliers.

Achievements-

- ✓ *Supported the delivery of nearly 100 external procurement exercises including key projects such as the construction of Fairfield Roundabout and the redevelopment of Glossop Halls.*
- ✓ *Developed and launched a new Procurement Strategy for The Alliance, including a drive to secure greater social value and climate change outcomes from companies the Councils enter into contract with.*

Delivering on our technology targets:

- ✓ IT network and system availability

Achievements

- ✓ *Developed and implemented the new Digital Strategy in association with Socitm*
- ✓ *Developed a service design programme : Alliance: Our Future in order to modernise service delivery for residents and create accessible, intelligent and relevant services that re valued by those who rely on them*
- ✓ *Appointed Invuse to deliver a new SharePoint intranet, procurement workflow and organisational wide M365 training across the organisation*
- ✓ *Upgraded Domain Controllers to Windows Server 2016 - this is the core element of the IT infrastructure which users and computers*
- ✓ *Guest Wi-fi was upgrade across all sites including a central admin management tool*
- ✓ *The Flare server (Env Health/Services) was upgraded to the latest Operating system and documents migrated*
- ✓ *Waterswallows Depot network moved to less expensive VPN network connectivity as part of a wider project to review remote site network connectivity and save costs*
- ✓ *New Mobile Phone rollout - Standardising handsets, central mobile device management via O365 and data management via JAMF*
- ✓ *Corporate Internet connection upgraded to higher bandwidth to accommodate remote access, teleworker, Teams and Office 365*
- ✓ *Introduced the Mitel Call recording system for the Contact Centre*

Aim 3: To support economic development and regeneration

Delivering on our business support and start-ups objective:

Our business formation rate has increased from 7.75 to 9.01 in 2021. This sits in the lowest 20% of all districts nationally and is ranked 26th lowest out of 29 areas in the East Midlands.

Contextual Measures:

❖ 3955 enterprises are operating within the High Peak; similar to last year
❖ Nil m2 of floorspace employment completions
❖ 931 hits on the business page of our website
❖ 105 hits on the 'improving your energy performance' page of our website
❖ 1278 subscribers to the business newsletter

Achievements

✓ *Invested in the White Lion Buxton using Heritage Action Zone funding and removed it from the 'at risk' register*
✓ *Distributed the business E-newsletter to 1278 subscribers each month*

Delivering on our flourishing town centres targets:

The borough had an average town centre vacancy rate of 7.8% (2022), lower than the national average of 11.8%. Recent and ongoing investment in economic growth via the Heritage Action Zone and Future High Streets project in Buxton and Glossop Halls project seek to create the best environment for our town centres to thrive.

Achievements

✓ *Purchased the Buxton Springs shopping centre to kick start the redevelopment of the town centre, a key milestone in the Revitalising Buxton project.*
✓ *Secured £2.8m investment through UK Shared Prosperity Fund and Rural England Prosperity Fund to support local communities.*
✓ *Launched the first phase of applications for grants and funding made available via the above fund.*

Delivering on our promoting tourism targets:

Visitors to the High Peak added £146m of spend to the local economy according to the latest research reports for 2020 (down from £274m) and local business benefited from over 660,000 overnight stays (down from 1.52m); tourist bed spaces fell from 8011 to 7576. The Council's recorded spend on tourism (2021-22) places it in the middle 20% of councils nationally at £39k, up from £20k.

Achievements

- ✓ *Worked with Historic England and others to take forward the preservation of Melandra Fort, Gamesley*
- ✓ *Completed the six-year £3.5m restoration of the buildings at Buxton Pavilion Gardens*

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
- ✓ 100% of major planning applications determined on time
- - Minor and other planning applications
- - 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 shows that High Peak performs above the mean for the processing of major and minor planning applications. The costs of development control has increased from £370,00 to £510,000 in 2021/22, placing the council in the mid quintile of councils nationally and 6th highest in the region.

Contextual Measures:

- ❖ £13,500 costs were awarded against the Council last year for planning appeals
- ❖ 284 customers attended the Planning Surgeries

Achievements
- ✓ Adopted the Statement of Community Involvement (SCI)
- ✓ Adopted the Developer Contributions Supplementary Planning Document (SPD)
- ✓ Published the Derbyshire Climate Change Guidance in Spring 2023
- ✓ Early Engagement Consultation carried out for the Local Plan
- ✓ Whaley Bridge Neighbourhood Plan Examination & Referendum completed
- ✓ Nutrient Neutrality Budget Calculator & Solutions Report completed
- ✓ The Strategic Flood Risk Assessment (Level 1) is nearing completion.
- ✓ 1/3 of tree surveying has been completed
- ✓ High risk tree works have been instructed

Delivering on our car parking targets:

Contextual Measures:
- ❖ 1887 PCNs were issued in 2022/23of which 89.5% were collected
- ❖ 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

Achievements

- ✓ *New user-friendly and energy-efficient pay and display machines to be installed at 18 car parks during 2023*

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 47.5% in 2021/22 is the 3rd highest in the region and the 434.5kg of residual household waste is the 2nd lowest level across the East Midlands. However, the cost of recycling is 4th highest in the region at £1.2m, whilst waste collection costs are amongst the lowest 20% of councils nationally at £690k.

Achievements

- ✓ *Contaminated bins reduced by over 50% (from 1256 to 554) following the launch of a successful campaign*
- ✓ *Rural collections rationalized saving one day on the collection rota*
- ✓ *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)*

Delivering on our quality parks and open spaces targets:

- Volunteer hours
- ✓ Green Flag award maintained

The number of volunteer hours in 2022/23 (592) shows an improvement compared to 415 in the previous year. However, the effects and risks of Covid are still a factor for groups returning to volunteering. Council spend on parks and open spaces in 2021/22 decreased slightly from £614,00 to £606,00 and remains in the lowest 40% of districts nationally.

Achievements

✓ *Invested through the High Peak Parks Strategy and Play Investment Plan to further support community use of parks such as Simmondley and Jodrell Road play areas.*

Delivering on our climate change targets:

✓ Paper consumption
✓ Air quality reporting requirements
- % households living in fuel poverty

Contextual Measures:

❖ Emissions per capita are estimated at 28.8 tonnes (2020 BEIS) and are the highest in the East Midlands due to Quarrying industry emissions

Achievements

✓ *Introduced and delivered a Community Climate Change Fund to provide support to local community projects.*
✓ *Developed information videos on Climate Change strategies and practical advice on reducing individuals' carbon footprints*
✓ *Commissioned Derbyshire Wildlife Trust to develop a Plan for nature (biodiversity strategy)*
✓ *Collaborated with Derbyshire Wildlife Trust to develop a community-based action plan 'Wilder High Peak'*
✓ *Organised a Climate Change Event at High Peak*
✓ *Delivered Carbon Literacy training for staff and portfolio holders*
✓ *Completed LAD2 programme and began delivery of LAD3 and HUG funding which is focussed on private housing stock*
✓ *Worked with all Local Authorities through county-wide steering groups and joint initiatives on biodiversity and climate change.*

AIMING LOW: THE
WAY TO NET ZERO
2021 TO 2030

Chapter 8: Our Future Priorities 2023

2019/20 saw the development and adoption of a new Corporate Plan by the Council for the period up to 2023. Actions yet to be fully implemented have been rolled forward.

Corporate Plan Aim	Rolled forward Priority Actions
Aim 1: Practical support of community safety arrangements	Complete the review of the CCTV system and implement the agreed recommendations
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
Aim 1: Fit for purpose housing that meets the needs of tenants and residents	Implement the accelerated housing delivery programme
Aim 2: Services readily available and provided right first time	Provide advice and support for residents affected by the rollout of Universal Credit
	Conduct a review of democratic processes and scrutiny arrangements to make the Council as open and transparent as possible
	Refresh the council's Communication 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
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 agreed Housing Revenue Account Business Plan
	Implement the Council's Efficiency and Rationalisation Programme
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
Aim 2: Invest in our staff to ensure we have the internal expertise to deliver our plans by supporting our high	Develop a new Organisational Development Strategy to ensure effective workforce development and use of apprenticeships

Corporate Plan Aim	Rolled forward Priority Actions
performing and well-motivated workforce	
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
	Play an active role within Vision Derbyshire, helping to secure a County Deal with increased freedoms and improved collaboration
Aim 3: Work to create flourishing town centres and thriving high streets that support the local economy	Support 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
Aim 3: Encourage business start-ups and enterprise	Implement the accelerated business growth and employment programme
Aim 3: High Quality Development and Building Control with an 'open for business' approach	Establish a developer open space contributions plan
	Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are being met
Aim 3: Promote tourism to maximise local benefit	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
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

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

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 2021-22. In 2021-22 costs have decreased but processing times stayed the same. Housing Benefit Administration RO has decreased from £674k to £560k. Average speed of processing has remained at 11 days. Erewash and Rushcliffe are examples of authorities processing claims faster/same rate but at a lower cost.
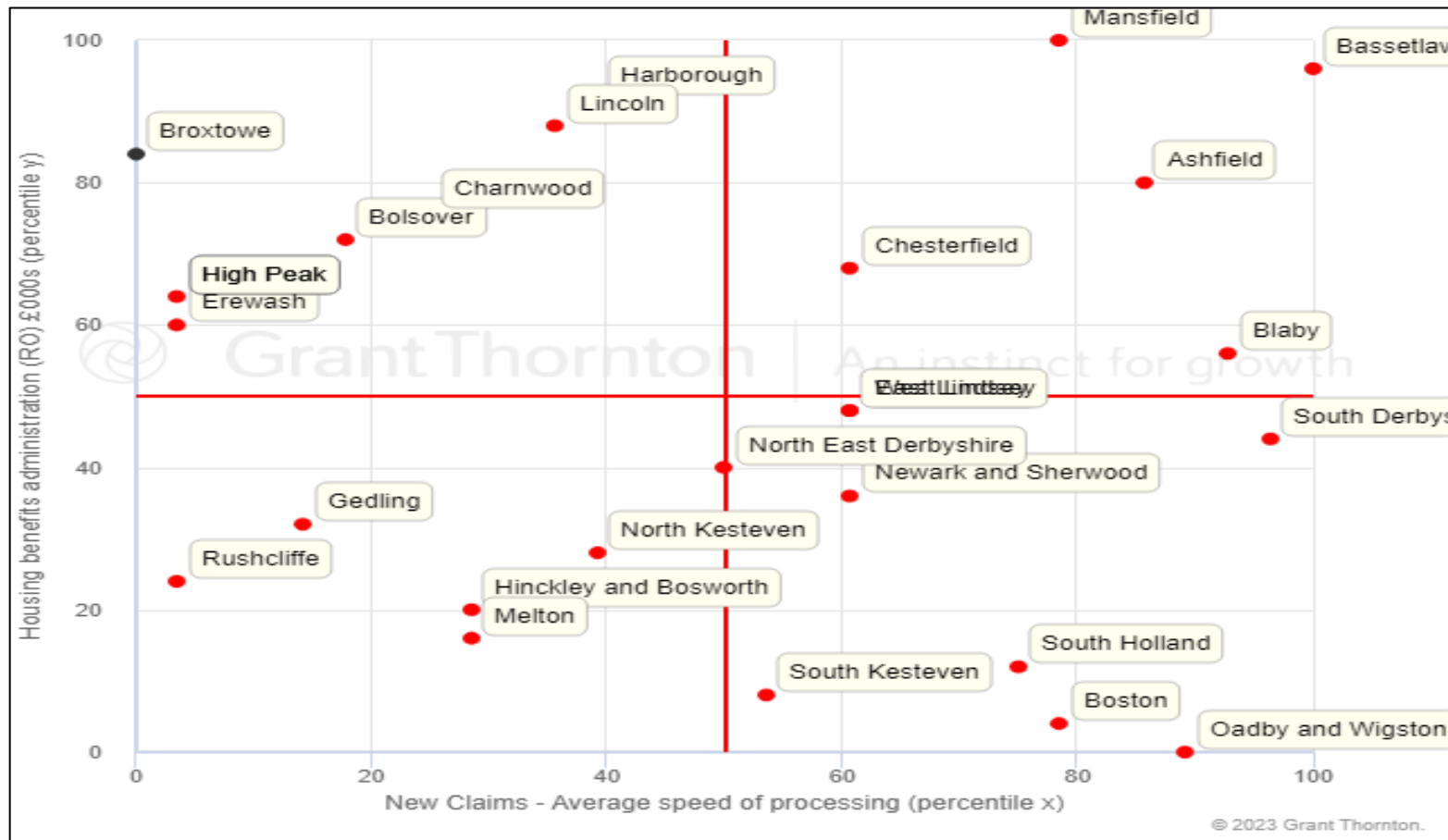
This chart shows the correlation between Housing Benefit costs and Change in Circumstances average speed of processing against the group. High Peak costs have decreased but processing times have increased from 5 to 6 days. North Kesteven, Gedling and Hinckley & Bosworth are examples of authorities processing changes faster and at a lower cost.
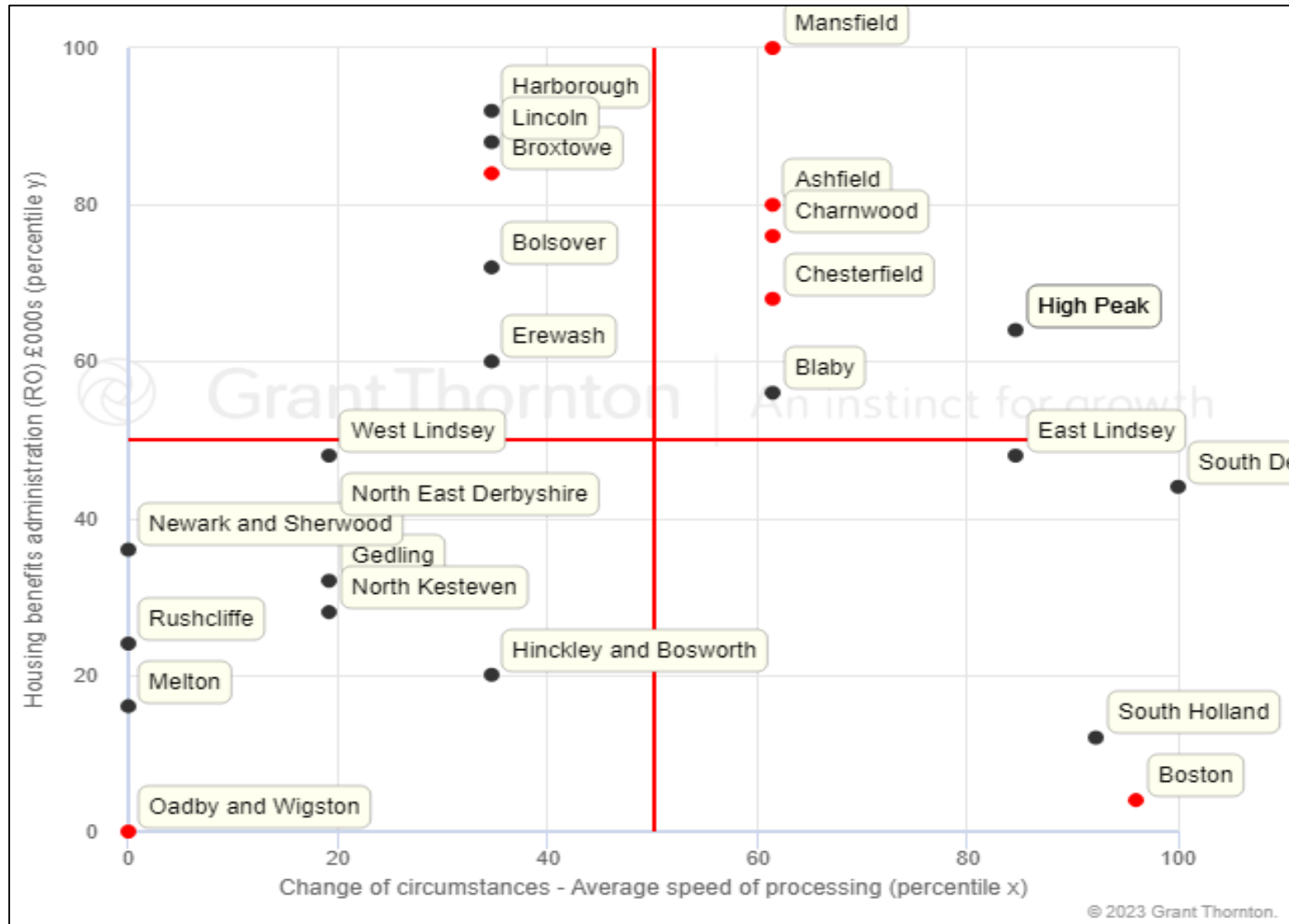
This time series shows the change in the number of households in temporary accommodation in High Peak since 2009. Overall, there has been an increase of 45% between 2009 and 2022 (2009: 22 households, 2022: 32 households).
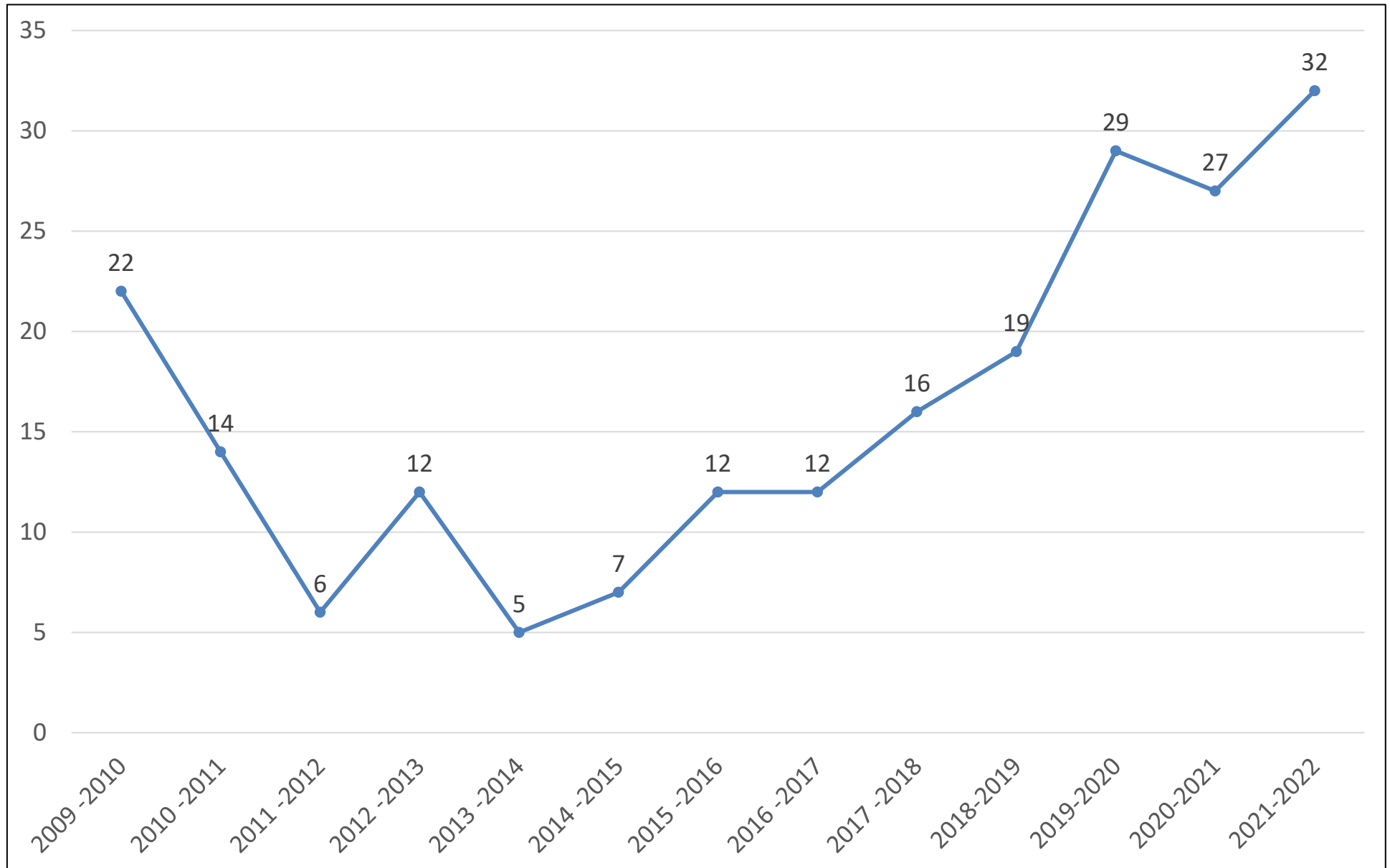
Practical Support of Community Safety Arrangements

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 2021-22. Costs have increased compared to 2020-21 at £101,000 (11th highest out of 19 councils with spend), the total number of crimes (2022) at 5,973 is 20th lowest out of a group of 26. Harborough and North Kesteven spend less on CCTV and have fewer crimes.
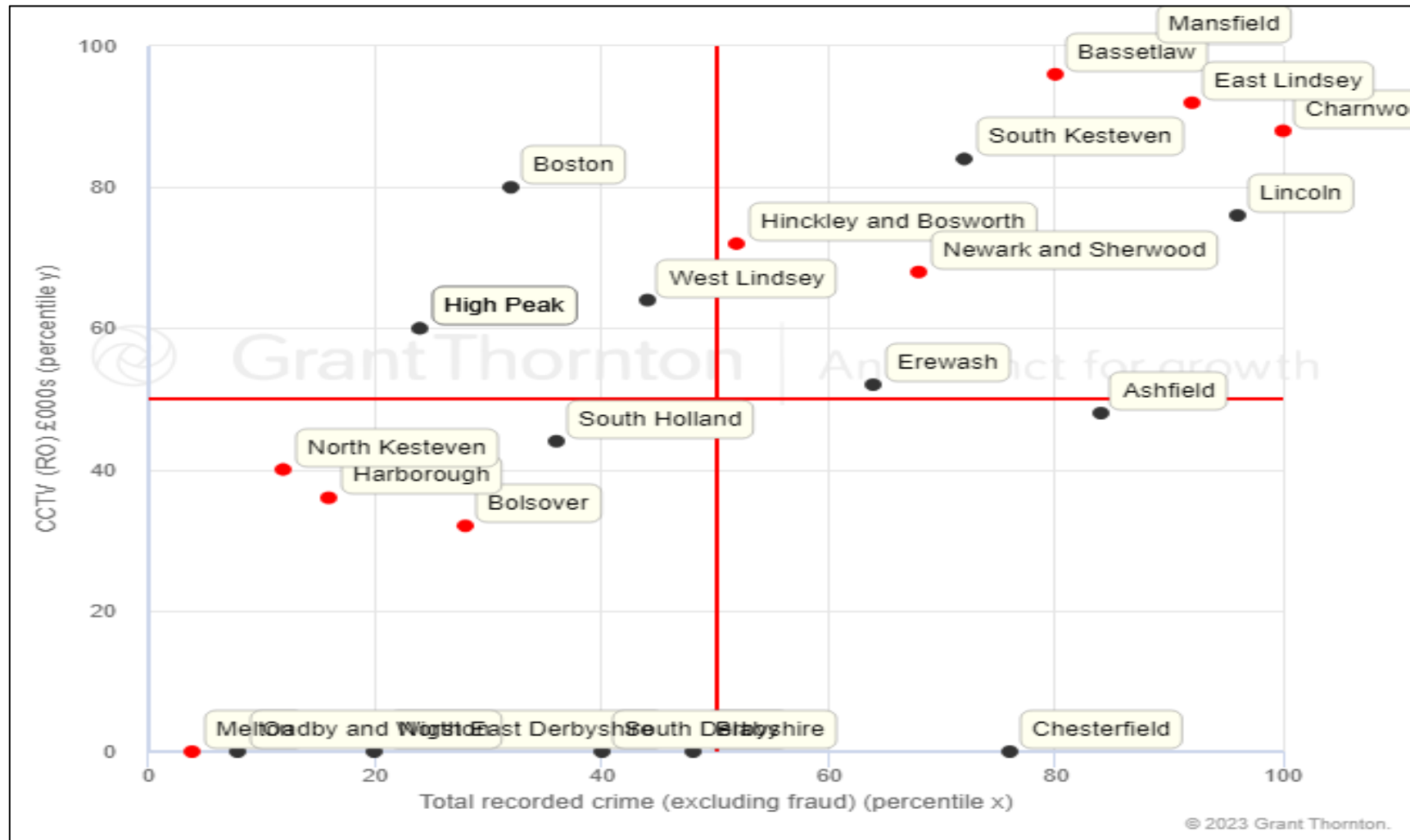
Provision of high-quality leisure facilities both in formal leisure centres and swimming pools and out in our communities

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 83rd out of 159 areas) with a spend of £410,000. In 2020-21, High Peak also sat in the mid quintile with a spend of £911,000.
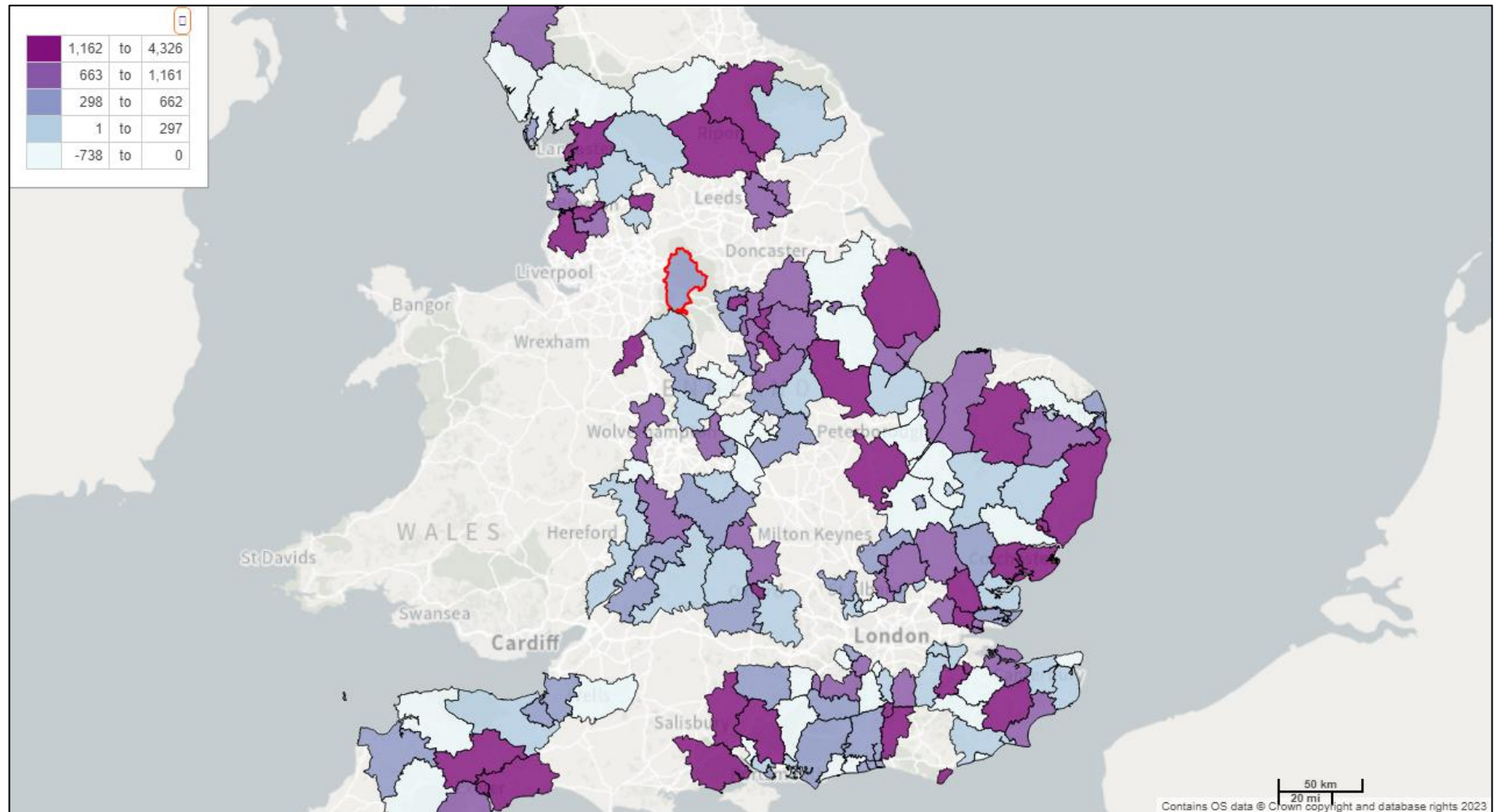
This bar chart shows the proportion of the population in High Peak who participate in 150+ minutes of exercise per week (Active Lives Survey Nov 21-22, Sport England) compared to other districts within Derbyshire. High Peak have 68% of its residents participating in 150+ minutes of exercise per week, compared to 67.1% in Nov 20-21. The Derbyshire average is 65.2%.
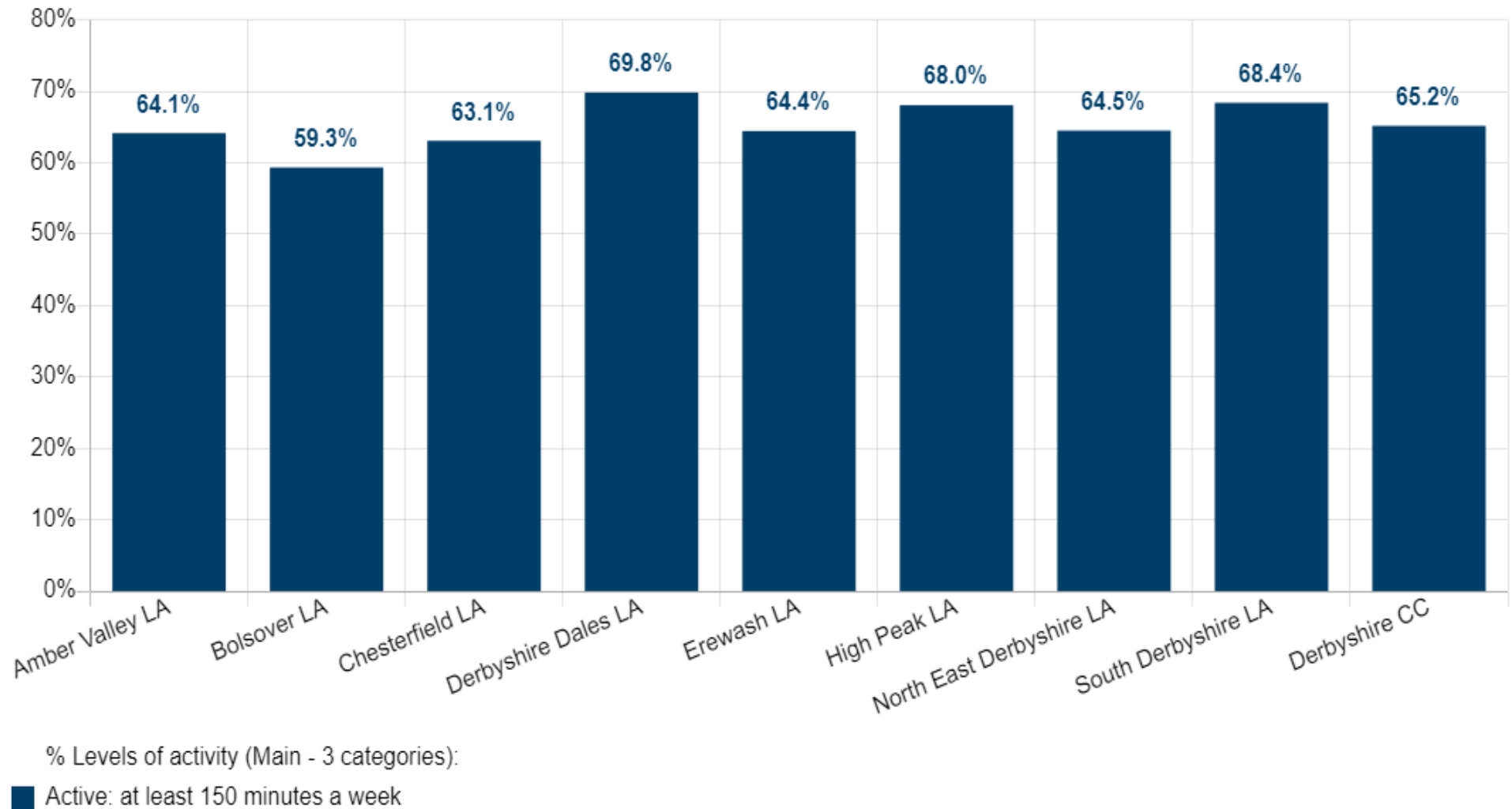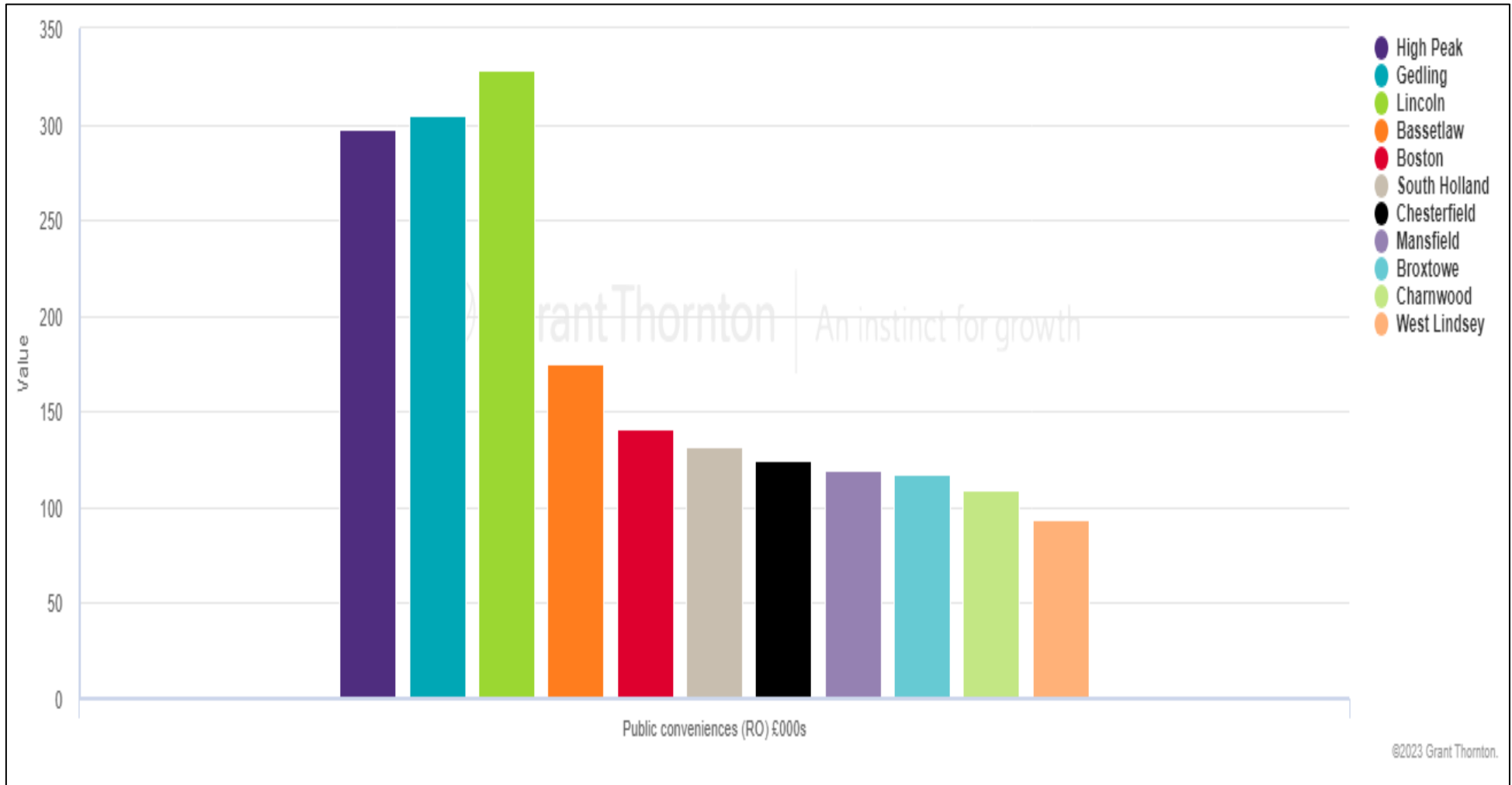

% Levels of activity (Main - 3 categories):
■ Active: at least 150 minutes a week

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

The table shows the number of fly tipping incidents in 2021-22 compared to the 10 nearest neighbours from the East Midlands Group. Compared to the whole East Midlands group, High Peak were ranked 23rd lowest (out of 29) with 406 incidents, this is a decrease compared to 2020 -21 when they were ranked 27th lowest with 609 incidents.
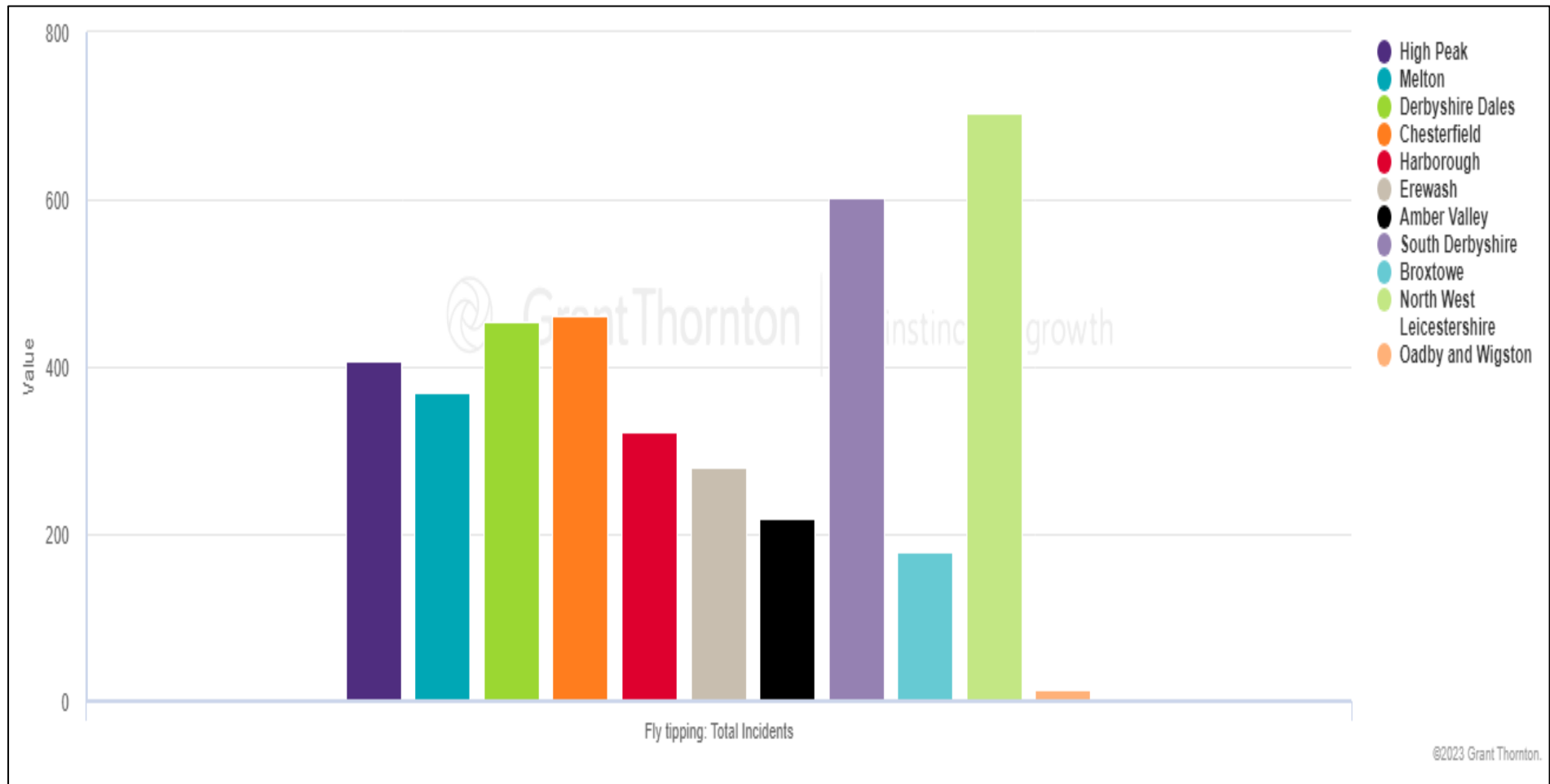
This chart shows the cost (in £ 000's) of Public Conveniences (RO) compared to the 10 nearest neighbours from the East Midlands group in 2021-22. High Peak had the 4th highest spend in the whole group at £298,000, a decrease compared to £312,000 in 2020-21.


Legend:
- High Peak
- Gedling
- Lincoln
- Bassetlaw
- Boston
- South Holland
- Chesterfield
- Mansfield
- Broxtowe
- Charnwood
- West Lindsey

Public conveniences (RO) £000s

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 98.10%, sitting within the top 40% of all English districts. The collection rate has increased from 97.84% in 2020-21. The cost of council tax collection is low compared to the group, ranked 120th out of 159 areas at £263,000, an increase from £234,000 in 2020-21.
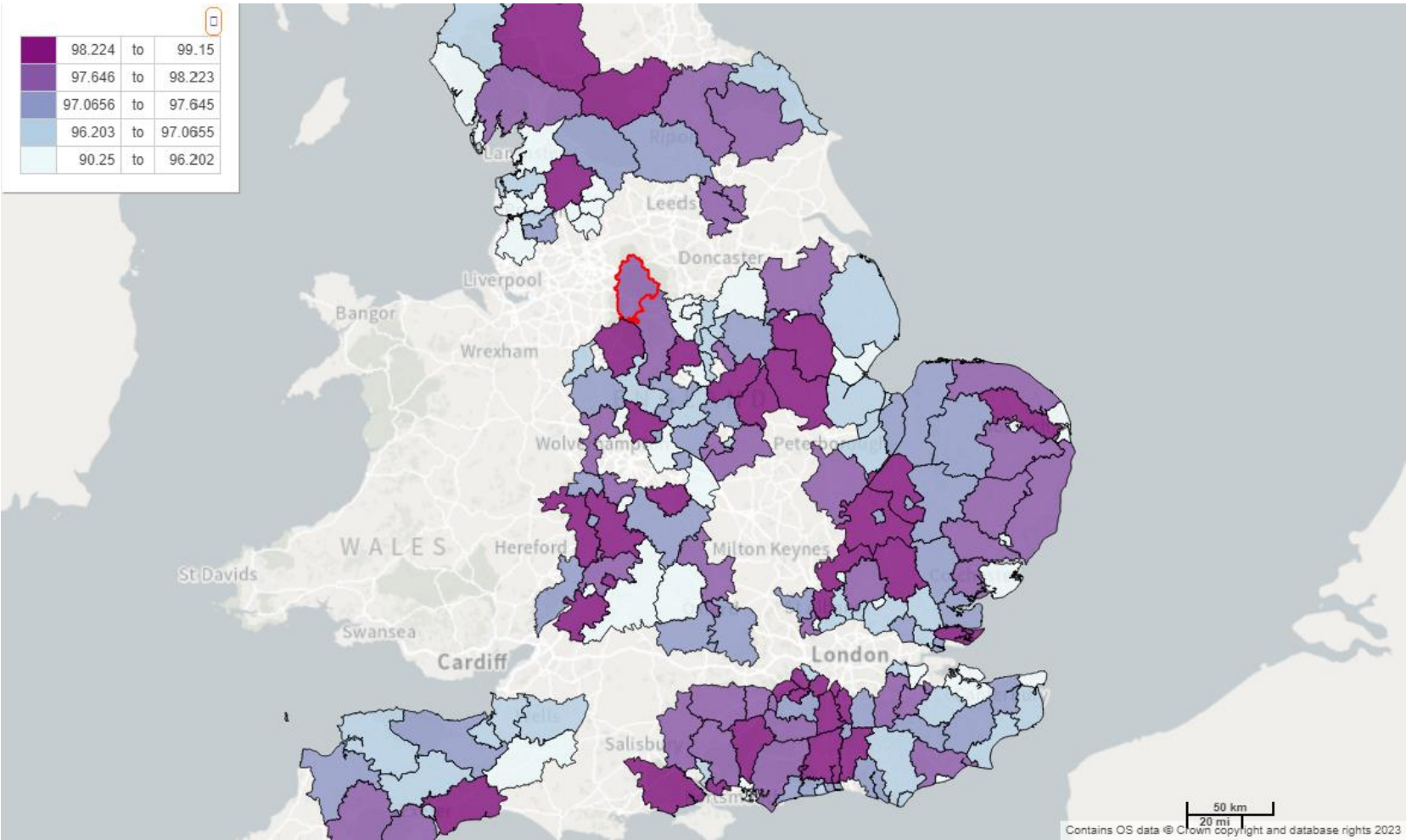
This map shows the Non- Domestic Tax Collection rate across all English districts. The High Peak collection rate of 98.7% sits within the top 20%. This is an increase from 98.12% in 2020-21.

98.4951	to	99.75
97.757	to	98.495
96.983	to	97.756
95.9203	to	96.982
88.58	to	95.9202
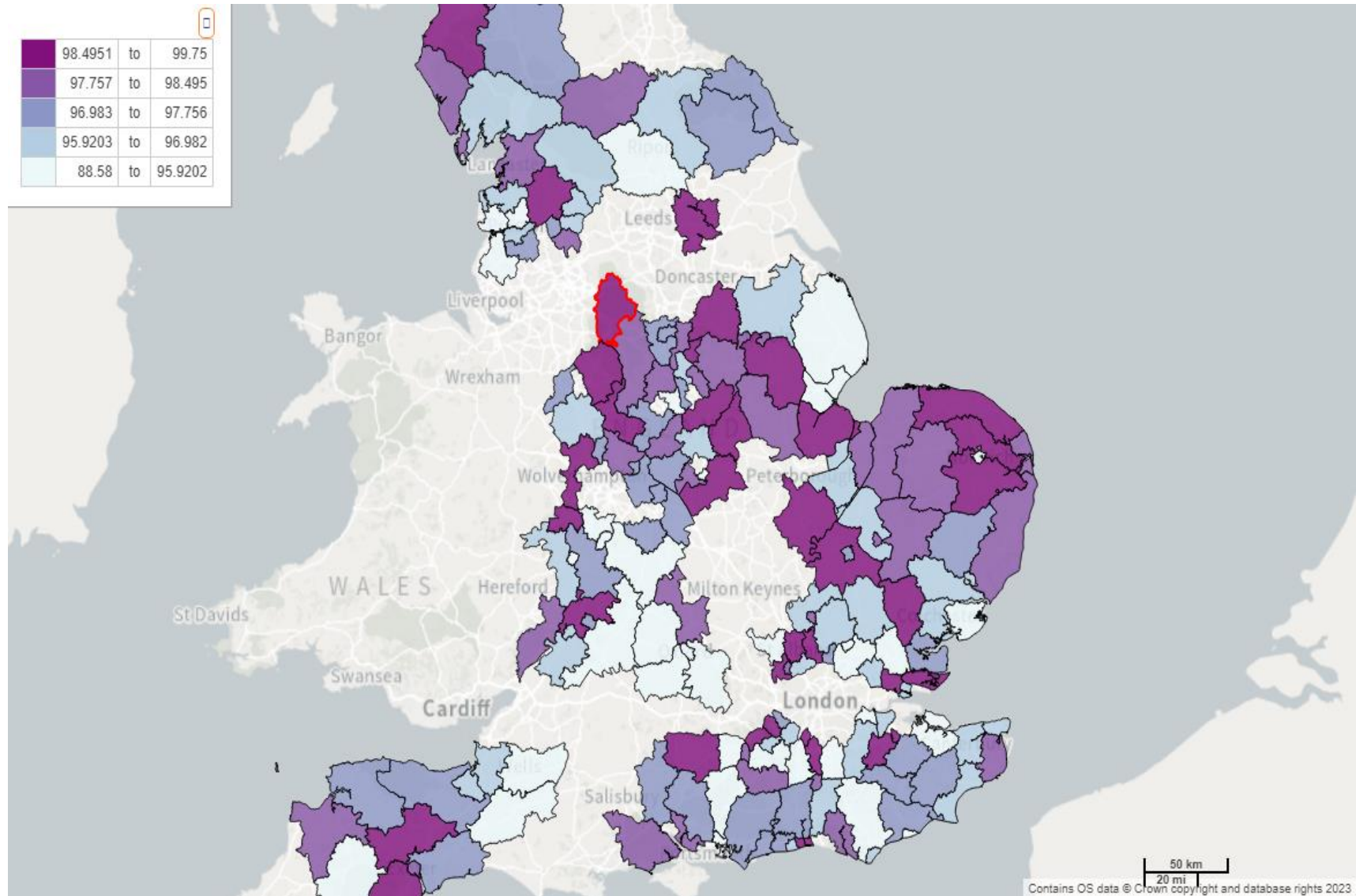
Ensure our services are readily available to all our residents in the appropriate channels and provided 'right first time'

This map shows the total number of Ombudsman complaints received by all English districts in 2021-22. The High Peak score of 16 is higher than the 5 received in 2020-21, and sits within the top 40% of all districts.
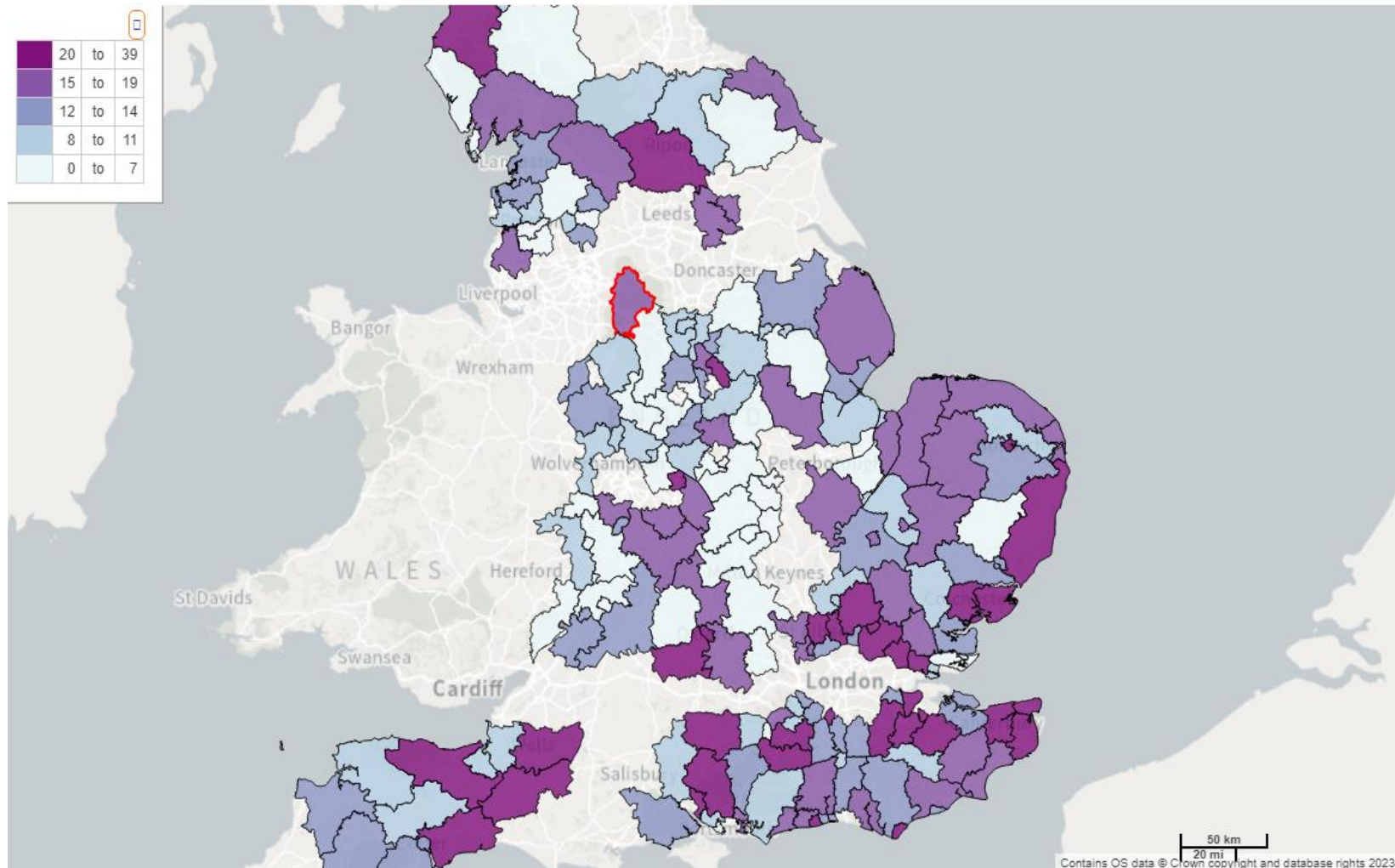
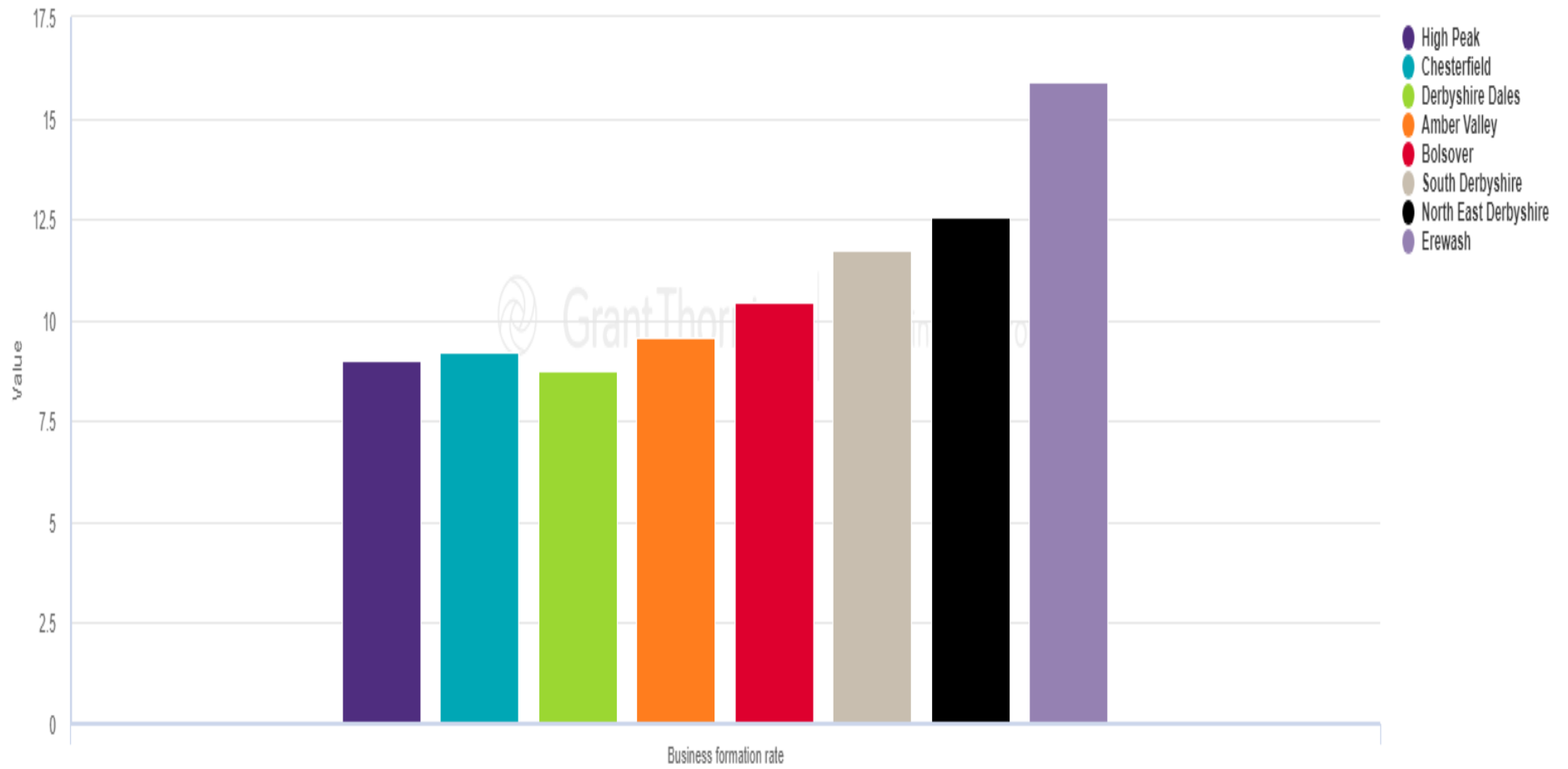# Protect and create jobs by supporting economic growth, development and regeneration

Encouraging business start-ups and enterprises

This time series demonstrates changes in business formation rate from 2010-2021. The rate of new business as a proportion of total business stock increased steadily from 2010 then fell from 2016. 2021 showed an increase to 9.01% from 7.75% in 2020.
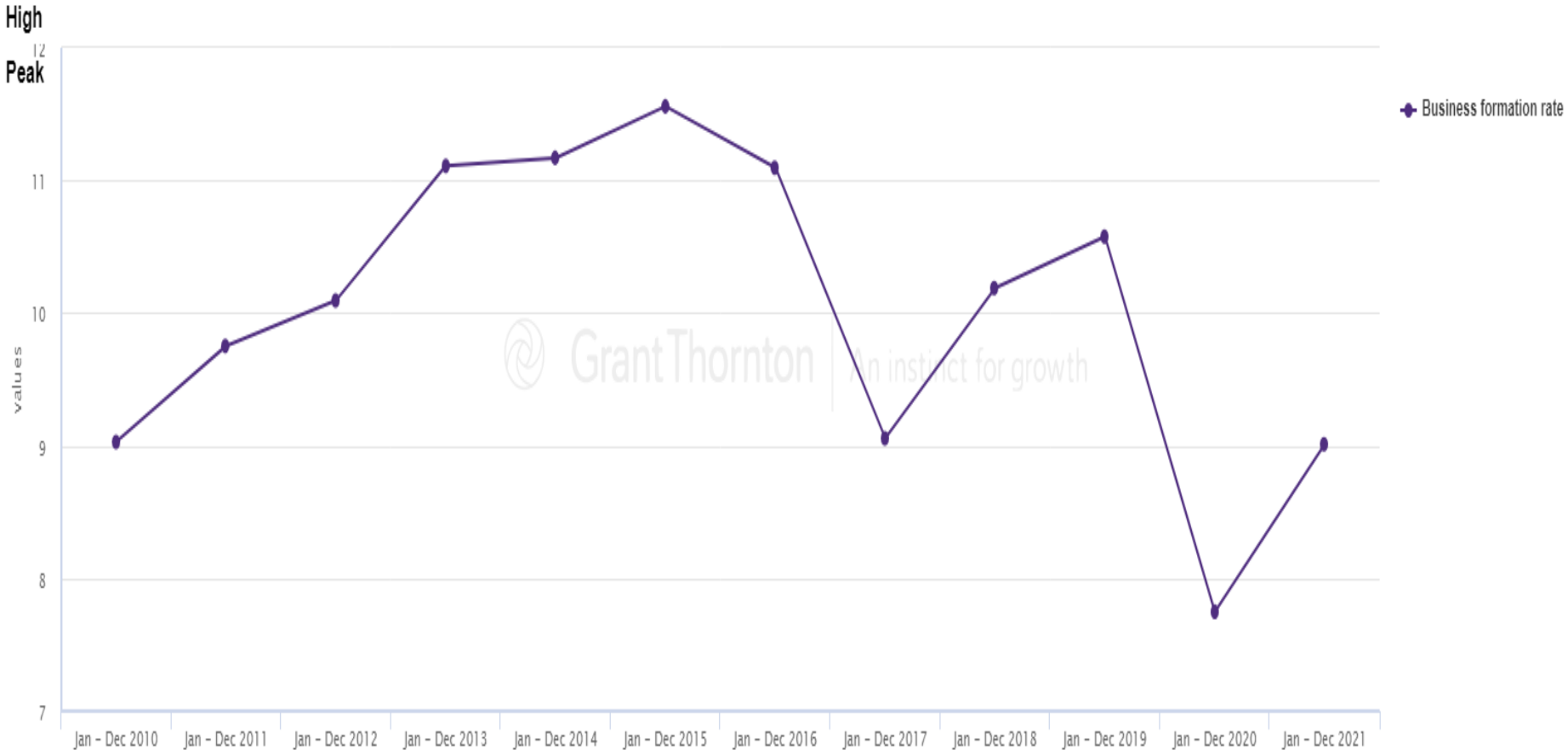
This bar chart shows the High Peak new business formation rate % for 2021 compared to other authorities in the area.
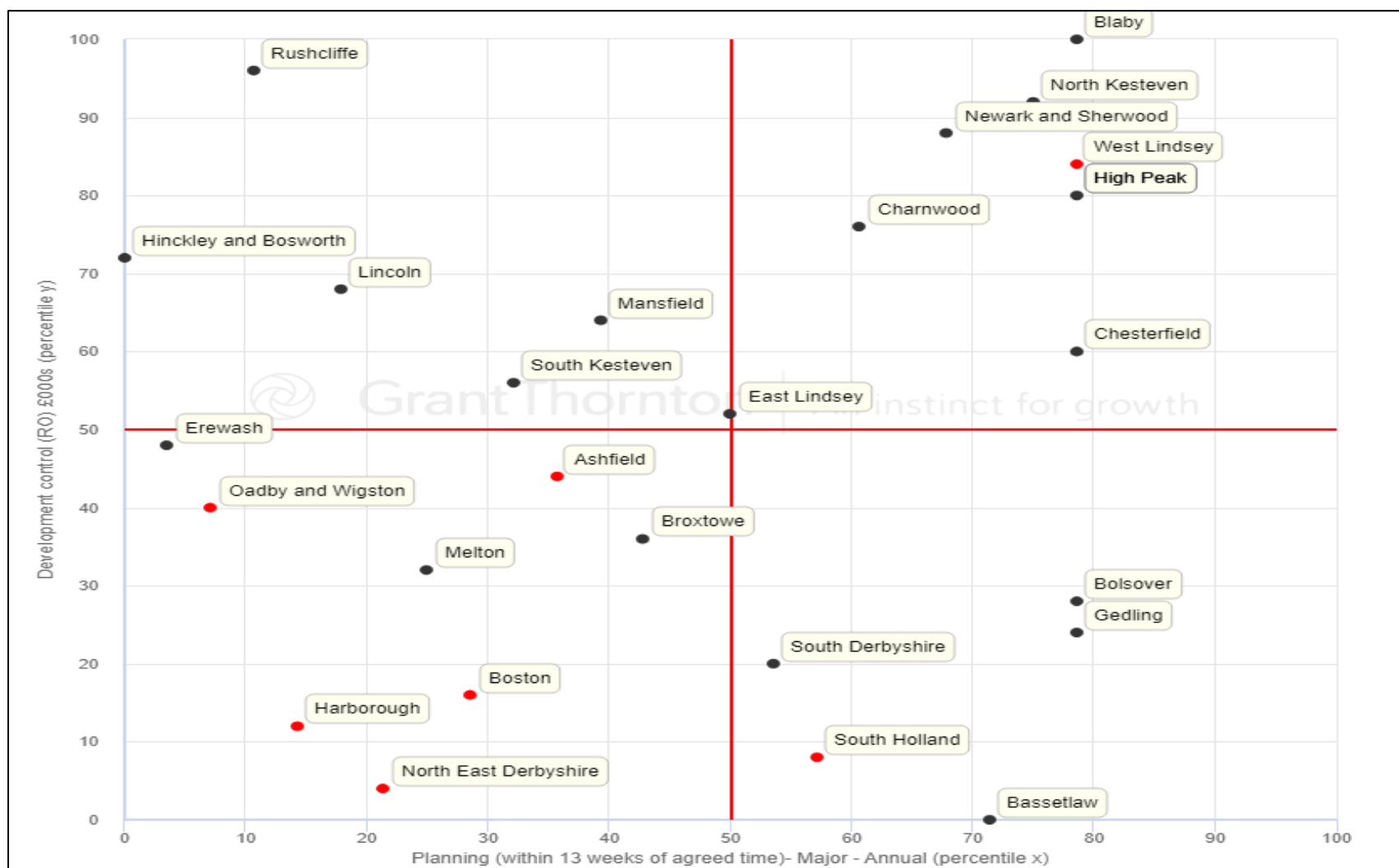

- High Peak
- Chesterfield
- Derbyshire Dales
- Amber Valley
- Bolsover
- South Derbyshire
- North East Derbyshire
- Erewash

Business formation rate

value

Promote tourism to maximise local benefit

This map shows the total spend on tourism across all English districts. High Peak sits in the middle quintile of districts nationally, spending £39,000 on tourism, an increase compared to £20,000 in 2020-21.
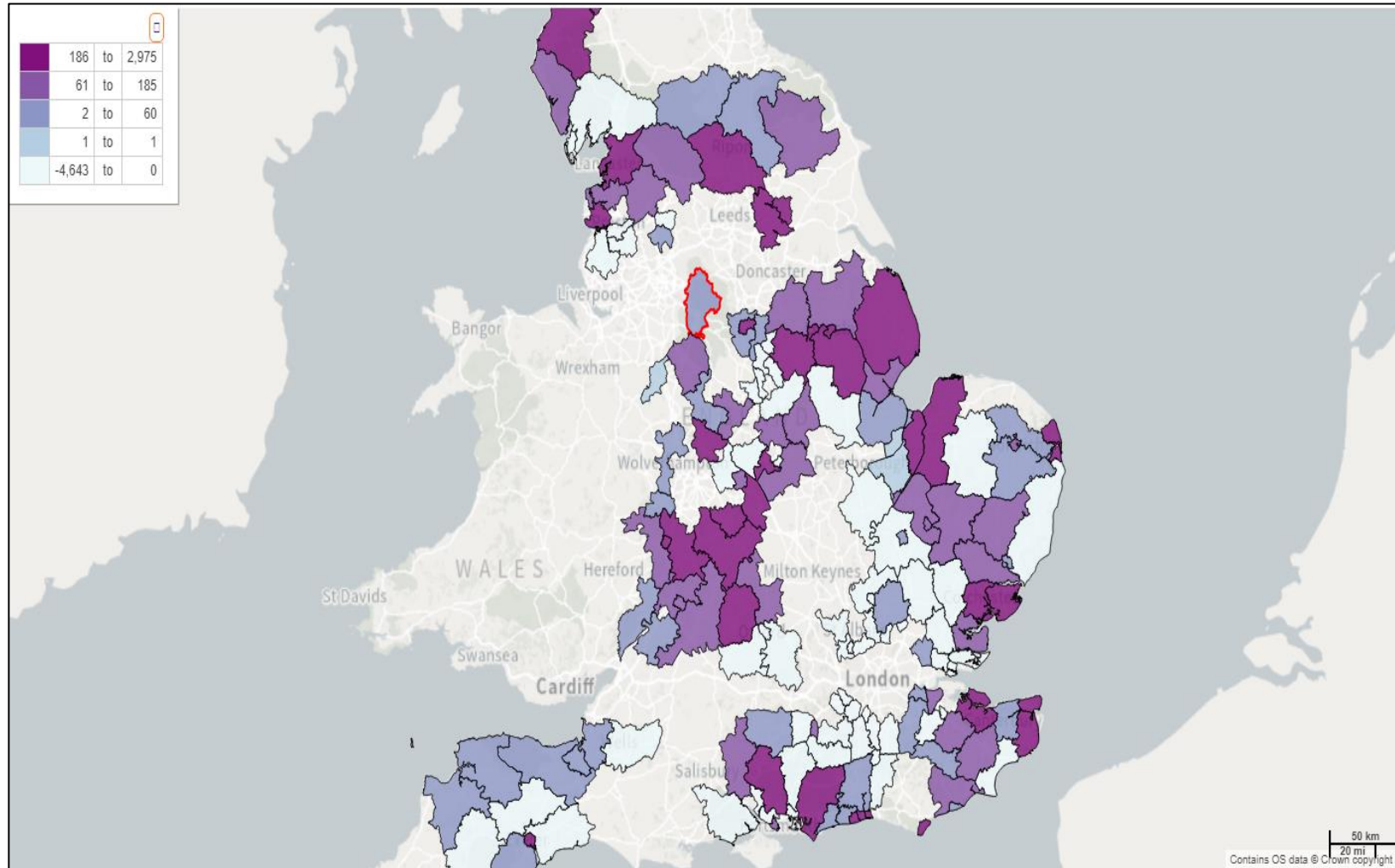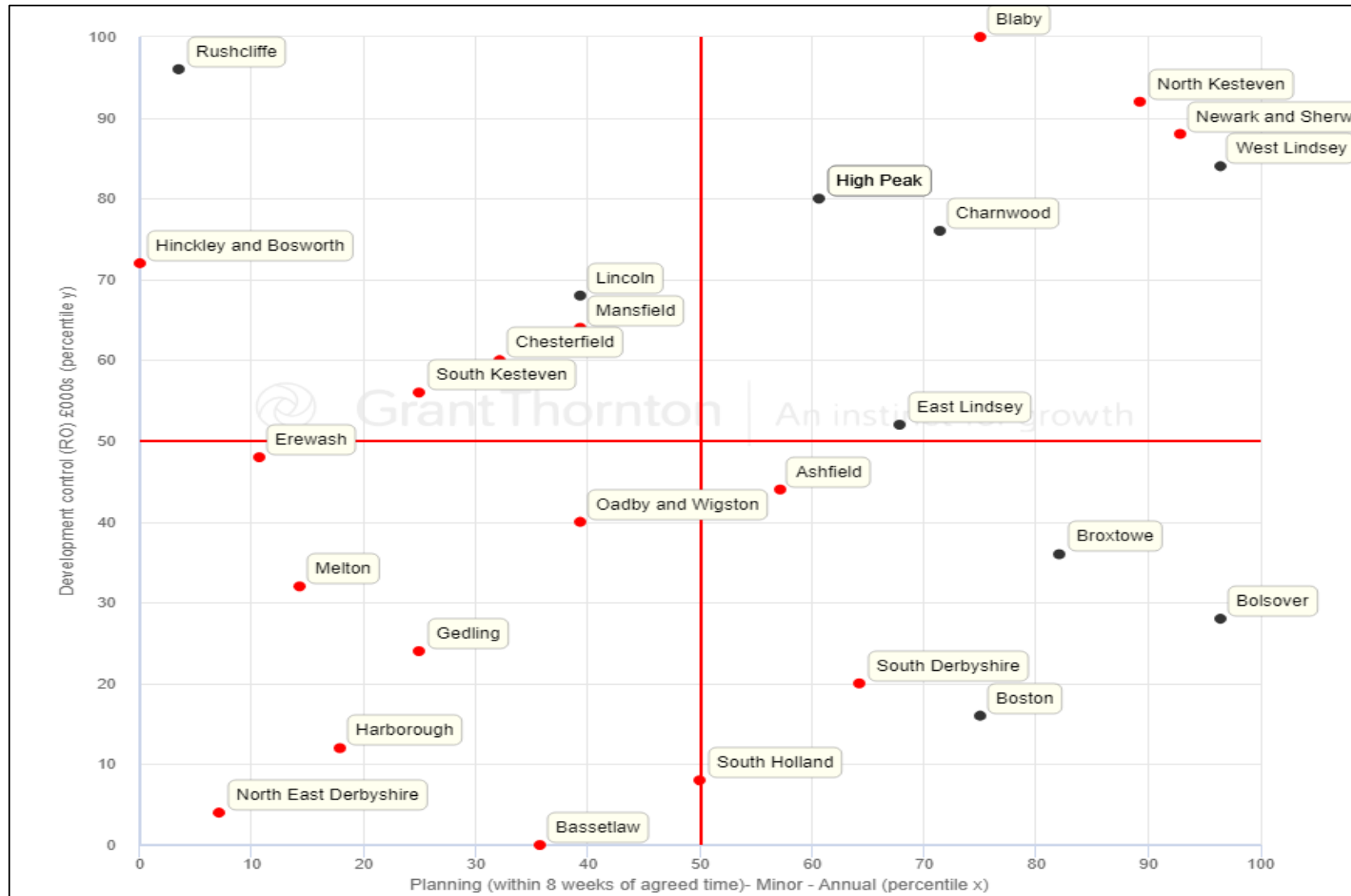
# High quality development and building control with an 'open for business' approach

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 2021-22, High Peak processed 100% of major applications within target times compared to 94% in 2020-21, ranking has increased from 15th to 1st. Development control costs have increased from £370k to £510k. Chesterfield, Bolsover and Gedling 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 2021-22, High Peak processed 88% of minor applications within target times compared to 94% in 2020-21, ranking has fallen from 8th to 12th. Bolsover, Broxtowe and Boston for example have processed more applications to target at a lower spend.

Scatter chart. Y-axis: Development control (RO) £000s (percentile y), 0 to 100. X-axis: Planning (within 8 weeks of agreed time)- Minor - Annual (percentile x), 0 to 100.

Data points labelled: Blaby, Rushcliffe, North Kesteven, Newark and Sherw, West Lindsey, High Peak, Charnwood, Hinckley and Bosworth, Lincoln, Mansfield, Chesterfield, South Kesteven, East Lindsey, Erewash, Ashfield, Oadby and Wigston, Broxtowe, Melton, Bolsover, Gedling, South Derbyshire, Boston, Harborough, South Holland, North East Derbyshire, Bassetlaw.

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 2021-22, High Peak processed 90% of other applications within target times compared to 96% in 2020-21, ranking has decreased from 8th to 14th. South Derbyshire, Broxtowe and Bolsover have processed more applications to target at a lower spend.
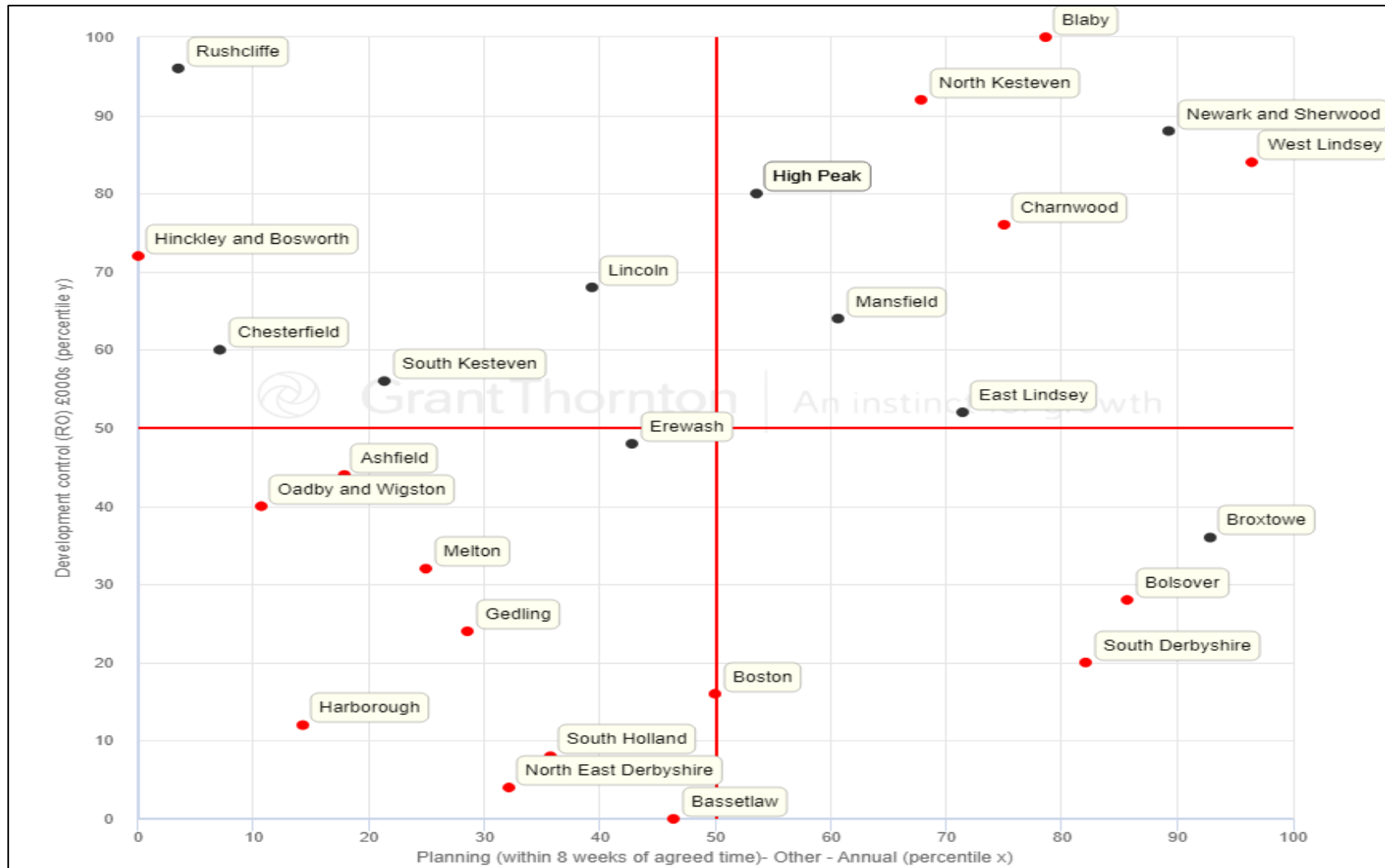
The map below shows the spend on development control (RO, 2021-22) across all English districts. High Peak spent £510,000 on development control, which places it in the mid 20% of all districts nationally, in 2020-21 the spend of £370,00 sat in the lowest 40%.
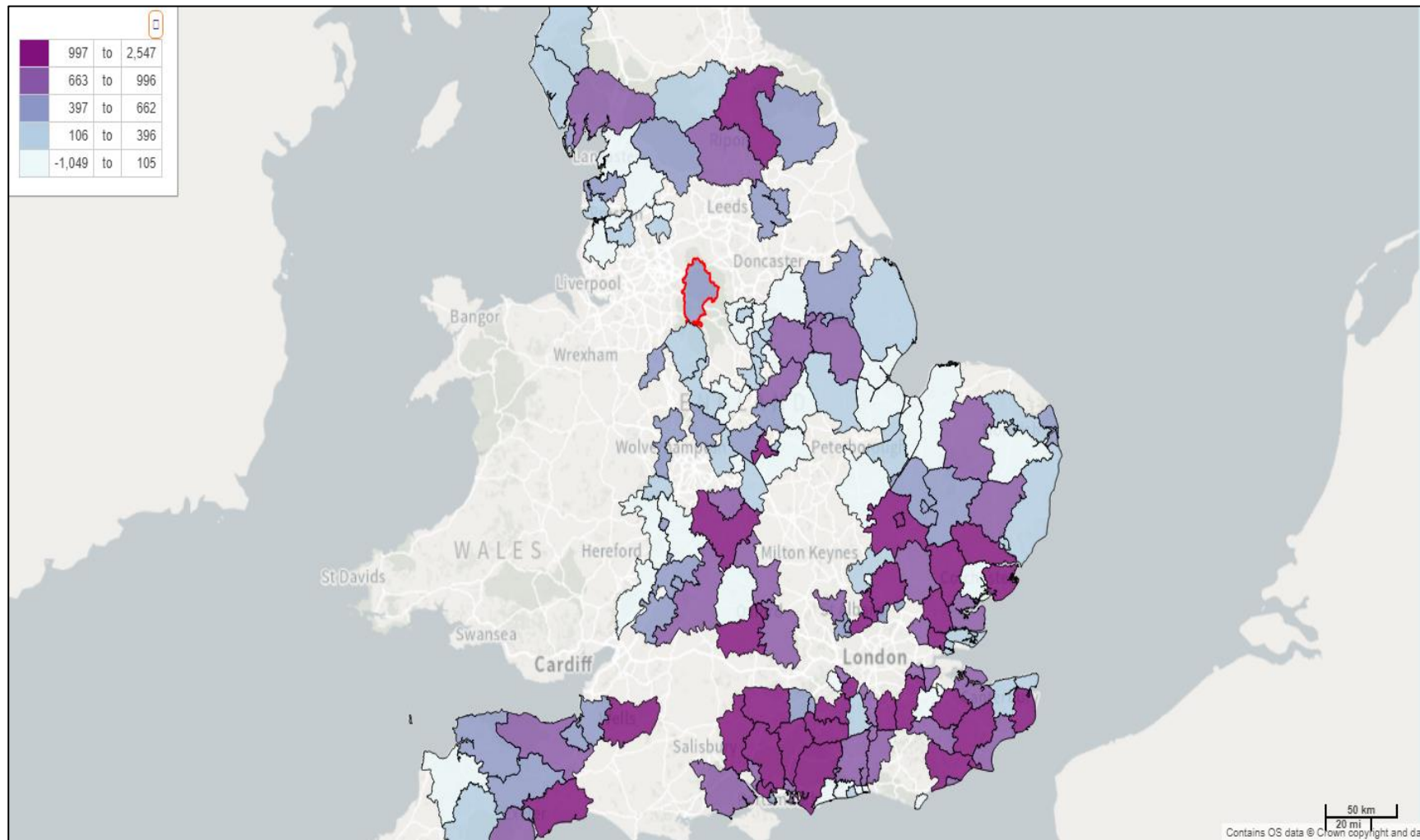
Protect and Improve the Environment including responding to the climate emergency

Effective recycling and waste management

This line chart shows the proportion of household waste that is sent for reuse, recycling or composting from 2009-2022. Within High Peak, the recycling rate has decreased to 47.7% which sits in the top 40% nationally. In 2020-21 the result was 50.8%. Recycling rates in the top quintile range from 51.82% to 63.5%.
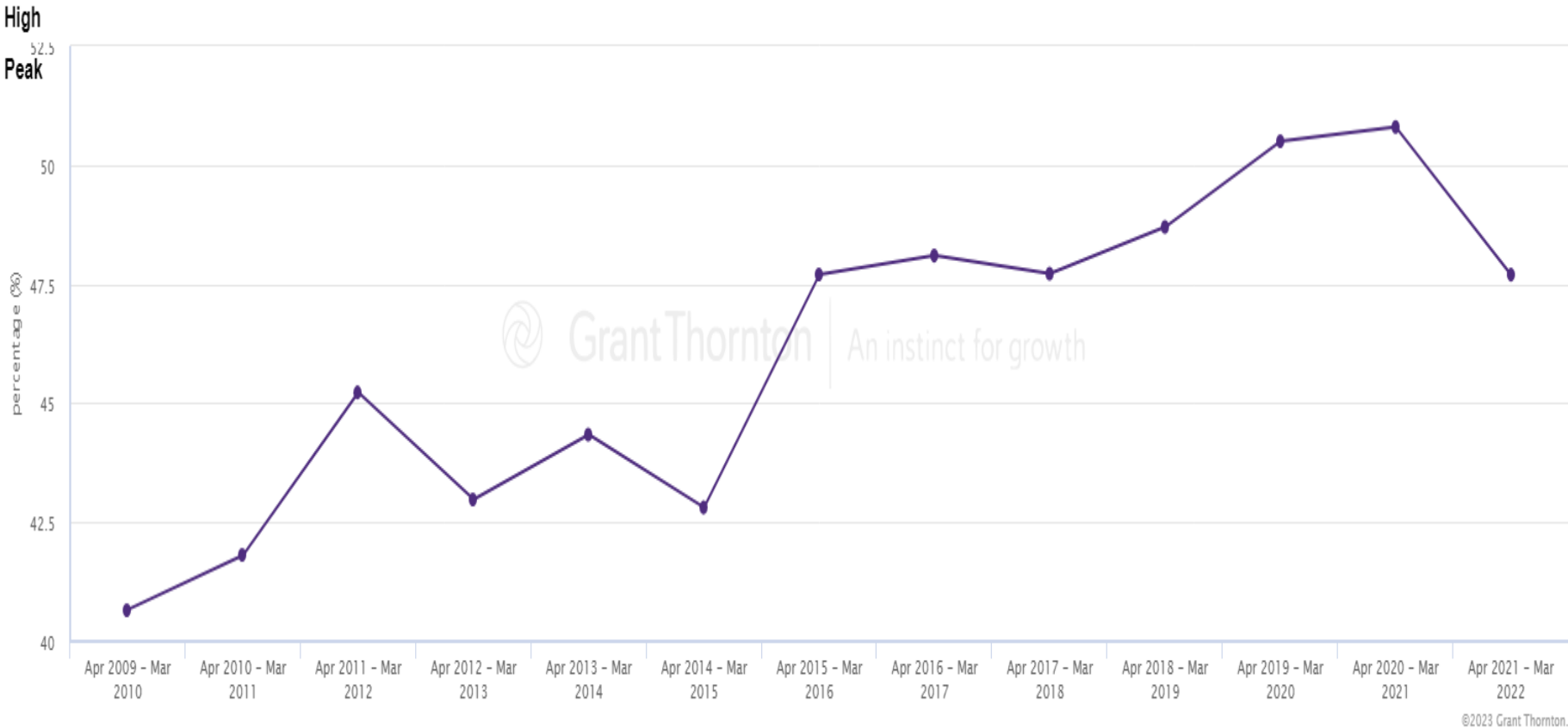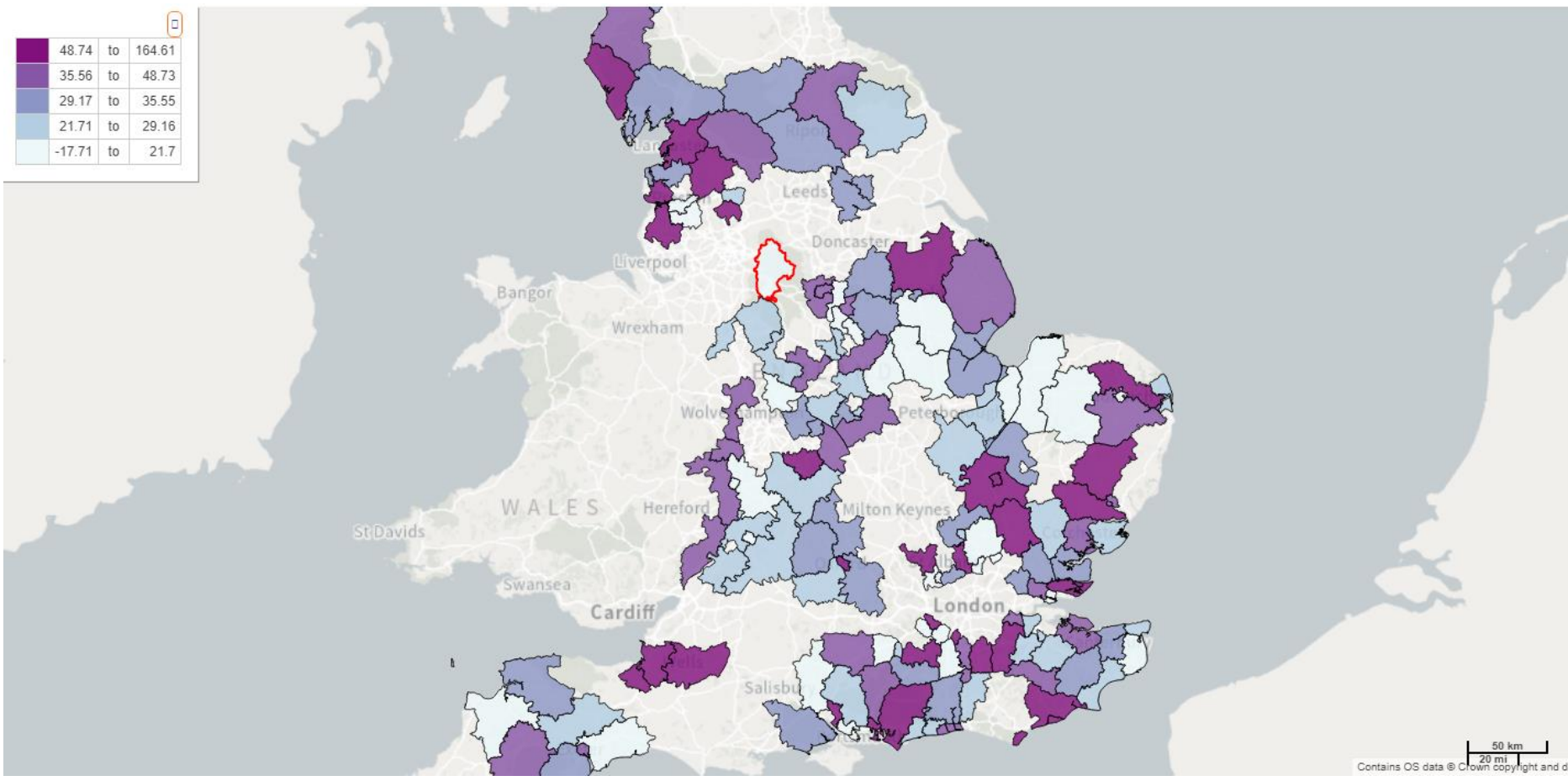
This chart shows residual waste per household in kilograms (2021-22) for High Peak (434.5 kg) compared to other authorities in the area.
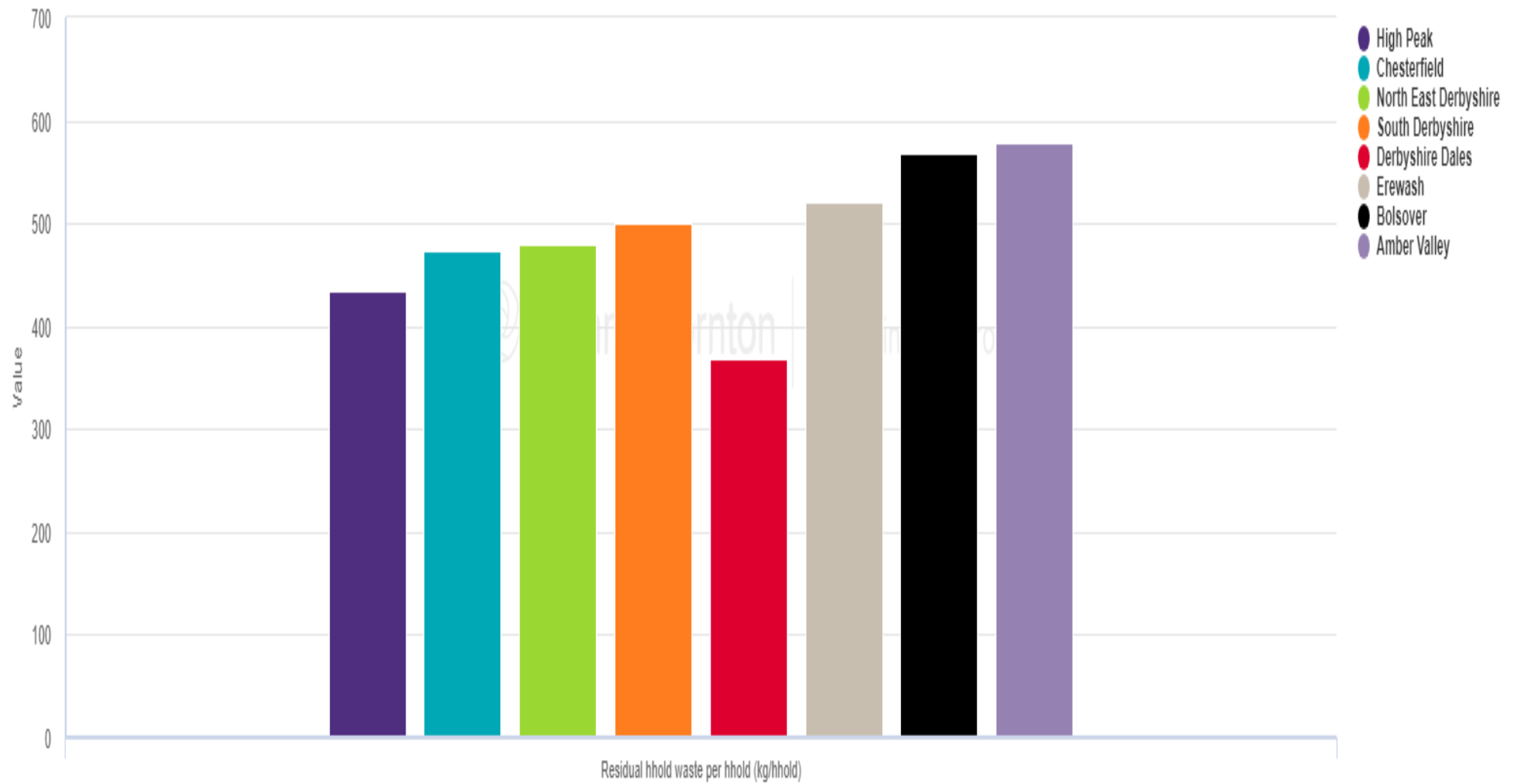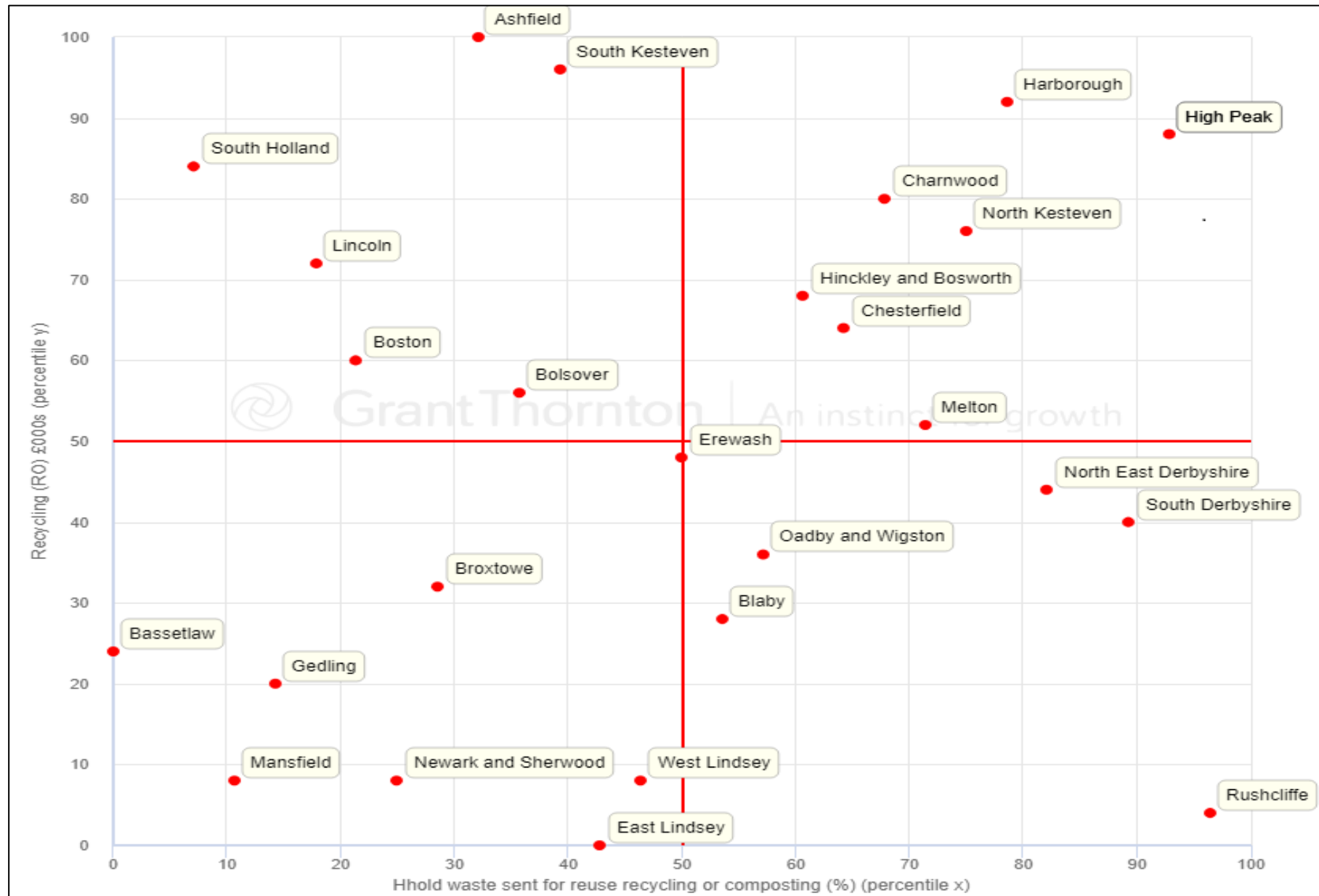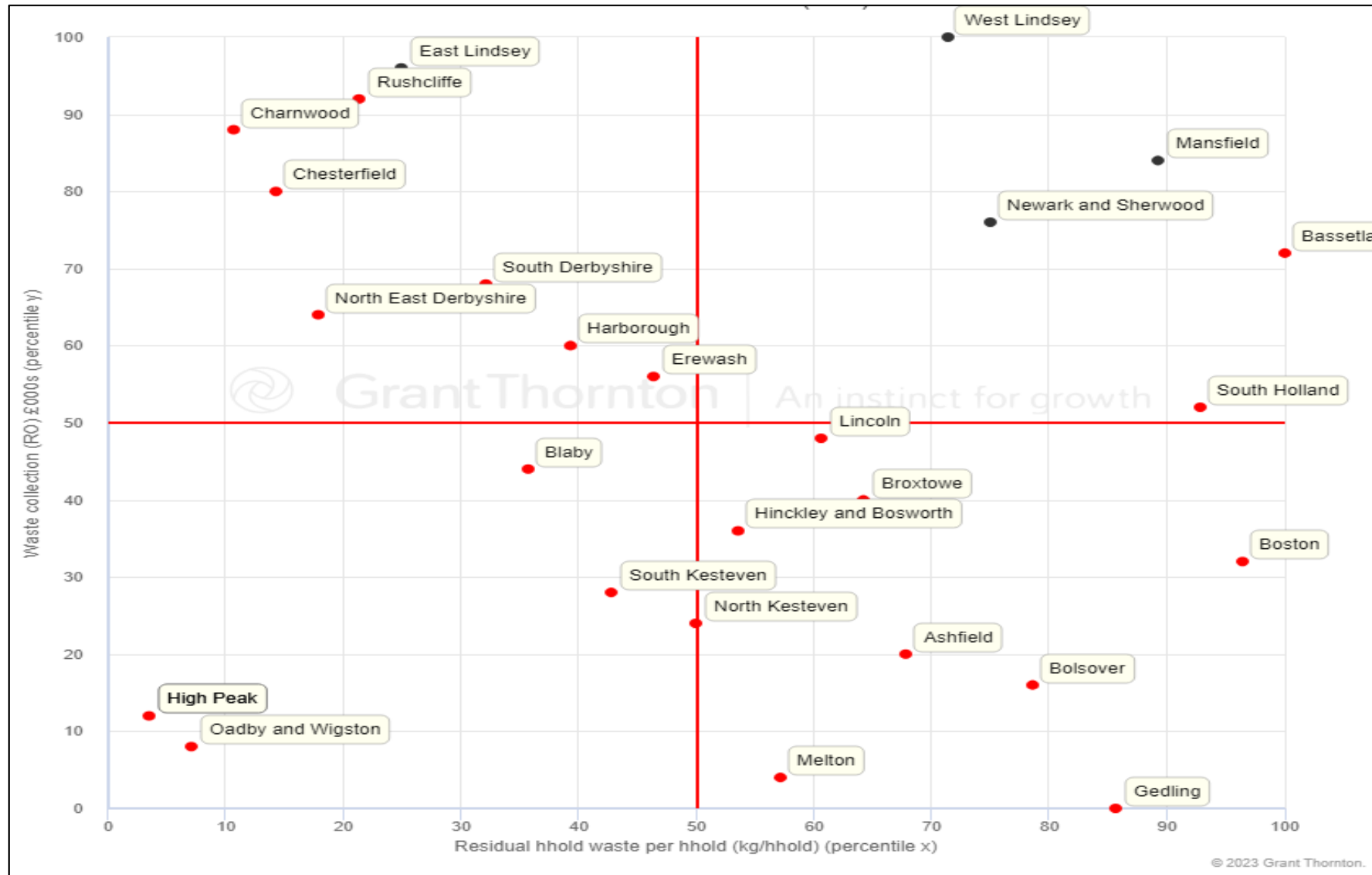
This map shows the unit spend on Waste Collection (R/O, £/dwelling in 2021-22), across all English districts. High Peak has a low unit spend at £15.98, an decrease from £18.37 but still falling into the lowest 20% nationally.

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

Scatter chart plotting Recycling (RO) £000s (percentile y) against Hhold waste sent for reuse recycling or composting (%) (percentile x). Data points:
- Ashfield (~32, 100)
- South Kesteven (~45, 96)
- Harborough (~82, 92)
- High Peak (~93, 88)
- South Holland (~7, 84)
- Charnwood (~68, 80)
- North Kesteven (~75, 76)
- Lincoln (~18, 72)
- Hinckley and Bosworth (~63, 68)
- Chesterfield (~64, 64)
- Boston (~21, 60)
- Bolsover (~35, 56)
- Melton (~71, 52)
- Erewash (~50, 48)
- North East Derbyshire (~82, 44)
- South Derbyshire (~89, 40)
- Oadby and Wigston (~57, 36)
- Broxtowe (~29, 32)
- Blaby (~53, 28)
- Bassetlaw (~0, 24)
- Gedling (~14, 20)
- Mansfield (~11, 8)
- Newark and Sherwood (~25, 8)
- West Lindsey (~46, 8)
- Rushcliffe (~96, 4)
- East Lindsey (~42, 0)

This scatter chart shows the correlation between the cost of waste collection and the kg of residual waste per household. There are no areas within the East Midlands producing less residual waste at a lower cost.


West Lindsey

East Lindsey

Rushcliffe

Charnwood

Mansfield

Chesterfield

Newark and Sherwood

Bassetla

South Derbyshire

North East Derbyshire

Harborough

Erewash

Grant Thornton | An instinct for growth

South Holland

Lincoln

Blaby

Broxtowe

Hinckley and Bosworth

Boston

South Kesteven

North Kesteven

Ashfield

Bolsover

High Peak

Oadby and Wigston

Melton

Gedling

Waste collection (RO) £000s (percentile y)

Residual hhold waste per hhold (kg/hhold) (percentile x)

Effective provision of quality parks and open spaces

This map shows open spaces spend in 2021-22 across all English districts. High Peak are ranked 109th out of 159 areas at £606,000, which sits in the lowest 40% of all districts nationally. Spend has decreased slightly from £614,000 in 2020-21.
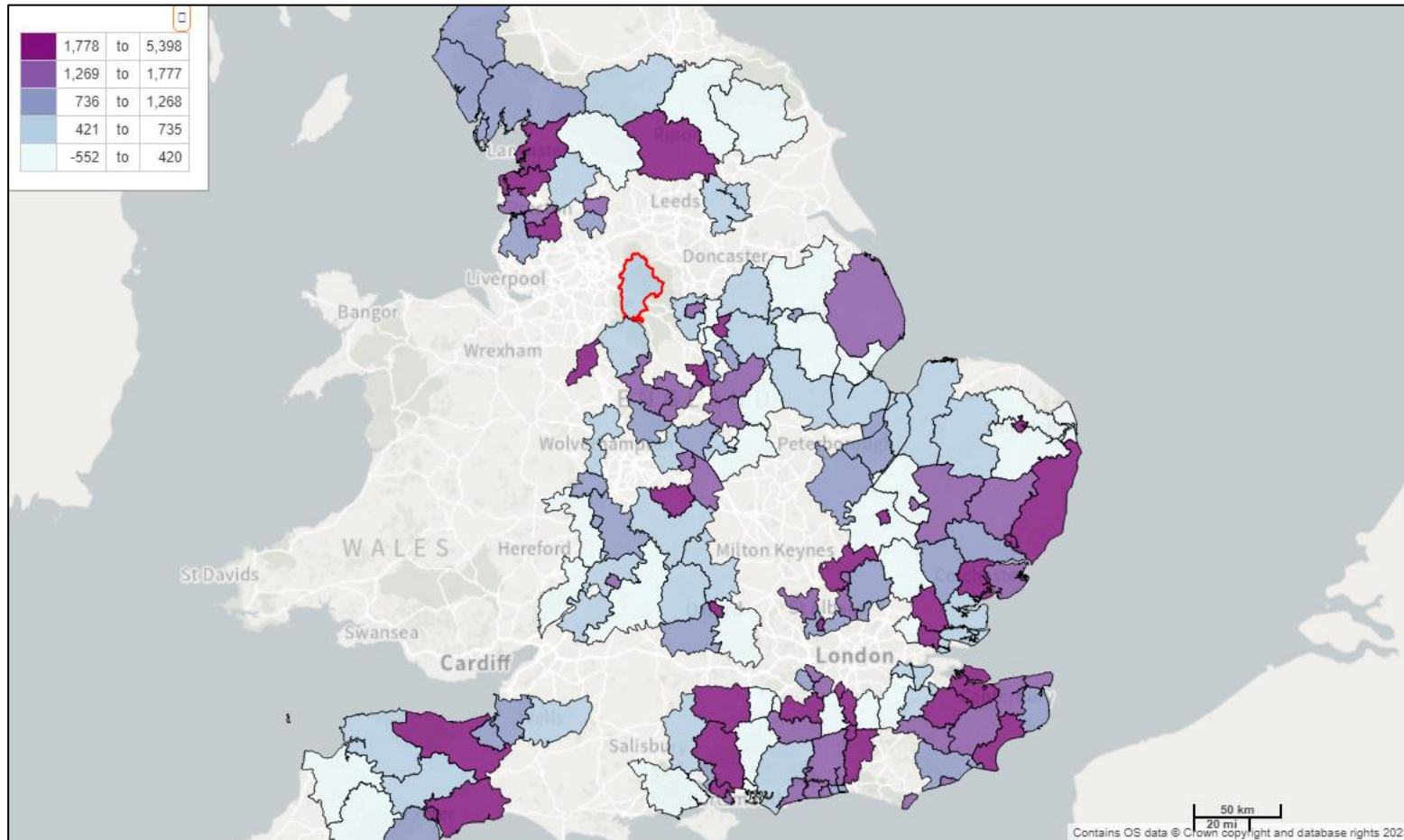
Meeting the challenges of climate change and working with residents and businesses across the High Peak to implement the climate change action plan.

This map shows the Environmental Initiatives RO in 2021-22 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 52nd out of 159 areas with £40,000 and sit in the top 50% : no change compared to 2020-21.
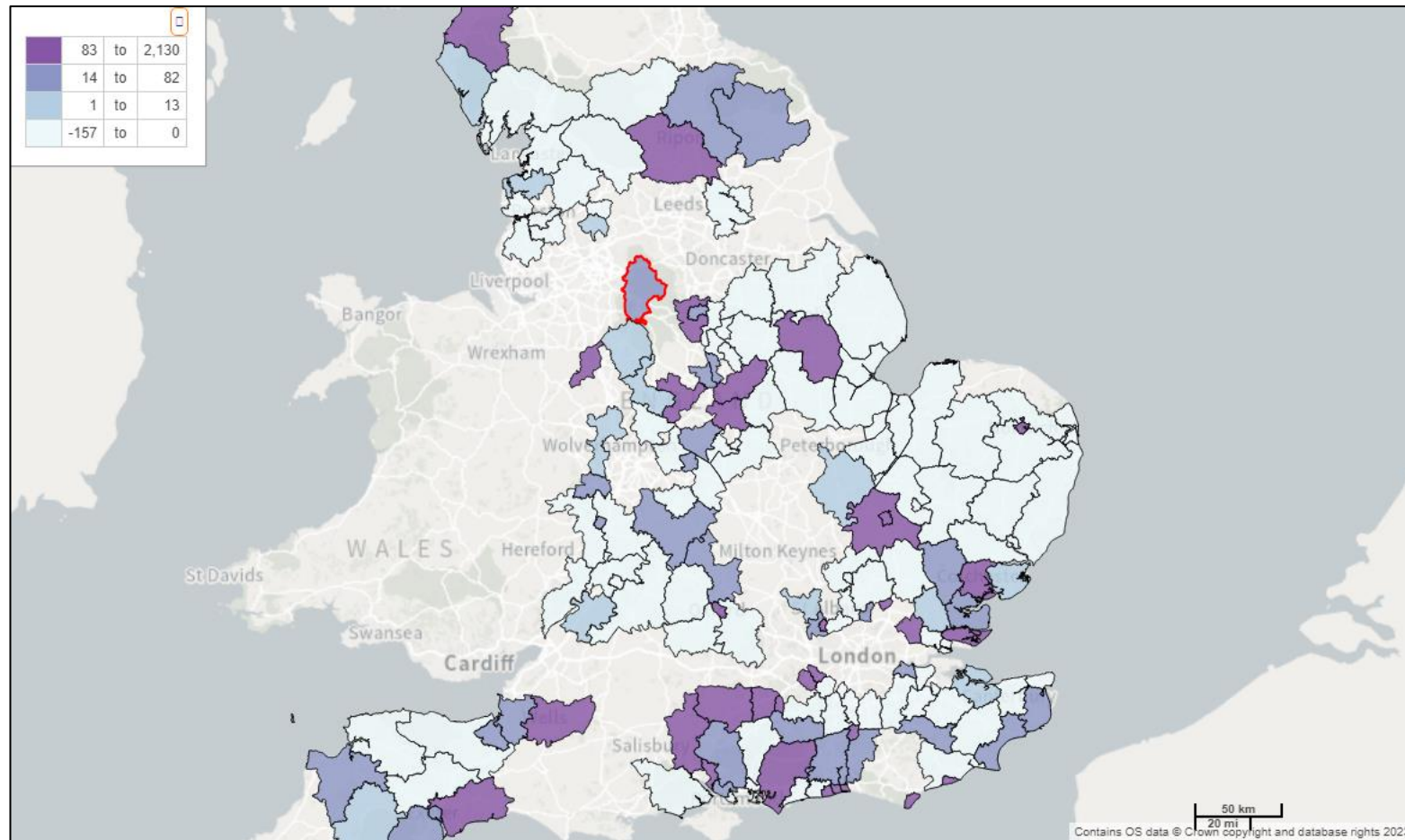
This map shows CO2 emissions estimates-total per capita (2021) for All Local Authority Districts in the East Midlands and is produced using LG Inform tools. The High Peak score was 33.6 CO2 emissions per capita which is the highest score in the group. The lowest was Lincoln at 3.1.