



High Peak Performance and Customer Feedback Report: 2019/ 2020 (Q4 Outturn)

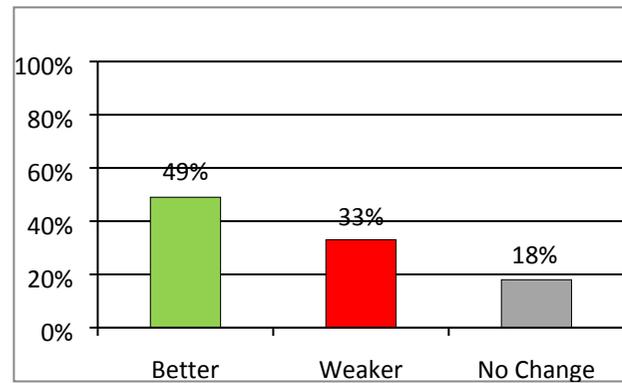
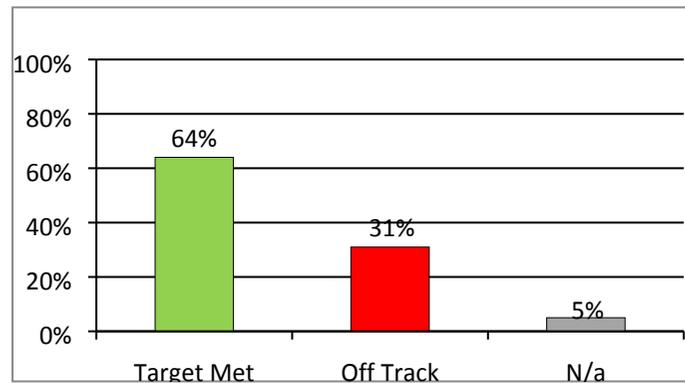
High Peak Q4 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April 2019 to March 2020 in relation to the Council's corporate plan priorities and the associated performance targets and projects. The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle and learn from complaints, and the level of comments and compliments.

Performance Overview

There are 121 'monthly', 'quarterly' and 'annual only' reported performance measures at High Peak (10 less than last year). The chart below shows the results for 2019/20, which are 3% higher than last year with 64% of all targets met and the trend has also increased by 4%. The actions being taken to address the 'off track' measures are detailed at the end of this report.

The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the previous Corporate Plan. The table below right explains the colour coding used to describe the current status of these actions / projects.

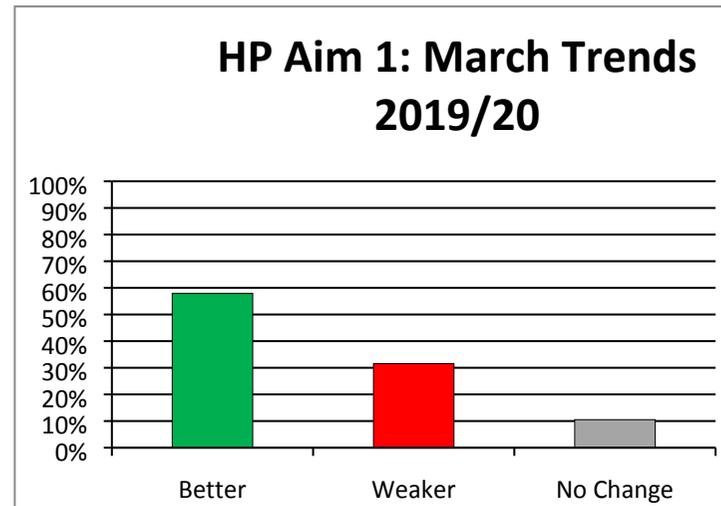
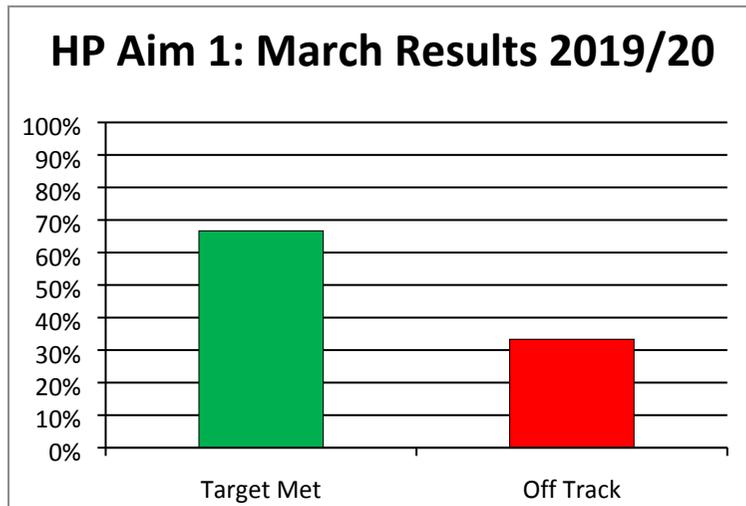


	Off Track
	In danger of going off Track
	On Track
	Not yet started / decision awaited
	Complete / Closed

Customer Feedback Overview

The number of complaints received during 2019/20 has fallen by 46% compared to last year, with just 120 complaints. Both repeat complaints and responding to complaints met their corporate targets. This report includes further details of the lessons learned from complaints and any repeat issues.

Aim 1: Help create a safer and healthier environment for our residents to live and work



Year end performance across Aim One metrics is relatively strong; with two-thirds of all targets met and a significant improvement on last year's results. Of the 4 off track measures at High Peak, only one was a direct result of lockdown (walking for health programme closed at the beginning of March). Although the use of temporary accommodation has also been negatively affected by the pandemic, performance was already significantly off track prior to the additional 5 cases but the use of this accommodation assists in homelessness prevention.

Celebrating Success:

At the end of 2019-2020 the following performance indicators outstripped their targets:

- ✓ housing register wait times
- ✓ sports participation programmes
- ✓ homelessness prevention
- ✓ processing benefit new claims
- ✓ external sports funding

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary – March
Complete the review of the CCTV system and implement the agreed recommendations		The CCTV is installed and working.
Develop and implement an ongoing leisure facilities improvement plan focused on improving the health and well-being of residents		The draft specification for the consultancy work has now been shared with key partners. A meeting is to be arranged to ensure the draft specification meets our wider aspirations and delivers the level of information required to enable the project to progress.
Implement the accelerated housing delivery programme		<p>Proactive delivery of Council owned sites- Housing portfolio:</p> <p>Glossop package: Glossop and Gamesley OPE funding confirmed. The project delivery team and project board has been established. A report outlining Glossop & Gamesley OPE, Depot OPE (Glossop elements) and Glossop Gateway project taken to E & G committee in November. Awaiting clarification on grant offer and element of repayment before agreeing date of next meeting.</p> <p>Buxton package: HIF grant acceptance to be signed by the end of October- clawback mechanism agreed with developers- awaiting approval from HE. Revised Golf Club lease agreed. Soft marketing testing exercise completed.</p> <p>Granby Road- The disposal of Granby Road A has been approved; planning approval granted.</p>
NEW: Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		This work will be conducted during 2020-21. Update reports on progress to date have been drafted for the Community Select Committee at HPBC.
Continuing Influencing actions		
Maintaining the provision of accessible health and social care		<p>High Peak:</p> <p>In Q3 the committee considered the following reports: Leisure Centre Options; Air Quality Management Area Action Plan for Tintwistle; Declaration of an Air Quality Management Area on part of the A57, Dinting Vale, Glossop. Nothing to report in Q4 in terms of health.</p>

New Priority / Influencing Actions – The following actions are new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.

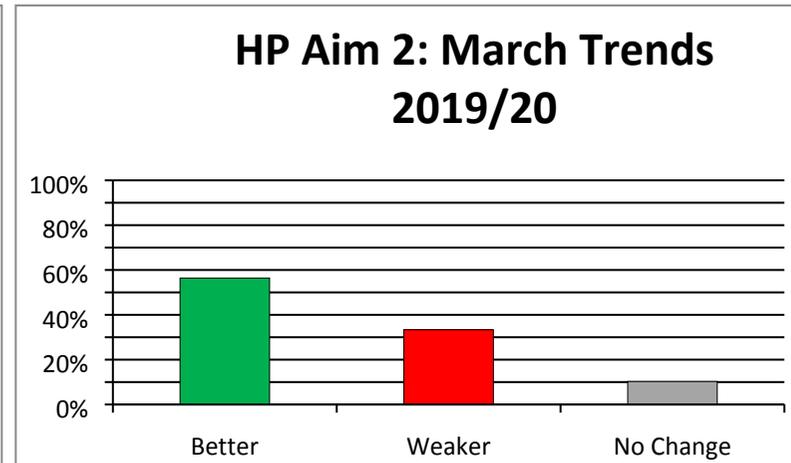
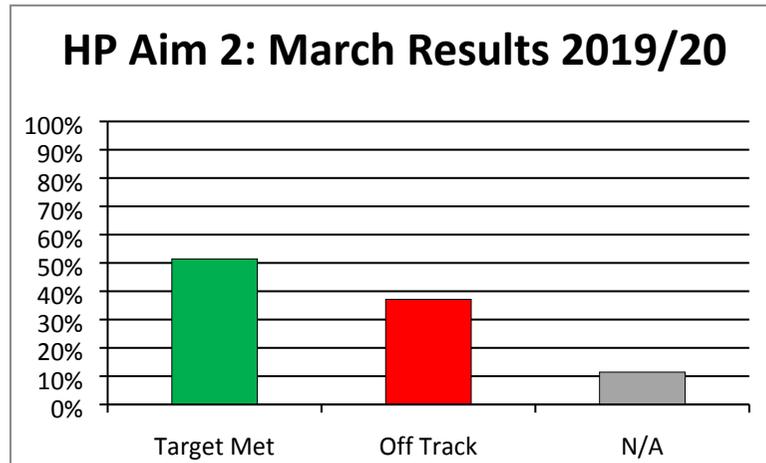
- ❖ Develop a Private Sector Housing Strategy to improve conditions for private renters (HP) homeowners and private tenants (SM)
- ❖ Review the Council’s community support arrangements in order to maintain strong partnerships with community groups
- ❖ Review the Community Safety Strategy to ensure that the Council is supportive in fighting crime and anti-social behaviour (HP). Review the Council's community safety arrangements in order to maintain strong partnerships with community groups (SM)
- ❖ 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
- Dealing with ASB

Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim One:

- Meeting the increased and changing demands on council services caused by demographic changes in the local population (including an aging population)
- The ability to effectively engage with our communities
- Safeguarding Children and Vulnerable Adults (meeting the legal duty)
- Influencing strategic relationships at county and regional level in support of local area objectives

Aim 2: Meet financial challenges and provide value for money



Aim two shows a decrease in the % of metrics meeting their target compared to last year. Of the 13 off track measures at High Peak, only three relate to the council's landlord function with the repairs service unable to carry out responsive repairs in March due to lockdown restrictions.

Celebrating Success:

At the end of 2019-2020 the following performance indicators outstripped their targets:

- ✓ properties with nil void loss
- ✓ invoice processing
- ✓ low workplace accidents
- ✓ nndr and ctax collection rates
- ✓ twitter and Facebook followers
- ✓ complaint handling and repeat issues
- ✓ internal audit recommendations implemented
- ✓ IT systems and network availability

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – March
Provide advice and support for residents affected by the rollout of Universal Credit		<p>Phase 2: Universal credit roll out (rents). A project stream is being established to look at local Council tax reduction processes and the options for this going forward. A forecasting tool to analyse and cost out a banded scheme has been purchased and modelling will take place as soon as this has been implemented Rents process meeting: pencilled in for March 2020 to be re-arranged.</p>
Continue to embed good information management practices through the ASSURED framework		<p>The GDPR action plan, including audit actions is on track. Progress is monitored through the Information Governance Group. The online GDPR training package has been rolled out across the organisation, further in-depth training will be arranged for relevant staff. Information Asset Registers have been reviewed and a programme of challenge sessions commenced in October where managers are invited to attend Information Governance Group to review their registers. Work is ongoing with contractors and suppliers to ensure adequate GDPR clauses are in place.</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>New fees and charges have been developed for 2020-21 following AES undertaking a wholesale review of their costs. Fees and charges- Next review for 2020/21 budget setting/MTFP. Fee set. Car park charges: focus required, a review will be taken during the year and this will be added to the programme. Car park investments work to be included. Advertising/Sponsorship - Actions and outcomes are now in place to enable the project to progress. The Advertising and Sponsorship Policy has been agreed and will be produced, Community Partners Ltd report to be presented to the project group and a meeting arranged. Empty Homes-The empty property strategy update report has been released</p>
NEW: 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.)		<p>The current Efficiency & Rationalisation programme has been reviewed and re-profiled as part of the Budget Setting Process. This may now need to be reviewed in light of COVID-19 and the financial impact that will have on the Alliance.</p>
NEW: Develop a new procurement strategy with a focus on spending money locally		<p>An Information Digest report is to be released in June 2020 which invites comment from Members which will then feed into the formal Procurement Strategy to be released later in the year.</p>

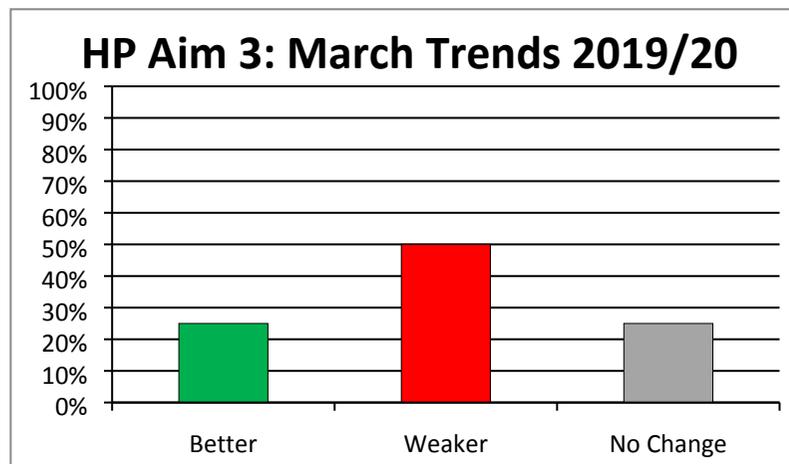
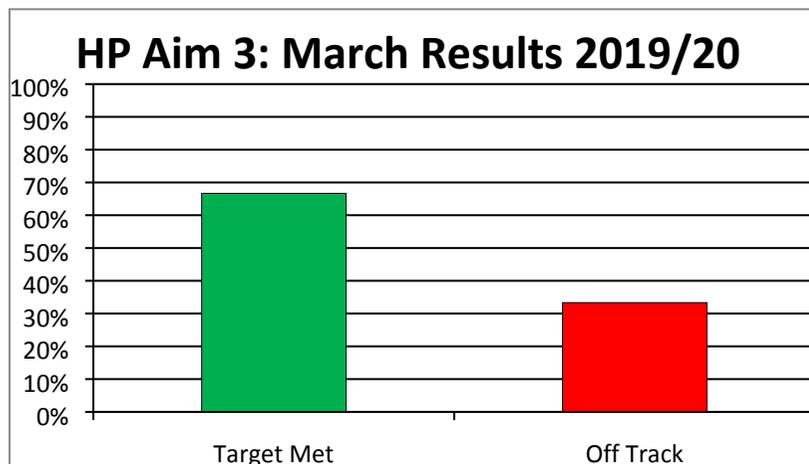
Priority Actions	Status	Commentary – March
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Facilities Management: An agreement to extend has been made with DCC for the financial year 20-21. The Asset Management Plan is pending the implementation of the new Asset Management system which is ongoing.
NEW: Develop an Access to Services Strategy to ensure that Council services are accessible to all		The channel shift project will evolve into the Access to Services Strategy going forward. This will have a close link to the ICT strategy/digital transformation programme. Following on from the adoption of both corporate plans, we will now work to develop a new Access to Services Strategy and ICT Strategy to enhance and support the delivery of services will pick up pace. The next step is the review and realignment of all relevant projects which relate to digitisation of services, with the objectives to streamline internal processes, improve efficiencies and enhance our provision of self-serve options, and review new technology.
NEW: Implement the agreed Housing Revenue Account Business Plan		<p>The HRA Business Plan has been updated and presented as part of the Budget/MTFP report. The Business plan action plan is completed.</p> <p>The financially sustainable position over the 30 years is based on updated financial information – including results of the 100% stock condition surveys. The financial position is being updated as part of the MTFP process. However, risks/challenges remain, so there is an action plan appended to the HRA Business Plan. A meeting took place, the action plan was reviewed and actions agreed.</p> <p>Right to Buy and Repairs functions are being reviewed; the repairs plan is to be taken to the members group. Tenant participation work is to be taken forward as part of the tenant advisory service. Estate master plans are to be reviewed.</p>
New Priority Actions - The following actions are new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.		
❖ Develop a new Organisational Development Strategy to ensure effective workforce development and use of apprenticeships		
❖ 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		

Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim Two:

- Delivery of MTFP through the Efficiency and Rationalisation Strategy
- Staff resources and retention
- Effective contract management
- Effective Information Governance arrangements (breach of data protection regulations)
- Maintenance of Council's portfolio of public buildings assets
- Investment into council assets and long term planning
- Financial and Legislative impacts from world events e.g. Brexit
- Cyber risk and IT Security

Aim 3: Support economic development and regeneration



The Council's performance profile under Aim Three is unchanged from 2018/19, with relatively strong performance but a decreased trend. The impact of the pandemic on High Peak's performance can be seen in the Pavilion Gardens footfall figures; the site closed to the public on March 20th. Whilst planning processing targets have been met; agent satisfaction and planning enforcement resolution times are below target.

Celebrating Success:

At the end of 2019-2020 the following performance indicators outstripped their targets:

- ✓ empty town centre shops
- ✓ priority 1 enforcement cases
- ✓ major, minor and other planning applications processed on time
- ✓ major and minor developments allowed on appeal

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing / New Priority Actions	Status	Commentary – March
Support the development of Glossop Halls		Market Hall Roof: The contractor is nearly off site, we are waiting to hear from Highways for the road closure required, which has been delayed because of the weather. The clock will be coming back to the site on 8th Feb. There will be a final clear up of scaffolding in February. Head of Assets to attend the Phase 2 meeting to clarify the spec/end product. There will be a report from Exec on the next cycle. Use of the Victoria Hall continues.
Establish a developer open space contributions plan.		This will form part of the Developer Contributions SPD which is intended to incorporate guidance on all forms of contributions to be sought via S106. The SPD will be commissioned once the ongoing consideration of the viability and merits of the Community Infrastructure Levy has concluded. A Viability Study for CIL is due for completion in Summer 2020 (a further draft report is due in June). The Council is also reviewing the wider implications of adopting a levy such as back-office staffing and administration requirements. The Development Services and Service Commissioning teams will need to collaborate on the open space aspects of the SPD which is intended to be commissioned to provide sufficient resource to take it forward.
Implement the accelerated business growth and employment programme		<p>Wrens Nest: The optimum scheme on the Wrens nest site has been costed; a proposal is being presented to the Borough Council.</p> <p>Chapel Masterplan: A meeting was held at the beginning of October with Derbyshire Police to consider proposals for delivery of a Police hub (serving the north of the Borough) within the masterplan area. Police have appointed a consultant to move the project forward. Access and land ownership issues being considered.</p> <p>Buxton Station: Planning applications for the health hub and McCarthy & Stone development have been approved. Project managers have been appointed via the OPE process. DCHS is awaiting the outcome of the bid to STP programme. The outline business case is nearing completion, once the costs are known a report will be prepared seeking Council investment. McCarthy & Stone are on site and will construct the access road required for the health hub.</p>
NEW: Develop a Cultural Strategy to support and celebrate the rich history and culture of the Borough		Resources to be discussed and agreement regarding the way forward.

NEW: Review the Council's Growth strategy to ensure that it is focused on the effective regeneration of our towns and rural communities		4 out of 4 accelerating business growth/employment projects are on track
NEW: Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are being met		Policy review work has begun in line with the revised corporate plans. A revised timetable will be issued in Spring. SHELAA is now complete and being reviewed
Influencing Actions		
CONTINUING: Work with the private sector on regeneration schemes including The Crescent and Torr Vale Mill		The Crescent: The regeneration team are continuing to engage with the project via progress meetings and Buxton Crescent Communications plan
NEW: Ensure the best use of public assets across the borough by working via the One Public Estate project		Project delivery team and project board established for Glossop and Gamesley OPE. Report outlining Glossop and Gamesley OPE, Depot OPE (Glossop elements) and Glossop Gateway project taken to E&G committee in November. Awaiting clarification on grant offer and element of repayment before agreeing date of next meeting
New Influencing Actions – The following actions are new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.		
➤ HP- Pressing for more regular and faster rail links, public transport links and essential road infrastructure		
➤ HP-Work with regional partners to extend the Greater Manchester rail offer		
➤ HP- Completion of the off- road route for the Trans Pennine Trail and access to the Monsal and Tissington trails		
➤ HP- Bringing additional funding into the Borough		
➤ HP-Enabling high- speed internet across the Borough		

Managing our strategic risks

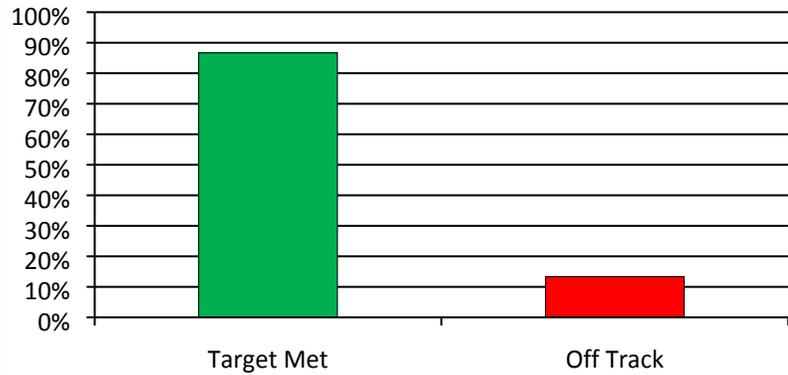
The Council has identified, assessed and is mitigating the following strategic risks under Aim Three:

- External funding for growth / regeneration schemes

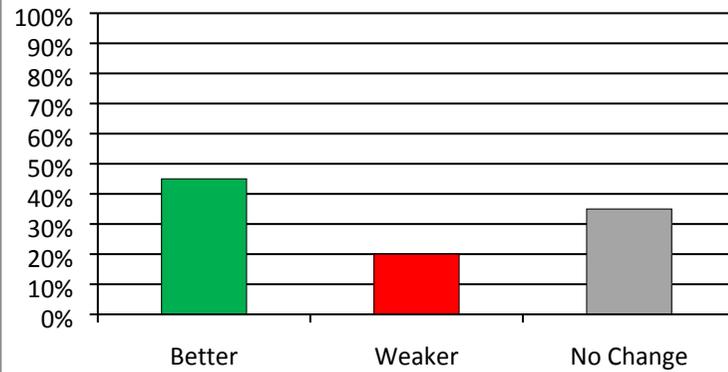
Aim 4: Protect and Improve the Environment



HP Aim 4: March Results 2019/20



HP Aim 4: March Trends 2019/20



High Peak's performance profile under Aim Four is very strong and has increased by 4% to 87% this year. Fly tipping remains off track and was well above the target for the year prior to the closure of the local recycling centres.

Celebrating Success:

At the end of 2019-2020 the following performance indicators outstripped their targets:

- ✓ street cleanliness standards
- ✓ volunteer hours by friends / community groups
- ✓ missed bins
- ✓ paper consumption
- ✓ recycling and residual waste tonnages (estimates)

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – March
<p>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.</p>		<p>COMPLETED Phase 3 (streets and ground maintenance) transfer completed 1st April 2020. Grounds & Streets current IT systems & internal processes will remain unchanged; there is huge potential for improvements as most are manual & paper-based. A separate business case is required to evaluate the Collective modules Vs investment of internal resource to develop digitised solutions using IEG4 software we already have (Open Process & Form building software) and will be included in the wider Digital Transformation Programme. These products have been enhanced over the last 12 months to include mapping interfaces & geolocations, so could potentially be developed in-house (e.g. complete end-to-end digitised & automated process of fly tipping reports from customers to teams on the ground)</p>
<p>NEW: Develop a Parks Development Plan to support the widest community use of parks and support community/friends' groups</p>		<p>The Leisure & recreation team met with the Executive Members for Parks and Environment, Climate Change and Community Safety in order to agree a format for the plan and to brainstorm topics for inclusion in this new document.</p>
<p>NEW: Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy</p>		<p>Implementation of Collective for Waste & Recycling: implementation is underway, project team consisting of ANSA, AES, Northgate & Council people are meeting regularly to review the data ready for migration, and the automation of processes within Collective that will bring efficiencies internally at AES. A test extract has been completed and should be in by the end of Jan. We are also working with IEG4 to design the intuitive web forms, which will have the capability to display the live data back to residents on the web. Once we have the test data in, we can start testing the online calendar solution which shows colour coded collection dates. Both of these elements are crucial to this project to ensure the significant savings and benefits identified in the business case are realised - details of potential savings shared with project team.</p>
<p>NEW: Review the Environmental Enforcement Policy in order to take steps to further reduce dog fouling and littering</p>		<p>An Environmental Reporting App was looked at as part of the CGI review. This is to be included in the new Digital Programme going forward, work to be prioritized.</p>

New Priority / Influencing Actions - The following actions are new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.

- ❖ Develop a climate change strategy and an action plan of response to a declared climate emergency
- 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

Managing our strategic risks

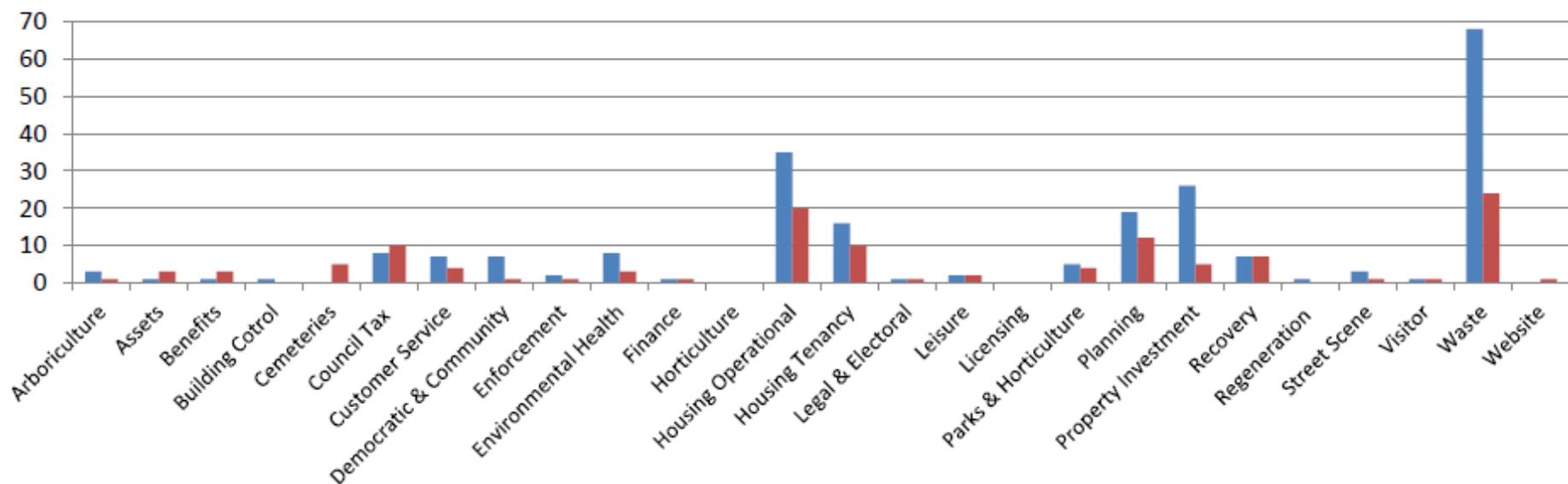
The Council has identified, assessed and is mitigating the following strategic risks under Aim Four:

- Meeting the environmental regulatory framework (e.g. air quality and waste regs)
- Energy supply (inc fuel)
- Our ability to protect Buxton's natural thermal spring water

Customer Feedback Complaints

The Council received and closed a total of 120 stage one complaints across 22 service areas during the period April 2019 to March 2020. This is a decrease in the total number of complaints compared to the same period last year when we received 223. Waste and Recycling received the greatest proportion (20%) with 24 complaints.

■ Q4 2018-19 ■ Q4 2019-20

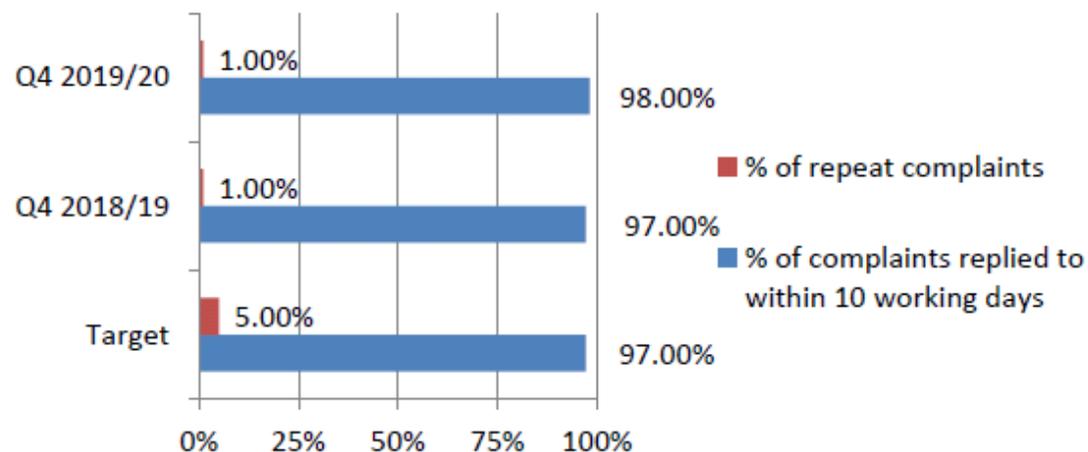


Stage 2 Complaints: In Quarter 4 we received 4 Stage 2 complaints:

Service Area	Complaint	Conclusion
Stage 2		
Council Tax- 0579	Disagreement with Council Policy/Decision	Not upheld- accepted no fault
Council Tax- 0627	Billing Error	Partially upheld- accepted some responsibility
Housing Tenancy - 0693	Unhappy with response from repairs.	Not upheld- accepted no fault
Housing Operational- 0165	Asbestos in property	Not upheld- accepted no fault
Further Stage 2's from Q3:		
Democratic & Community Svcs.- 0394	CCTV Installation	Not upheld- accepted no fault
Assets- 0351	Parking in Buxton	Not upheld- accepted no fault
Street Scene- 0400	Gully cleaning	Upheld-accepted at fault

Performance

Shown in the table below is the current performance together with the performance for the same period last year. Both indicators have met target:



Key Outcomes: In response to complaints regarding untidy bins, crews have been instructed to return them in a tidy fashion and a notice has been raised on Flare.

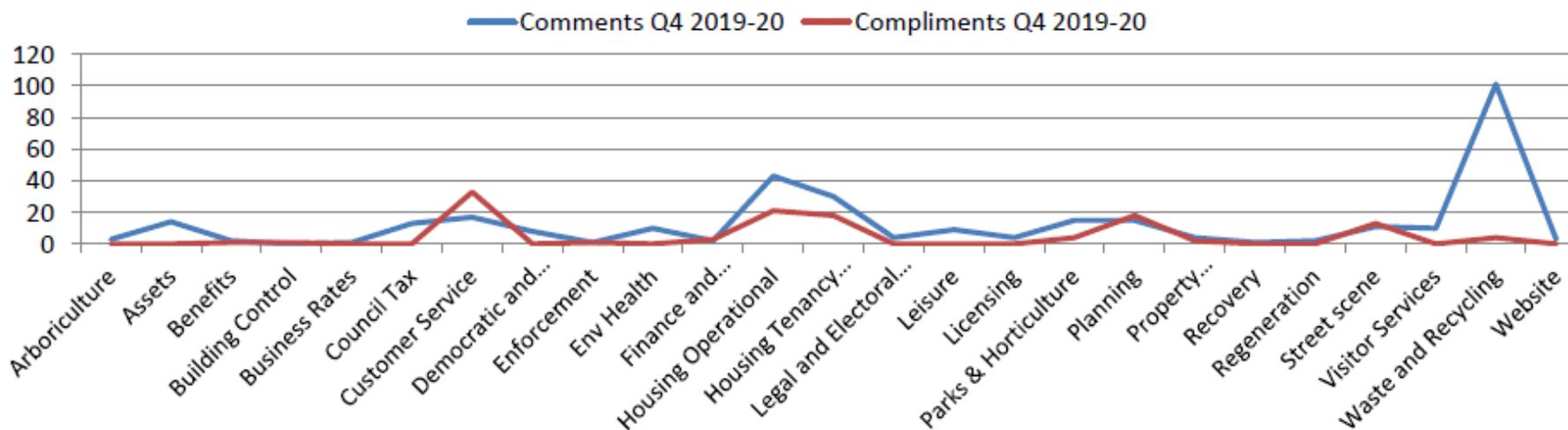


No Repeat issues in Quarter 4

Ombudsman Decisions 1 case was referred to the LGO Ombudsman in Quarter 4:

Case 19019588 Council Tax (HP ref 0579): Not investigating as insufficient evidence.

Compliments and Comments The Council has also captured 325 comments and 119 compliments through its feedback system during the period April 2019 to March 2020:



Areas for Improvement: 2019/2020 Outturn

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	2019/20 Year End Result	Service Manager Commentary (reasons for performance / SMART actions to improve)
Time taken to process change of circumstances	Aim 1: Fit for purpose housing stock that meets the needs of tenants	Head of Housing and Benefits	7 days	8.99 days	We have been faced with a large amount of changes to process. This, along with a recent increase in applications received, has resulted in the target not being met.
Number of households in temporary accommodation			15	29	Five of these cases are <u>Covid19</u> related. The use of temporary accommodation supports the high performance in relation to preventing full duty homeless cases
a) Number of RTB transactions (applications) & b) % completed within statutory timescales (RTB2)		Head of Legal and Elections	100%	a)56 b) 96.4%	54 out of 56 applications have been processed within timescales. The remaining 2 were overdue following valuation delays.
Number of participants on the High Peak Walking for Health Programme	Aim 1: Provision of high quality leisure facilities	Head of Service Commissioning	3550	3299	Due to <u>Covid19</u> , the Walking for Health programme was suspended from 1 March 2020 meaning our outturn will be for 11 months delivery rather than 12.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	2019/20 Year End Result	Service Manager Commentary (reasons for performance / SMART actions to improve)
Average time from request to repair (DLO)	Aim 2: More effective use of Council assets	Head of Direct Services	13 days	14.1 days	This PI has increased in March, total average days for all jobs was 17.18 days, when they are broken down in to each priority it gives a different prospective of what has been achieved. P1's - Target within 24 hours - Av days 0.07 / P2's Target 7 days - Av days 3.17 days / P3's - Target 21 days - Av days 12.03 days / P4's - Target 112 days - Av days 41.95 days. From 23rd March we had to cancel all appointments other than emergency works due to <u>COVID-19</u> , we had to send 12 Repairs Operatives home to self isolate, we only have 5 repairs Operatives carrying out emergency works, this has had an impact to the number of jobs that we carried out in March. We only attended 990 jobs, thus effecting performance.
NEW: Average number of jobs completed per operative per day		Head of Direct Services	4.75	4.63	The PI was on track to improve up on last months figures, as we had to cancel a week & half's worth of jobs due to <u>COVID-19</u> this has had an impact on the outcome of the PI. Had we not had to cancel work I believe we would have met the year end target.
Average time taken to re-let Council homes		Head of Housing and Benefits	25 days	28.6 days	The <u>Covid19</u> restrictions and lockdown prevented any allocations after mid-March, however rental loss due to voids, back to back allocations and performance excluding hard to lets are all on track.
% & Number of council owned business units occupied		Head of Assets	86% (25/29)	85% (22/26)	Three tenanted properties were sold this year. The same properties remain void as last year. The target should be recalculated to accommodate disposal figures.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	2019/20 Year End Result	Service Manager Commentary (reasons for performance / SMART actions to improve)
FOI requests: % responded to within statutory time frame	Aim 2: Easily available services provided right first time	Head of Legal and Elections	95%	81.86% (591/722)	Response times for a number of service areas have been affected by the impact of <u>COVID 19</u> . We are reviewing this with Managers and will also be reminding them of their responsibility to meet the guidelines around FOI response times.
No. / % of interactions: a) phone b) face to face c) web		Head of Customer Services	a) 37% b) 23% c) 40%	a) 42% b) 23% c) 36%	Overall the number of contacts via all channels has reduced by 5% .The % by phone will reduce as we implement the facility to report housing repairs online.
Website Quality: Socitm Better Connected assessment		Head of OD and Transformation	4 stars	3 stars	The assessment was undertaken in Aug 2019.
Use of contracts register: annual contract spends as a % of gross expenditure budget	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Finance	2% improvement to 2018/19	83% (Q3 2019-20)	During the final quarter of 2019/20 Procurement continued to deliver procurement exercises against the procurement forward plan to achieve higher proportion of contracted supply, service and works arrangements. The contracts awarded in quarter four will result in higher % of contracted spend for 2020/21 when they are operational.
Number of press releases and % taken up in local media		Head of OD and Transformation	94%	42 issued 93% take up	Target increased from 90% following a high take up rate of 98% in 2018/19. Only 1% under target for this year
Expenditure variance to budget HRA		Head of Finance	Net Budget +/- 5% variance	(12.81%) (Q3 2019-20)	Q3 used as a proxy measure until the year end data is available.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	2019/20 Year End Result	Service Manager Commentary (reasons for performance / SMART actions to improve)
Ave days sickness per FTE (include short- & long-term absence per FTE)	Aim 2: A high performing and well motivated workforce	Head of OD & Transformation	9 days	10.96 days	Ave days sickness per FTE: short term days 3.17: long term days 7.79. There have been 37 cases of long term sickness this year equating to 1835 FTE days. 1161 of those days are attributable to Direct Services. In March there were 8 long term sickness cases of which 5 have returned to work. The remainder are being dealt with in line with the long term sickness procedure.
Pavilion Gardens: Trip Advisor rating (% good/excellent)	Aim 3: Flourishing town centres that support the local economy	Head of Service Commissioning	93.75%	86.4%	147 reviews have been recorded in the year with 95 recorded as excellent and 32 very good. Three reviews were posted in March, 1 was recorded as poor, one average and one very good.
Pavilion Gardens: footfall	Aim 3: Promote Tourism	Head of Service Commissioning	600,000	543,632	February footfall was heavily impacted by bad weather. Footfall reduced dramatically from the last weekend in February following the local case of <u>coronavirus</u> in Buxton. The site suffered diminishing footfall numbers until the forced closure on the 20th March.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	2019/20 Year End Result	Service Manager Commentary (reasons for performance / SMART actions to improve)
Agent satisfaction with the Planning Service	Aim 3: High quality development and building control with an open for business approach	Head of Development Services	80%	57%	The negative comments generally relate to responsiveness and customer service. We have lost three planning officers to the Planning Inspectorate this year. The number of planning applications has remained the same which is leading to delays in dealing with the applications. We have agreed a restructure of the service to increase capacity to deal with the level of applications but the delay in recruiting new staff has impacted the level of responsiveness, and some customers being disappointed with their experience. The new staff are now in place and will stabilise the position and enable us to be more responsive. We will continue to monitor the backlog during the next few months along with the levels of customer satisfaction and we may also need to consider whether there is a more robust and representative means of measuring customer satisfaction that we can look at.
% of planning enforcement cases resolved in 13 weeks		Head of Development Services	80%	69%	Enforcement staff have been seconded to assist with planning applications whilst we have been restructuring the team. The new structure includes additional enforcement resource and also will increase capacity generally to allow enforcement officers to return to dealing with enforcement work and to bolster the team with for example trainee officers. Also the Council has been awarded £50k of government money to tackle enforcement issues in the Green belt.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	2019/20 Year End Result	Service Manager Commentary (reasons for performance / SMART actions to improve)
Number of fly tipping incidents collected by the Council (exc sec 46 waste)	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Head of Service Commissioning	199	302	Target is set from last year's figure - these are the numbers of cleared fly tips each month, which we have no control over. The ability to reduce the figures sits with Community Safety / Enforcement. There were 41 cleared instances of fly tipping in March.
% of routine permitted process premises inspected		Head of Environmental Health	100%	85%	A number of inspections were due in March; however the properties could not be accessed due to <u>lockdown</u> measures.
Joint Alliance Measures					
% of Procurement activity on forward plan (Joint Alliance Measure)	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Finance	72%	67.38%	Throughout 2019/20 as part of the Procurement business support strategy we worked closely with Service areas to establish planned and recurring procurement data to inform the Councils' Procurement forward plan. This strategy has proved successful in improving compliance and maintaining a clear programme of reviews and communications across both Authorities. However, there will always be reactive procurement needs that cannot be established in advance and this has impacted the overall performance target being successfully achieved for 2019/20. Continuation of the current service support approach will be delivered during 2020/21, but we will look to schedule increased review sessions with higher demand Service areas to work to improve the performance even further

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	2019/20 Year End Result	Service Manager Commentary (reasons for performance / SMART actions to improve)
Number of RIDDOR reportable / Lost Time (7days) accidents (Joint Alliance measure)	Aim 2: A high performing and well motivated workforce	Corporate Health & Safety Advisor	0	4	Having reviewed the accident data for the past 12 months the reduction in accidents overall is encouraging. Unfortunately, there have been four lost time accidents which have resulted in our aspirational target of 0 LTA's being off track. Our commitment to reviewing operational risk assessments and staff training has continued over the past year, all lost time accidents have been investigated. Looking at the lost time accidents, all four were unforeseeable two being down to operative errors.

For a full list of all performance measures and the Q4 results please visit the Performance Management page on the Intranet or click on this [link](#)