High Peak Performance and Customer Feedback Report: 2020/ 2021 (Q1)
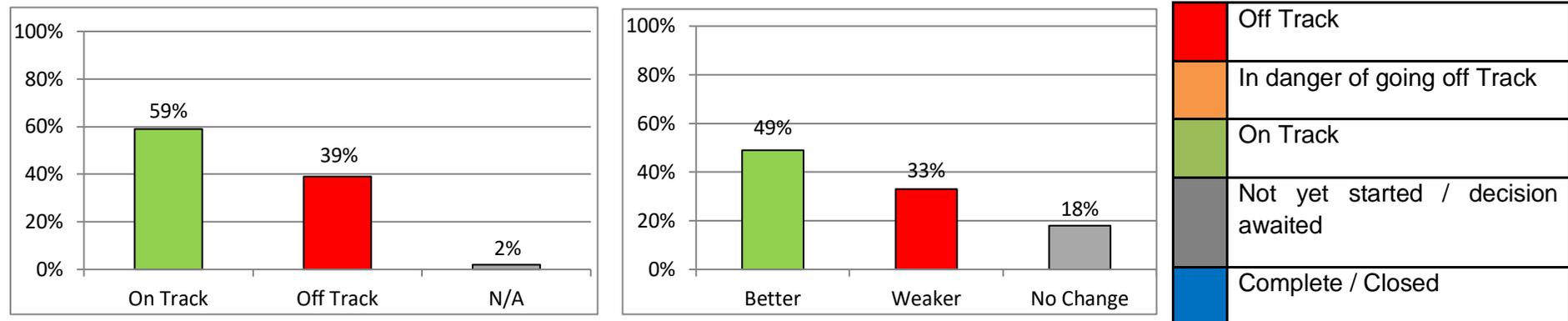
High Peak Q1 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to June 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 152 'monthly', 'quarterly' and 'annual only' reported performance measures at High Peak (31 more than last year). The chart below shows the results for the first quarter of 2020/21 against the monthly and quarterly measures only, which make up approximately a third of the performance framework. At 59% 'on track' the Q1 results are just 1% lower than 2019, despite the effect of lockdown, and the trend shows an increase of 16% from 33% to 49% performing better than last year. The actions being taken to address the 'off track' measures are detailed at the end of this report.
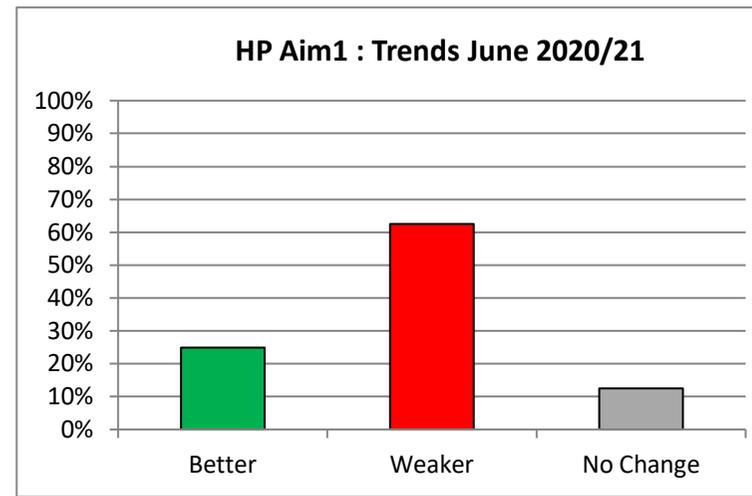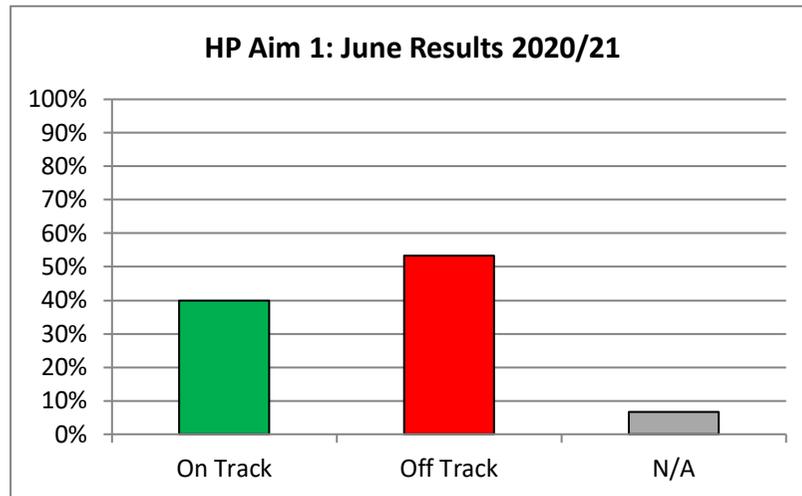
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the previous Corporate Plan. The table below right explains the colour coding used to describe the current status of these actions / projects.

🟥	Off Track
🟧	In danger of going off Track
🟩	On Track
⬛	Not yet started / decision awaited
🟦	Complete / Closed

Customer Feedback Overview

The number of complaints closed during Quarter One (8) was much lower than last year (47). Repeat complaints are 'on track' whilst responding to complaints in 10 days fell short of target due to one complex case but is expected to meet target by year end. 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

HP Aim 1: June Results 2020/21

Category	Value
On Track	40%
Off Track	53%
N/A	7%

HP Aim1 : Trends June 2020/21

Category	Value
Better	25%
Weaker	63%
No Change	12%

The 'off track' measures at High Peak include several homelessness indicators measuring the council's response to the duties of prevention and relief and the use of temporary accommodation. The impact of coronavirus can be seen in these results with increased numbers of presentations from the 'everyone in' initiative to address rough sleeping. It should be noted however, that the number of placements in temporary accommodation has reduced significantly since May. At High Peak the repairs PI measuring the number of jobs per operative has decreased due to the pandemic and the team's ability to deal only with emergency and external works.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

- ✓ external sports funding secured
- ✓ carelink response times
- ✓ processing benefit new claims and change of circs

2019-2023 Corporate Plan Priority Actions – Progress Highlights

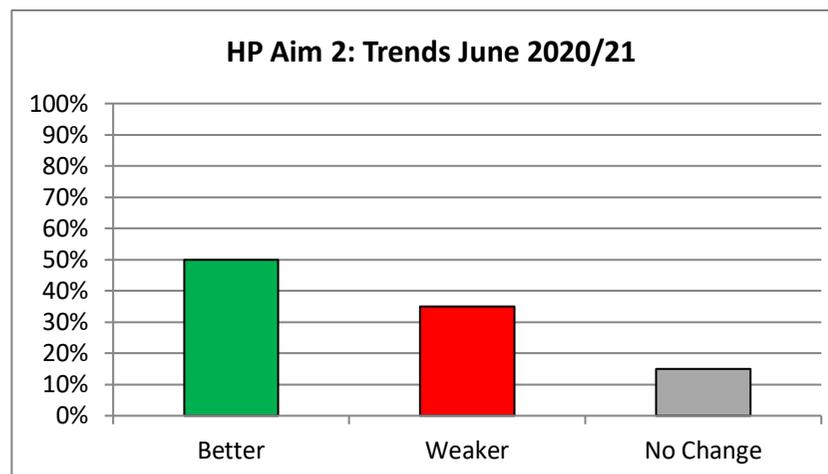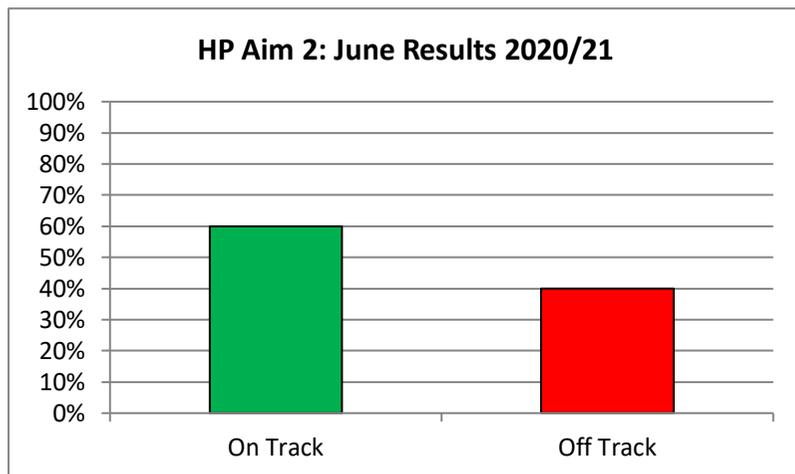| Priority Actions	Status	Commentary – June
Complete the review of the CCTV system and implement the agreed recommendations		Once access to Ecclesfold is granted the installation can be completed.
Develop and implement an ongoing leisure facilities improvement plan focused on improving the health and well- being of residents	🟩	Consultancy work to look at the future plan is going out to Framework, looking to appoint in the next few weeks.
Implement the accelerated housing delivery programme	🟩	Individual project updates within the programme: 3.1 Fairfield Roundabout: Awaiting a response from Homes England. Legal department are dealing with the golf club lease 3.2 Granby Road- No update for Q1.
Develop a Private Sector Housing Strategy to improve conditions for private renters		The strategy is being produced and will incorporate links with the Climate Change agenda
Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents		A report is going to ALT/Exec/Cabinet. Also, an information digest report will be sent to members.
Review the Council's community support arrangements in order to maintain strong partnerships with community groups		Delayed due to Covid 19 and the recovery plan. A committee report will be delivered in 12 months
Review the Community Safety Strategy to ensure that the Council is supportive in fighting crime and anti- social behaviour		Review of CSS at both Councils to be completed by April 2021 along with proposals for the future
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		Pending following the impact of Covid 19, refresh will be undertaken in current financial year.

Implement the Homelessness Strategy effectively to ensure that voluntary groups and social enterprises that work to tackle the issue are supported effectively		The homeless reports have already been written, we need to understand funding and commitments and produce detail and structure for delivery. Review of funding streams / allocations during 2020/21 to be carried out - to target strategy objectives. Post Covid input to be included, including next steps for the accommodation programme.
Review the delivery of services to older persons to ensure that they are effective		Head of Service writing a report in regard to Carelink – this will need input from Finance. We also need to look at the wider provision of services to older people, the provision of designated accommodation and the equalities element.

Continuing Influencing actions

Maintaining the provision of accessible health and social care	**High Peak:** 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 Q1 in terms of health.

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.

> ➢ Dealing with anti-social behaviour

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

HP Aim 2: June Results 2020/21

Bar chart showing: On Track 60% (green), Off Track 40% (red). Y-axis from 0% to 100%.

HP Aim 2: Trends June 2020/21

Bar chart showing: Better 50% (green), Weaker 35% (red), No Change 15% (grey). Y-axis from 0% to 100%.

A number of procurement PIs measuring the new 'local' focus were unable to report in Q1 due to complications in obtaining the data and staff resources but should be in place for Q2. High Peak is below target for business rates, council tax and sundry debt collection rates due to the financial impacts of lockdown on residents and businesses. Similarly, performance in re-letting voids remains 15 days above its 25-day target due to the restrictions imposed on letting from March to May during lockdown. Internal audit recommendation implementation and FOI response times have also been negatively affected by lockdown.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

- ✓ rent loss
- ✓ sickness absence
- ✓ invoice processing
- ✓ procurement activity on the forward plan
- ✓ repeat complaints
- ✓ social media followers

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Provide advice and support for residents affected by the rollout of Universal Credit		Review to be carried out of the original report and how we support residents. Review of LCTR and the options going forward.
Develop and implement a plan to identify new and innovative ways of generating income		Individual project updates within the action: 3.1 Advertising/Sponsorship- need to look at the work already done and review timescales 3.2 Fees & Charges- annual budget 3.3 Empty properties -Empty property review being conducted. Next Empty Property review commencing July 2020. Review actions from Empty Property Strategy during 2020/21 3.4 Building Control- meeting to be held between Exec and Head of Service 3.5 Trade Waste- need to determine an approach with AES
Continue to embed good information management practices through the ASSURED framework		The programme of Information Asset Register challenge sessions which commenced in 2019 will re-commence in September. Animated Privacy Notices under development for the website. ICT and Info Security Policy reviewed and waiting for Trades Union consideration.
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Individual project updates within the plan: 14.1 Asset Management Plan- No update for Q1 14.2 Capital programme - Ongoing with numerous sites 14.3 HRA Capital programme - Kitchens and bathrooms are under way – full update required in the next 2 weeks. 14.4 Land Disposal strategy- we have a significant plan for land disposal. Facilities Management is being looked at in conjunction with Housing Repairs. 14.5 Facilities Management Arrangements - regularise the arrangement with DCC
Develop an Access to Services Strategy to ensure that Council services are accessible to all		The project will overlap with the IT/Digital strategy, a meeting has taken place with Transformation. Work is currently taking place to produce the outline. Once approved, the action plan for delivery will be over the next 3 to 4 years
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.)		Individual project updates within the action: 2.1 Parish Grants- to be reviewed with the Executive 2.2 Refresh Efficiency & Rationalisation programme- Within the medium-term financial plan. Possible upfront funding required to implement the programme. The initial review is to be presented in September 2020, the formal review as part of MTFP for March 2021 2.3 Hybrid mail- This will be complete once fully rolled out, Sundry Debts and Rents now being picked up

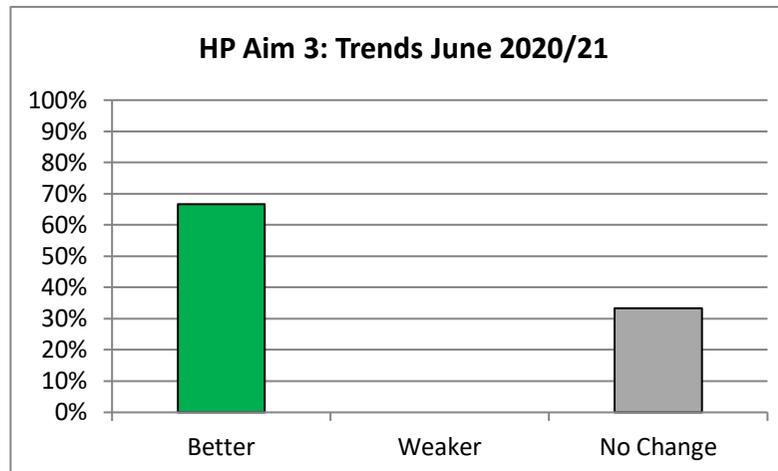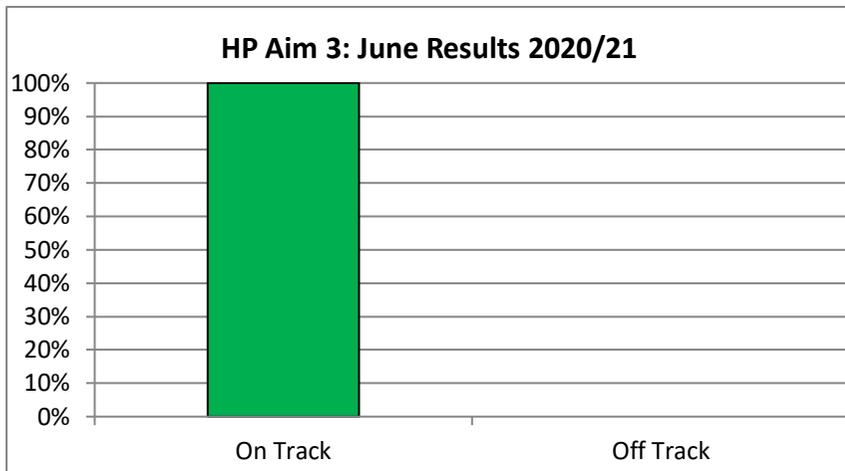| Priority Actions	Status	Commentary – June
Develop a new Organisational Development Strategy to ensure effective workforce development and use of apprenticeships		Information Digest being created. The strategy will identify a number of projects for delivery
Develop a new procurement strategy with a focus on spending money locally		New strategy to go to Cabinet/Exec/ALT, information digest report to go to all members. Formal strategy to be presented in the autumn, which will result in an action plan over the next 3 to 4 yrs.
Develop a new ICT strategy to enhance and support the delivery of services		A report is going to ALT/Exec/Cabinet. Also, an information digest report will be sent to members. Individual project updates within the strategy: 2.1 Housing management -delayed due to Covid19 and will be picked up as soon as possible 2.2 meetings AV equipment-no update 2.3 IPAP/Assure- reached testing stage but the software is not ready, on hold until IIAP is fit for purpose 2.4 Civica Pay- ready to go, resources and timescales for implementation before year end. 2.5 Civica Open Revenues- briefing note being developed for the customer portal 2.6 Env Health/Licencing- no roadmap for flare implementation, collective needs to be completed first 2.7 Asset Management-Concerto: PC pilot study is up and running, timeline for completion is the end of this year. Training planned for the full team, go live date planned for Jan 2021 2.8 Collective- delayed due to Covid 19, resources to be allocated and will get back on track as soon as possible 2.9 Committee Management- looking at production of the forward plan and the quality of reports. 2.10 ICT upgrade- M365 is ongoing, Teams has been rolled out to all Heads of Service and Councillors, P1's to be completed in the coming weeks. RDSW10- super users are testing the main systems.
Refresh the council's Communication Strategy in order to ensure there is a more effective dialogue and engagement with residents		A report is going to ALT/Exec/Cabinet. Also, an information digest report will be sent to members.
Conduct a review of democratic processes and scrutiny arrangements to make the Council as open and transparent as possible		This will be reviewed before the next municipal year

Priority Actions	Status	Commentary – June
Review the council's Diversity Policies including working with faith and cultural groups to celebrate the traditions and diversity of our community		To be reviewed and refreshed in the next 12 months
Implement the agreed Housing Revenue Account Business Plan		The HRA Business Plan has been updated and presented as part of the Budget/MTFP report. The Business plan action plan is completed. 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. 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.

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

HP Aim 3: June Results 2020/21

| | On Track | Off Track |

HP Aim 3: Trends June 2020/21

| | Better | Weaker | No Change |

High Peak currently has a perfect record under Aim Three with all targets 'on track' as at the end of June; including 100% of major planning applications determined on time.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

✓ Major, Minor and other planning applications processed on time
✓ major and minor developments allowed on appeal

2019-2023 Corporate Plan Priority Actions – Progress Highlights

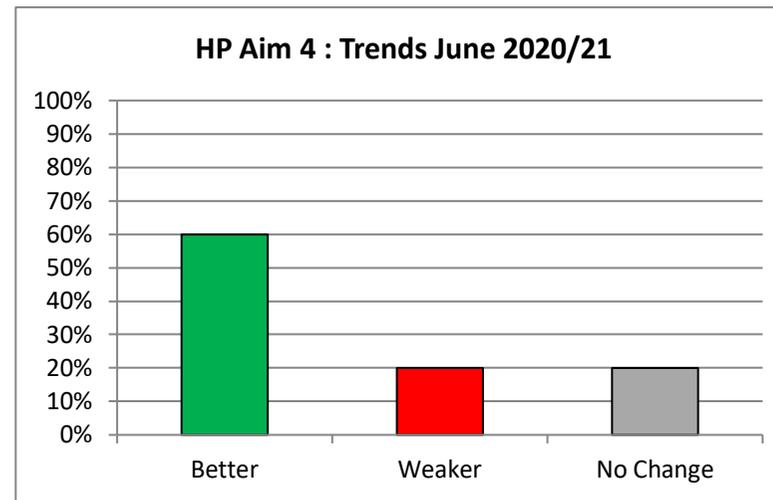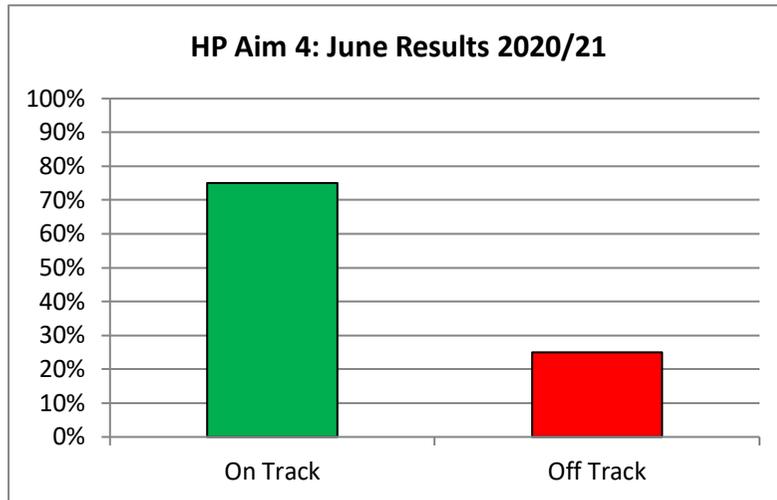| Priority Actions	Status	Commentary – June
Support the development of Glossop Halls		Individual project updates within the action: 6.1 Market Hall tenant relocation is underway. 6.2 Market Hall roof - completion expected within 12 months 6.3 Plan for new operating model for market/town hall complex- a new operating model will be produced after the roof has been completed 6.4 Plan for new operating model for Victoria Hall- a new operating model will be produced after the roof has been completed 6.5 Trust arrangements- Town Hall- work is in progress 6.6 Trust arrangements- Victoria Hall - work is in progress
Implement the accelerated business growth and employment programme		Individual projects within the programme: 5.1 Chapel Masterplan: Ongoing- no specific update for Q1. 5.2 Dinting Employment Site-Ongoing, no specific update for Q1
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. Update for Q1-Head of Development Services to advise Corporate Select committee
Develop a Cultural Strategy to support and celebrate the rich history and culture of the Borough		Strategy to be produced by December, work should progress from now to do a COVID Health Check to identify implications and produce a plan
Review the Council's Growth strategy to ensure that it is focused on the effective regeneration of our towns and rural communities		Individual project updates within the strategy: High Peak: 6.1 Buxton future high street fund- Expected in September 6.2 Buxton HAZ- Progressing: a cultural survey is required, recruitment to PO post 6.3 Buxton VES- Report being written about the adoption of the strategy 6.4 Buxton Crescent-Issues have arisen around events, we are making sure the position has not changed in light of COVID. 6.5 Glossop & Gamesley OPE- Issues have arisen around the bid/Loan ratio. we have received interest from the police in GMB.

		6.6 OPE depot review-Waiting for DCC to take through to Committee. 6.7 Refreshed growth strategy-Currently on hold 6.8 Investment & Acquisition strategy- Local Plan Housing delivery plan
Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are being met		The review is underway, a meeting will be arranged with Policy and Regeneration

Influencing Actions

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
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.

- ➢ 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

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: June Results 2020/21

On Track · Off Track

HP Aim 4 : Trends June 2020/21

Better · Weaker · No Change

At High Peak the only 'off track' measure at the close of Q1 is the kg of residual waste, which is estimated at 116kg and is lower than the Q1 2019 figure. Fly tipping became a contextual measure during the last framework review but the June data reveals significant increases compared to last year.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

- ✓ missed bins
- ✓ reduced paper consumption
- ✓ estimated recycling rates

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Successfully deliver Phase 3 of the transfer of services to Alliance Environmental Services Ltd, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.		COMPLETED Phase 3 (streets and ground maintenance) transfer completed 1st April 2020. Awaiting return of IT equipment and closure report.
Develop a climate change strategy and an action plan of response to a declared climate emergency		Plans to be produced by the end of the year. Ongoing projects will come out of this piece of work.
Develop a Parks Development Plan to support the widest community use of parks and support community/friends' groups		Individual project updates within the plan: 12.1 Parks development plan to be completed this financial year- needs a consultation exercise 12.2 Whitfield Play area- work has commenced will be completed in August 12.3 Play Strategy will be produced alongside the park's development plan
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy		Individual projects within the action: 14.1/14.2 Covid has delayed central Gov't progress, expectations not expected to be known until 2021 14.2 TEEP has not started, simplified assessment will be completed in the coming months.
Review the Environmental Enforcement Policy in order to take steps to further reduce dog fouling and littering		Policies to be reviewed and updated in the next 12 months

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.

➢ 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)
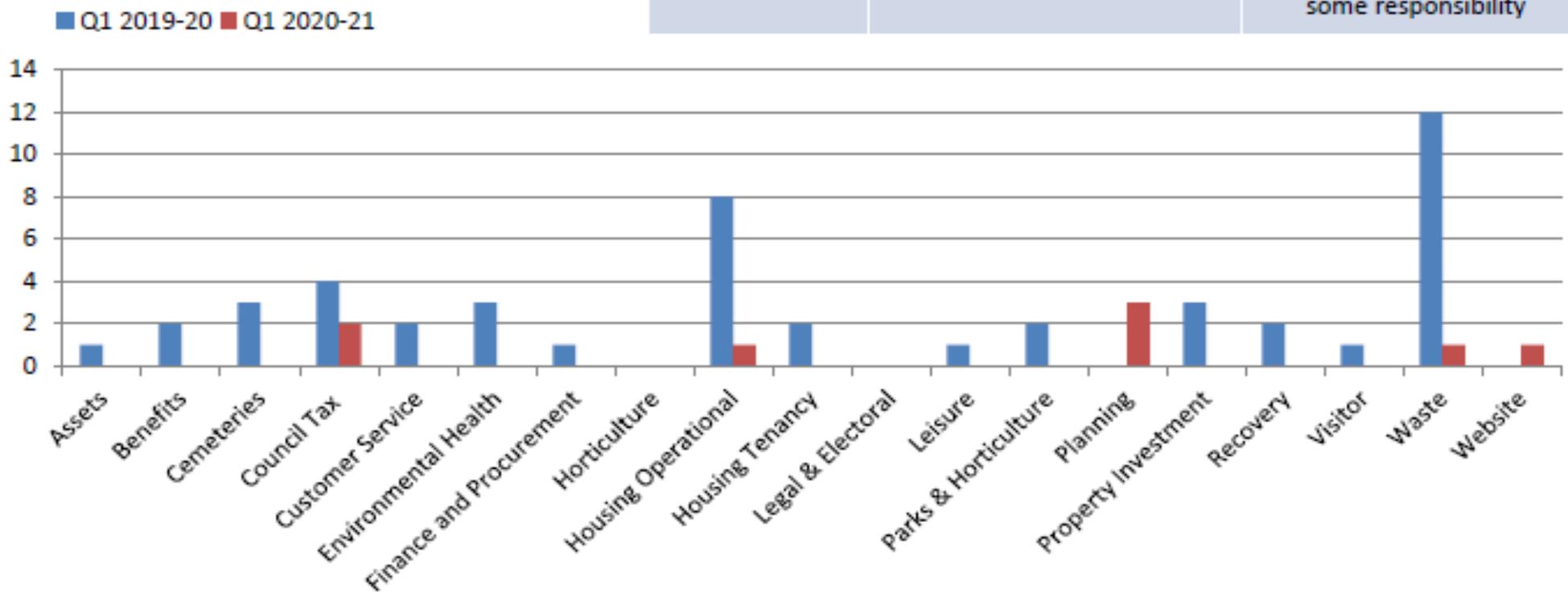- Our ability to protect Buxton's natural thermal spring water

Customer Feedback
Complaints

The Council closed a total of 8 stage one complaints across 6 service areas during the period April to June 2020. This is an decrease in the total number of complaints compared to the same period last year when we received 47. Planning received the greatest proportion (37.5%) with 3 complaints.

Stage 2 Complaints

In Quarter 1 we received 4 Stage 2 complaints:

Service Area	Complaint	Conclusion
Stage 2		
Waste & Recycling 2019/20- 0727	Neighbours bins on street	Not upheld- accepted no fault
Waste & Recycling -0169	Brown bin not emptied	Not upheld- accepted no fault
Planning -0271	Extension & parking issues	Ongoing
Parks -065	Wildflower area	Partially upheld-accepted some responsibility

Legend: ■ Q1 2019-20 ■ Q1 2020-21

Categories: Assets, Benefits, Cemeteries, Council Tax, Customer Service, Environmental Health, Finance and Procurement, Horticulture, Housing Operational, Housing Tenancy, Legal & Electoral, Leisure, Parks & Horticulture, Planning, Property Investment, Recovery, Visitor, Waste, Website

Performance

Shown in the table below is the current performance together with the performance for the same period last year. The response rate and % repeat complaints are on track to meet target by year end:
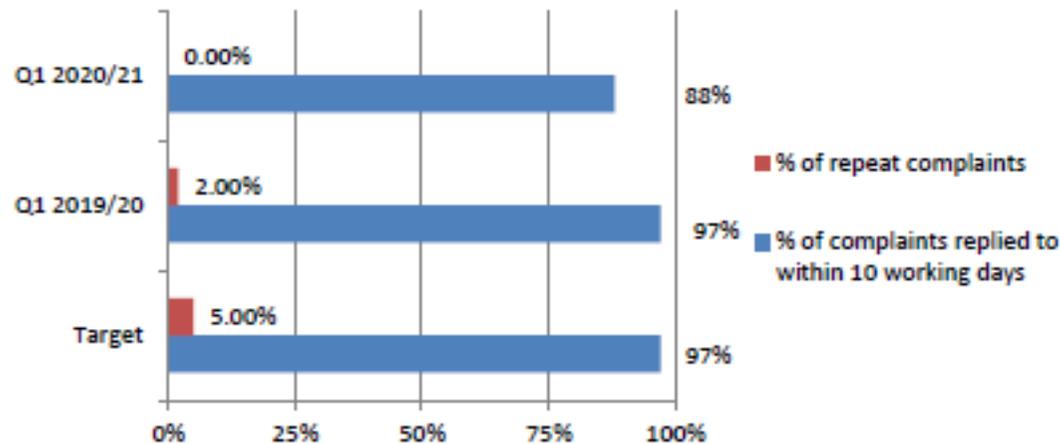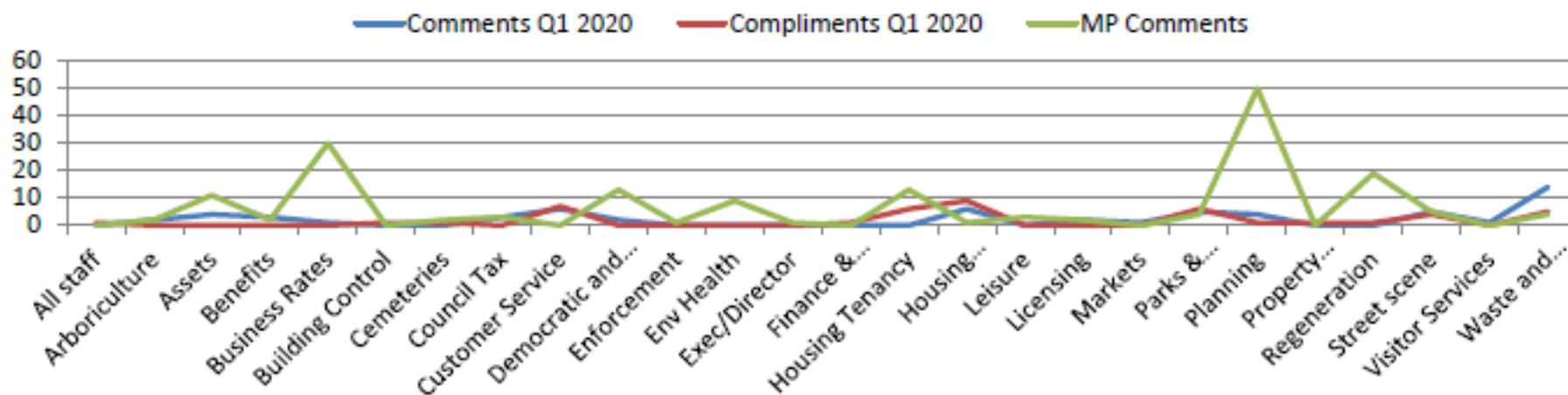

Key Outcomes: Amended the website to clarify public toilet opening arrangement

Repeat issues for Qtr 1: None

Ombudsman Decisions The Council received no Local Government Ombudsman decisions in Quarter 1.

Compliments and Comments The Council has also captured 59 comments, 175 MP comments and 44 compliments through its feedback system this quarter:

Areas for Improvement: June 2020

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result June 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
NEW: % of initial homelessness applications opened at the prevention and relief duty stages	Aim 1: Fit for purpose housing stock that meets the needs of tenants & residents	Head of Housing	65% prevention	40% prevention 60% relief	Continuing impact of CV19 & the backlog from the number of cases in the homelessness initiative
NEW: % of prevention duty discharges resulting in a settled accommodation outcome			72%	67%	Continuing impact of CV19 & the backlog from the number of cases in the homelessness initiative
NEW: % of relief duty discharges resulting in a settled accommodation outcome			67%	63%	Continuing impact of CV19 & the backlog from the number of cases in the homelessness initiative
NEW: Number of TA placements (including B&B made for families) placed over 6 weeks			0	1 (no families)	This is a placement under the 'Everyone in' initiative
Average number of jobs completed per operative per day (DLO)		Head of Operational Services	4.75	4.03	The service area is operating with limited resources due to the implications of COVID-19; we are only attending external and emergency works. This has had a massive negative impact on performance, and it will not improve until the service area returns to full operations.
a) Number of RTB transactions (applications) & b) % completed within statutory timescales (RTB2)		Head of Legal & Elections	95%	a)6 b) 4/6 66%	2 were accepted over the 28 days but have been further delayed due to no valuations being carried out.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result June 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of 'high risk' premises (A-C) inspected per annum	Aim 1: Effective provision of high-quality public amenities, clean streets and environmental health	Head of Environmental Health	100%	0%	There have been no physical inspections carried out since 1/04 due to Covid 19. The food team will be operational again from 20/07
% of routine permitted process premises inspected		Head of Environmental Health	100%	0%	There have been no physical inspections carried out since 1/04 due to Covid 19. The food team will be operational again from 20/07
Complaint handling: % dealt with within 10 working days	Aim 2: Readily available services in the appropriate channels provided right first time	Head of Customer Services	97%	88%	Just 8 complaints received to date, 1 late response relating to a very complex case involving a lengthy investigation - service areas reminded to provide complainant with an update regarding any delays in providing a full response
Average time taken to re-let Council homes	Aim 2: : More effective use of Council assets to benefit our communities	Head of Housing	25 days	40.9 days	Average time excluding hard to let (inc properties affected by Covid restrictions) – 11.8 days (Apr - Jun). This month we had seven voids that were over target due to the current Covid 19 restriction, including two that required major works. This resulted in a loss of 322 days and a rent loss of £4,039.48 due to Covid.
Collection rates: Business rates (% Business rates collected as a % of business rates due)	Aim 2: Ensure our future financial resilience can be financially sustainable whilst offering value for money	Head of Revenues and Benefits	98.2%	22.51%	Effects of Covid on income being monitored
Collection rates: Council Tax (% Council tax collected as a % of Council tax due)			98.2%	28.47%	Effects of Covid on income being monitored

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result June 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
Collection rates: Sundry Debt (value of SD over 60 days)	Aim 2: Ensure our future financial resilience can be financially sustainable whilst offering value for money	Head of Revenues and Benefits	2% reduction	£270,235.18	There is over £100k outstanding due to business rates on hold and a large number of trade waste accounts which may be cancelled if the businesses were not trading due to the Covid 19 lockdown
Use of Contracts Register- annual contract spend as% of gross expenditure budget		Head of Finance	2% improvement to 19/20	83%	During the first quarter of 2020/21, the impact of COVID-19 Coronavirus pandemic caused significant disruption to the planned procurement exercises to be delivered during this period and subsequently, as a result of the situation, we experienced a rise in business critical sourcing activity which was not under formal contract. The planned activity (and including a number of pending contract awards) which were deferred prior and during this period are now being recovered and progressed for completion, which we anticipate will increase the amount of spend which is classed as 'under contract'
% of Internal Audit recommendations implemented within timescale (snapshot at end of each quarter)		Head of Internal Audit	98%	49.46%	The usual audit recommendation process was suspended during April-June due to the impact of Covid-19 but will be fully reintroduced from July 2020.
FOI requests: % responded to within statutory time frame (include numbers in commentary)	Aim 2: Ensure our services are readily available to all our residents in the appropriate channels and provided 'right first time'	Head of Legal & Elections	95%	76.07% 89/117	Response timescales have been affected by the impact of Covid 19.
KG's residual waste per household	Aim 4: Effective recycling and waste management	Head of Service Commissioning	435kg	115.71kg (estimate)	Estimated figured. Result at this point in 2019-20 was 138.73kg per household.

For a full list of all performance measures and the Q1 results please visit the Performance Management page on the Intranet or click on this [link](#)