





Aim 1: Supporting our communities to create a healthier, safer, cleaner High Peak

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Objective: Effective relationship with strategic partners							
To be measured through an Annual Report from Democratic and Community Services covering strategic partnerships, community support arrangements and councillor initiative fund allocations.							
Objective: Fit for purpose housing that meets the needs of tenants and residents							
Housing Benefits Processing: Time taken to process a) new claims b) change of circumstances	Monthly	a)25.64 b)9.65	a)17.14 b)13.43 Q3 2019-20	a) 18 days b) 7 days	a) 18 days b) 7 days	a) 18 days b) 7 days	a) 18 days b) 7 days
Delete: Number of households in temporary accommodation	Monthly	19		15	TBD	TBD	
Delete: % of cases resolved without progressing to a full homeless case.	Monthly	97.3%		95%	TBD	TBD	
NEW: % of initial homelessness applications opened at the prevention and relief duty stages	Monthly	NEW	NEW	NEW	65%	70%	70%
Number of gas safety checks overdue	Monthly	0	0 Q3 2019-20	0	0	0	0
a) Number and b) % of Right to Buy transactions completed within statutory timescales	Quarterly	a) 59 b) 98.3%	a)43 b)98% Q3 2019-20	100%	95% from 100%	95% from 100%	95%
An increase in re-determined valuations, disrepair claims and a general increase in the number of applications has made it difficult to achieve the 100% target.							

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
% of active housing register applicants in priority need (classes A and B) who have been registered in excess of 6 months	Annual	43.07%	N/A	15%	15%	15%	15%
Housing Benefits Processing: % of cases determined correctly (as measured by the LA error rate)	Annual	99.8%	N/A	99.5%	99.5%	99.5%	99.5%
Delete: Average time from request to repair (DLO)	Monthly	13.29 days		13 days	13 days	13 days	
NEW: Average time from request to repair by priority	Monthly	NEW	NEW	NEW	P1 24 hr P2 7 days P3 21 days P4 112 dys	P1 24 hr P2 7 days P3 21 days P4 112 dys	P1 24 hr P2 7 days P3 21 days P4 112 dys
Average Number of jobs completed per operative per day	Monthly	4.64	4.62 Q3 2019-20	4.7	4.75	4.8	4.8
NEW: % of Housing Stock recorded on the Asbestos Register	Annual	NEW	NEW	NEW	Contextual		
NEW: % of Decent Homes	Annual	NEW	NEW	NEW	Baseline	Baseline	TBD
Housing Benefits processing: % of overpayments recovered	Annual	64%	N/A	Contextual			
Disabled adaptations – average end to end time in council stock	Annual	75 days	N/A	Contextual			
Disabled adaptations – average end to end time in non-council stock (and numbers for each type of adaptation)	Annual	NEW	NEW	Contextual			

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Landlord Accreditation Scheme - Numbers signed up to scheme	Annual	9	N/A	Contextual			
The number of empty homes	Annual	1075	N/A	Contextual			
Number of affordable homes delivered	Annual	118	N/A	Contextual			
NEW: Capital Programme delivery targets: Number of new kitchens and bathrooms delivered	Annual	NEW	NEW	Contextual			
NEW: Revenue costs of private sector housing function	Annual	NEW	NEW	Contextual			
NEW: Number of category 1 hazard properties (descriptor of types)	Annual	NEW	NEW	Contextual			
NEW: Number of category 2 hazard properties (descriptor of types)	Annual	NEW	NEW	Contextual			
NEW: Number of complaints received in relation to private sector rented accommodation conditions	Annual	NEW	NEW	Contextual			
NEW: Enforcement action undertaken: Number of improvement notices served (prohibition, advisory etc.)	Annual	NEW	NEW	Contextual			
Objective: Provision of high-quality leisure facilities both in formal leisure centres and swimming pools and out in our communities							
Level of external funding awarded to support the physical activity and sport strategy (include no of bids made & won)	Quarterly	£141,790	£71,938 Q3 2019-20	33% success rate. Min £60k	33% success rate, Min £60k	33% success rate, Min £60k	33% success rate, Min £60k

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Delete: Number of voluntary clubs/organisations supported with funding applications	Annual	1		4	5	6	
Delete: Number of new sports participation programmes created in priority areas	Annual	1		3	4	5	
Delete: Number of new volunteering programmes created in priority areas	Annual	0		Establish baseline	TBD	TBD	
Delete: Number of participants on the High Peak Walking for Health Programme	Annual	3706		3550	3600	3650	
Costs of leisure centre provision per household	Annual	£6.43	N/A	Contextual			
Levels of inactivity among local population groups	Annual	17,400 22.7%	N/A	Contextual			
Number of volunteers within local sports clubs (Sport England's Active Lives Survey)	Annual	10,500 13.8%	N/A	Contextual			
NEW: Number of priority areas, where place-based work to reduce inactivity, is being undertaken.	Annual	NEW	NEW	NEW	3	4	5
Objective: Effective provision of high- quality public amenities, clean streets and environmental health							
Number of community clean-up campaigns	Annual	63	N/A	75	80 from 85	85	90
Number of pest control contracts	Annual	12	N/A	14	16	18	20

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Street and environmental cleanliness inspection results (% achieving top grades for cleanliness)	Annual	93.92%	N/A	90%	93%	93%	93%
% of 'high risk' premises (A-C) inspected per annum	Quarterly	100%	75% Q3 2019-20	100%	100%	100%	100%
% of routine permitted process premises inspected	Quarterly	100%	75% Q3 2019-20	100%	100%	100%	100%
% food premises compliant with FSA criteria (plus numbers as context)	Annual	98%	N/A	98%	98%	98%	98%
Delete: Customer satisfaction with regulatory services (environment)	Annual	No survey		TBD	TBD	TBD	
Private water supplies - % of sampling programme completed	Annual	100%	N/A	100%	100%	100%	100%
Delete: Cost measures: Public conveniences	Annual	£259,000		Contextual			
Cost measures: Street Cleansing	Annual	£556,000	N/A	Contextual			
Cost measures: Env Health Service	Annual	£207,000	N/A	Contextual			
Number of premises in each of the 6- star rating gradings (from 0 to 5)	Annual	5 star 570 4 star 92 3 star 41 2 star 6 1 star 6 0 star 0	N/A	Contextual			
Objective: Work with our partners and the community to address health inequality, food and fuel poverty, mental health and loneliness							
NEW: % Carelink emergency calls responded to within 45 minutes	Monthly	NEW	NEW	NEW	95%	95%	95%

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
NEW: Carelink: Average time from referral to installation within 10 working days	Quarterly	NEW	NEW	NEW	99%	99%	99%
NEW: % households in the borough who are fuel poor	Annual	NEW	NEW	Contextual			
NEW: Health indicators	Annual	NEW	NEW	Contextual			
NEW: New Food bank / fuel vouchers indicators	Annual	NEW	NEW	Contextual			
Objective: Practical support of community safety arrangements							
NEW: Delivery of the Community Safety Partnership Plan (% actions delivered on time)	Annual	NEW	NEW	NEW	100%	100%	100%
NEW: CCTV Monitoring	Annual	NEW	NEW	Contextual			
NEW: Levels of Crime	Annual	NEW	NEW	Contextual			
NEW: Levels of ASB	Annual	NEW	NEW	Contextual			

The following Priority Actions will be monitored and reported on during 2020/2021:

- ❖ Complete the review of the CCTV system and implement the agreed recommendations
- ❖ Develop and implement an ongoing indoor leisure facilities improvement plan focused on improving the health and well-being of residents

- ❖ Implement the accelerated housing delivery programme
- ❖ Review the Council's community support arrangements in order to maintain strong partnerships with community groups
- ❖ 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
- ❖ Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives.

We will also monitor and report on the following Influencing Actions, which rely on effective partnership working:

- Maintaining the provision of accessible health and social care
- Dealing with ASB



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

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Objective: Ensure our future financial resilience can be financially sustainable whilst offering value for money							
Number of press releases and % taken up in local media	Annual	48 issued 98% take up	N/A	94%	94%	94%	94%
Collection rates: Business rates	Monthly	99.09%	82.89% Q3 2019-20	98.1%	98.2%	98.2%	98.2%
Collection rates: Council Tax	Monthly	98.43%	84.63% Q3 2019-20	98.1%	98.2%	98.2%	98.2%
Collection rates: Rent	Monthly	98.55%	96.58% Q3 2019-20	98.5%	98.5% from 98.6%	98.5% from 98.7%	98.5%
	Target amended to monitor the impact of Universal Credit						
Collection rates: Sundry Debt (value of SD over 60 days old)	Quarterly	£184,464.62	£152,218 Q3 2019-20	5% reduction	2% reduction	2% reduction	2% reduction
% of invoices paid in line with contract	Monthly	95%	97% Q3 2019-20	96%	96%	96%	96%
Use of Contracts register - annual contract spend as % of gross expenditure budget	Quarterly	83%	83% Q3 2019-20	2% improvement to 18/19	2% improvement to 19/20	2% improvement to 20/21	2% improvement to 21/22

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
% of procurement activity on the Procurement Forward Plan (Joint Alliance Measure)	Quarterly	64%	63% Q3 2019-20	72%	65% from 74%	68% from 75%	70%
	Target of 72% is not being achieved, have therefore reduced this for subsequent years						
% of internal audit recommendations implemented within timescale (snapshot of year to date)	Quarterly	97.54%	99% Q3 2019-20	97.5%	98 %	98.5%	99%
External Audit Opinion	Annual	Unqualified	N/A	Unqualified	Unqualified	Unqualified	Unqualified
% of corporate efficiency savings met	Annual	90.23%	N/A	100% of target	100% of target	n/a	n/a
a) Expenditure variance to budget b) Income variance to budget (GF)	Annual	GF a)-9% b)8%	N/A	Net Budget +/- 5% variance	Net Budget +/- 5% variance	Net Budget +/- 5% variance	Net Budget +/- 5% variance
a) Expenditure variance to budget b) Income variance to budget (HRA)	Annual	HRA a)-9% b)1%	N/A	Net Budget +/- 5% variance	Net Budget +/- 10% variance	Net Budget +/- 10% variance	Net Budget +/- 10% variance
	Amended from +/- 5% variance to assess the impact of the capital programme						
% income generated against net budget	Annual	118%	N/A	Contextual			
Amended: External funding levered annually in support of projects that meet corporate plans aims	Annual	£23,016,000 (prev definition)	N/A	Contextual			
NEW: Unit cost per transaction within finance and procurement	Annual	NEW	NEW	Contextual			
Objective: Ensure our services are readily available to all our residents in the appropriate channels and provided 'right first time'							

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Number of twitter followers	Quarterly	3,919	4204 Q3 2019-20	4050	4400	4600	4800
Number of Facebook followers	Quarterly	1,392	2030 Q3 2019-20	1600	2200	2400	2600
Number of twitter re-tweets	Annual	141	N/A	Contextual	Number of twitter re-tweets	Annual	141
No./% of interactions: a) phone b) face to face c) web	Monthly	a)68618 40% b)41108 24% c)62072 36%	a) 49963 40% b) 30623 25% c) 43722 35% Q3 2019-20	a) 37% b) 23% c) 40%	a)39% was 35% b 24%was 20% c)37% was 45%	a)38% was 35% b)23% was 20% c)39% was 45%	a) 38% b) 23% c) 39%
		Since 2017 we have increased the availability for customers to self-serve and assisted contacts have reduced, however there are some services that are not available online and/or require advice and support e.g. Universal Credit, the targets set reflect the % per access channel.					
Avoidable contact (number taken from customer portal)	Annual	Not Available	Not Available	12%	12%	12%	12%
Complaint handling: % dealt with within 10 working days	Monthly	97%	98% Q3 2019-20	97%	97%	97%	97%
Complaint handling: % of repeat issues (compares previous month only)	Monthly	2%	1% Q3 2019-20	5%	5%	5%	5%
FOI requests: % responded to within statutory time frame and numbers received	Quarterly	95%	80.68% Q3 2019-20	95%	95%	95%	95%
Website Quality: Socitm Better Connected assessment	Annual	3 stars	N/A	4 stars	4 stars	4 stars	4 stars

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
% of FOI requests diverted to the website / publication scheme	Annual	25.54%	N/A	Contextual			
Cost of FOI requests (including dedicated post, system costs and staff time)	Annual	£25,768	N/A	Contextual			
Complaint handling: Number received	Annual	246	102 Q3 2019-20	Contextual			
Objective: Invest in our staff to ensure we have the internal expertise to deliver our plans by supporting our high performing and well motivated work force.							
Delete: Average days sickness absence per FTE (show split between short and long term)	Monthly	10.62 days		9 days	9 days	9 days	
% of Appraisals completed across the workforce (of those due- Joint Alliance measure))	Annual	66%	N/A	100%	100%	100%	100%
Number of a) workplace accidents and b) RIDDOR reportable / Lost Time (7days) accidents	Annual	a) 23 b) 4	N/A	a) <23 b) 0	a) <20 b)0	a) <20 b)0	a) <20 b)0
Average days sickness absence per FTE across the Alliance	Monthly	8.31 days	7.08 Q3 2019-20	Contextual	7 days	7 days	7 days
Staff Climate Survey results	Annual	N/a	N/A	Contextual			
% Staff turnover rate (Joint Alliance measure)	Annual	9.2%	N/A	Contextual – this measures voluntary resignations			
NEW: Number of apprentices by type (i.e. higher/ trade) (Joint Alliance Measure)	Annual	NEW	NEW	Contextual			
NEW: Number of apprentices completing the apprenticeship (Joint Alliance Measure)	Annual	NEW	NEW	Contextual			
NEW: Number of apprentices retained by the council (Joint Alliance Measure)	Annual	NEW	NEW	Contextual			

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
NEW: % of apprentice levy spent within year (Joint Alliance Measure)	Annual	NEW	NEW	Contextual			
Objective: More effective use of Council assets to benefit our communities							
% of rent lost due to vacant stock	Monthly	1.15%	0.87% Q3 2019-20	0.86%	0.86%	0.86%	0.86%
Average time taken to re-let Council homes	Monthly	25 days	32.6 Q3 2019-20	25 days	25 days	25 days	25 days
% properties with nil void loss	Annual	12.6%	N/A	15%	15%	15%	15%
% and number of council owned business units occupied	Annual	86% (25/29)	N/A	86% (25/29)	89.6% (26/29)	89.6% (26/29)	89.6% (26/29)
IT- % network availability	Monthly	100%	100% Q3 2019-20	99%	99%	99%	99%
IT- % system availability	Monthly	99.93 %	99.96% Q3 2019-20	99%	99%	99%	99%
Average time taken to re-let Council homes excluding hard to let	Annual	21 days	N/A	Contextual			
NEW: Annual cost of energy across key operational assets	Annual	NEW	NEW	Contextual			
NEW: Capital receipt from minor asset disposals annually	Annual	NEW	NEW	Contextual			
NEW: Amount of energy used across key Corporate Buildings (Buxton Town Hall)	Annual	NEW	NEW	Contextual			
Objective: Use innovation, technology and partnerships with others to help improve the efficiency of services, improve customer satisfaction and reduce our impact on the environment							
Satisfaction with customer services (Joint Alliance Measure)	Annual	93.75%	N/A	92%	92%	92%	92%
NEW: Number of Onevu (customer portal) accounts	Quarterly	NEW	NEW	22,000	28,000	TBD	TBD

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Customer Feedback: Level of compliments	Annual	167	91 Q3 2019-20	Contextual			
NEW: Socitim user satisfaction measures (Joint Alliance Measure)	Annual	NEW	NEW	NEW	Establish Baseline	TBD	TBD
Objective: Effective procurement with a focus on local business							
NEW: % of expressions of interest that come from businesses within the local area (over £5,000) (measured from the Pro-Contract system)	Quarterly	NEW	NEW	NEW	Establish Baseline	TBD	TBD
NEW: % of contracts awarded to local suppliers following submission of expression of interest (over £5,000) (measured from the Pro-Contract system)	Quarterly	NEW	NEW	NEW	Establish Baseline	TBD	TBD
NEW: Supplier (creditor) spend within the local area as a % of total spend (measured from spend analysis within Integra)	Quarterly	NEW	NEW	NEW	Establish Baseline	TBD	TBD
NEW: Number of local business training/supplier engagement events facilitated	Quarterly	NEW	NEW	NEW	Establish Baseline	TBD	TBD

The following Priority Actions will be monitored and reported on during 2020/2021:

- ❖ 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

- ❖ Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place
- ❖ Develop an Access to Services Strategy to ensure that Council services are accessible to all
- ❖ Implement the Council's Efficiency and Rationalisation Programme (This will focus on a number of projects including procurement, income generation, trading, advertising and sponsorship, etc.)
- ❖ Develop a new Organisational Development Strategy to ensure effective workforce development and use of apprenticeships
- ❖ Develop a new procurement strategy with a focus on spending money locally
- ❖ Develop a new ICT strategy to enhance and support the delivery of services
- ❖ Refresh the council's Communication 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.
- ❖ Review the council's Diversity Policies including working with faith and cultural groups to celebrate the traditions and diversity of our community
- ❖ Implement the agreed Housing Revenue Account Business Plan



Aim 3: Protect and create jobs by supporting economic growth, development and regeneration

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Objective: Encouraging business start-ups and enterprises							
Local Plan Delivery: a) Number of completions for homes b) sqft of employment space delivered	Annual	a) 498 b) 2,746 (both 17/18)	a) 380 in 2018/19 b) 2,746 (17/18)	Contextual			
Number of enterprises operating in the area (considering business starts as well as deaths; as recorded through ONS stats)	Annual	3900	N/A	Contextual			
Objective: Work to create flourishing town centres and thriving high streets that support the local economy							
% of empty town centre shops	Annual	Glossop 2%; Buxton 11.5%; New Mills 11.9%; Chapel 6.2%; Whaley 8.0%; Hadfield 2.8%; Borough average 7.4%	N/A	10.1% (national average)	<national average	<national average	<national average

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Objective: Promote tourism to maximise local benefit							
Delete: Pavilion Gardens - footfall	Quarterly	Q1 143.5k, Q2 223.6k, Q3 115k, Q4 64k Total 546,600		Q1 170, Q2 220, Q3 130, Q4 80 Total 600	Q1 173k, Q2 222k, Q3 131k, Q4 82k Total 608k	Q1 175k, Q2 225k, Q3 131k, Q4 85k Total 616k.	
Delete: Pavilion Gardens - Trip Advisor ratings (% good / excellent)	Quarterly	92.16%		93.75%	94%	94.25%	
Visitor spend in area	Annual	£253.13m (17/18)	£274.83m	Contextual			
Delete: Pavilion Gardens: Net subsidy	Annual	£48,899 (17/18)	£182,700 2018/19	Contextual			
TIC: online hits	Annual	1062	N/A	Contextual			
Total tourist bed spaces	Annual	7,581 (17/18)	8,011	Contextual			
Total tourist overnight stays	Annual	1.45m (17/18)	1.52m	Contextual			
Objective: High quality development and building control with an 'open for business' approach							

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Planning processing times a) Majors b) Minors c) Others	Monthly	a)100% b)92% c)97%	a)94% b)92% c)96% Q3 2019-20	a)90% b)85% c)90%	a)90% b)85% c)90%	a)90% b)85% c)90%	a)90% b)85% c)90%
% of planning applications with pre-application enquiries	Annual	10%	10% 2018-19	10%	10%	10%	10%
% of major developments allowed on Appeal	Monthly	0%	0% Q3 2019-20	10%	10%	10%	10%
% of minor and other developments allowed on appeal	Monthly	1.38%	1.3% Q3 2019-20	10%	10%	10%	10%
Agent satisfaction with Planning Service (amended survey)	Annual	70%	70% 2018-19	80%	80%	80%	80%
% of planning enforcement cases resolved in 13 weeks	Annual	80.6%	N/A	80%	80%	80%	80%
% of priority 1 planning enforcement cases visited within 1 working day	Annual	100%	N/A	90%	90%	90%	90%
Planning application processing costs	Annual	£9.13 (17/18)	£9.13 2017/18	Contextual			
Costs awarded against the council from lost planning appeals	Annual	£0	N/A	Contextual			
Numbers attending the planning surgeries	Annual	233	N/A	Contextual			
Objective: Car parking arrangements that meet the needs of residents, businesses and visitors							
Net income per car parking space	Annual	£684.27	N/A	Contextual			
Number of parking PCNs issued and % collected	Annual	2353 92.6%	N/A	Contextual			

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
% of car park spaces accredited with Park Mark	Annual	56.4%	N/A	Contextual			
Number & % of disabled bays within car parks	Annual	109 6.6%	N/A	Contextual			
Objective: Working to support existing local businesses, both large and small across the High Peak as they respond to future challenges							
Number of businesses supported by the growth hub (fair proportion across partnership)	Annual	113	N/A	Contextual			
NEW: Cost of business support activity	Annual	NEW	NEW	Contextual			
NEW: Number of business reached through the monthly Business Newsletter	Annual	NEW	NEW	NEW	Establish baseline	TBD	TBD
NEW: Business webpage- number of hits	Quarterly	NEW	NEW	NEW	Establish baseline	TBD	TBD
Objective: Supporting the development of innovative green jobs and businesses across the High Peak							
NEW: Number of hits on our website: improving your energy performance	Quarterly	NEW	NEW	NEW	Establish baseline	TBD	TBD
NEW: Number of newsletters x subscriber numbers featuring funding for green growth	Quarterly	NEW	NEW	NEW	Establish baseline	TBD	TBD
NEW: Amount of B1/B2 floor space delivered	Annual	NEW	NEW	NEW	Establish baseline	TBD	TBD

The following Priority Actions will be monitored and reported on during 2020/2021:

- ❖ Support the development of Glossop Halls
- ❖ Establish a developer open space contributions plan
- ❖ 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
- ❖ Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are being met

We will also monitor and report on the following Influencing Actions, which rely on effective partnership working:

- Work with the private sector on regeneration schemes including The Crescent and Torr Vale Mill
- Ensure the best use of public assets across the borough by working via the One Public Estate project
- Pressing for more regular and faster rail links, public transport links and essential road infrastructure
- Work with regional partners to extend the Greater Manchester rail offer
- 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



Aim 4: Protect and improve the environment including responding to the climate emergency

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Objective: Effective recycling and waste management							
Recycling rates	Quarterly	48.7% estimate	52.04% Q3 2019-20 estimate	50%	50%	50.5%	51%
Residual waste per household	Quarterly	417.94kg estimate	326.75kg Q3 2019-20 estimate	445kg	435kg	430kg	425kg
Missed bins per 100,000 collections (exc. customer error, bad weather and blocked access)	Monthly	38.85	30 Q3 2019-20	38	37 from 36	36 from 34	35
	The existing aspirational targets were unachievable and have now been amended to a more realistic figure						
Cost per household of waste and recycling service	Annual	£48.41	N/A	Contextual			
Objective: Effective Provision of quality parks and open spaces							
Green Flag awards maintained	Annual	1	N/A	1	1	1	1
Friends / Community Groups – no. of volunteer hours	Annual	676	N/A	750	775 from 800	800	825

Measure	Reported	2018-19 Result	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
	We are reliant on third parties to supply this data and there have been inconsistencies in the results. The target has been adjusted in anticipation of target being missed in 2019-20						
Number of fly tipping incidents collected by the Council (exc sec 46 waste)	Monthly	199	196 Q3 2019-20	199	Contextual		
Anti-Social Behaviour enforcements by type (including behaviour adversely affecting the environment) a) number of fixed penalty notices issued b) number of prosecutions	a)Annual (was monthly) b)Annual	a)142 b)18	a) 53 Q3 2019-20 b) N/A	Contextual: annual report to be produced that will indicate the level of activity			
Cost of parks and open spaces per capita	Annual	£7.25	N/A	Contextual			
Objective: Meeting the challenge of climate change and working with residents and businesses across the High Peak to implement the climate change action plan							
Paper consumption across the alliance	Monthly	2470 reams	1245 Q3 2019-20	2000 reams	2000 reams	2000 reams	2000 reams
NEW: Emissions per capita	Annual	NEW	NEW	Contextual			
Pollution measures - air quality: % compliance against national reporting requirements in relation to air quality	Annual	100%	N/A	100%	100%	100%	100%

The following Priority Actions will be monitored and reported on during 2020/2021:

- ❖ Successfully deliver Phase 3 of the transfer of services to Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes
- ❖ Develop a climate change strategy and an action plan of response to a declared climate emergency
- ❖ Develop a Parks Development Plan to support the widest community use of parks and support community/friends' groups
- ❖ Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy
- ❖ Review the Environmental Enforcement Policy in order to take steps to further reduce dog fouling and littering

We will also monitor and report on the following Influencing Actions, which rely on effective partnership working:

- Develop more cycle routes whilst working with the County Council and residents to ensure harmony amongst road users
- Encourage local organisations and businesses to reduce their carbon footprint

Aim 1: Supporting our communities to create a healthier, safer, cleaner High Peak

Performance Indicator	Reason for proposed deletion
Cost Measures: Public Conveniences	Does not reflect performance
Average time from request to repair	Replaced with new indicators: % jobs completed within target by priority
% of cases resolved without progressing to a full homeless case	Replaced by one of MCHLG targets
Number of households in temporary accommodation	Replaced by one of MCHLG targets which will be monitored by the service as a management measure only
Customer satisfaction with regulatory services (environment)	As this is a regulatory service, involving the issuing of statutory notices, negative outcomes for customers can skew the results
Number of new volunteering programmes created in priority areas & Number of new sports participation programmes created in priority areas	Indicator has been amended to “Number of priority areas where place- based work is being undertaken” this reflects how work is being conducted in priority areas which may not solely include volunteering or sports participation programmes but wider collaboration.
Number of voluntary clubs/organisations supported with funding applications & Level of external funding awarded to support the physical activity and sport strategy	Merged into new indicator “Level of external funding awarded to support the physical activity and sport strategy” which will capture all funding applications awarded to both the Alliance and external organisations which the Council has directly supported
Number of participants on the High Peak Walking for Health Programme	Scheme is funded by DCC Public Health, currently due to end on 31.8.2020. No commitment has been given by DCC for an extension of the project, therefore with funding uncertainty the service could cease mid- year meaning we would be unable to report on the indicator.
Number of voluntary groups supported	Removed at Corporate Select Sub-Committee; to be replaced by Annual Report from Democratic and Community Services covering community support, strategic partnerships and councillor initiative fund allocation.

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

Performance Indicator	Reason for proposed deletion
Sickness absence per FTE (High Peak)	Align the sickness absence PI to 7 days per FTE from April 2020 (post AES) and report as a single joint measure.

Aim 3: Protect and create jobs by supporting economic growth, development and regeneration

Performance Indicator	Reason for proposed deletion
Pavilion Gardens - Trip Advisor ratings (% good / excellent)	Evidence is showing that usage of this means of social media by visitors to provide feedback/reviews is reducing as they chose other means of means of social media i.e. Facebook etc. In the calendar year 2019 - 139 reviews were made on TripAdvisor for the complex as a “thing to do” despite nearly 538,000 visitors attending the complex. Therefore, this indicator only captured feedback from 0.03% of visitors in 2019.
Pavilion Gardens - footfall	We propose to delete this indicator from the corporate suite but will retain it as a contractual indicator asking that Parkwood continue to report such figures to HPBC. The benefit of recording footfall on site is helpful in demonstrating visitor numbers but now that the complex is contracted to Parkwood HPBC cannot control results, Parkwood will have an inevitable desire to increase footfall to ensure that in operating the facility it is profitable for them to do so. Issues such as poor weather or the Toddbrook dam incident in summer 2019 also demonstrated that footfall can be affected by external issues outside of the contractors control too.
Pavilion Gardens: Net subsidy	A management fee is paid to the operator and the rate payable decreases over time. As we are not measuring an actual subsidy figure and due to the low reducing costs of the fee it is not worth retaining this as a measure.
Cost to the council per Market (subsidy)	Removed at Corporate Select Sub Committee as no longer relevant in 2020/21.

Aim 4: Protect and improve the environment including responding to the climate emergency

Performance Indicator	Reason for proposed deletion
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