



**High Peak Performance and Customer Feedback Report: 2020/ 2021 (Q3)**

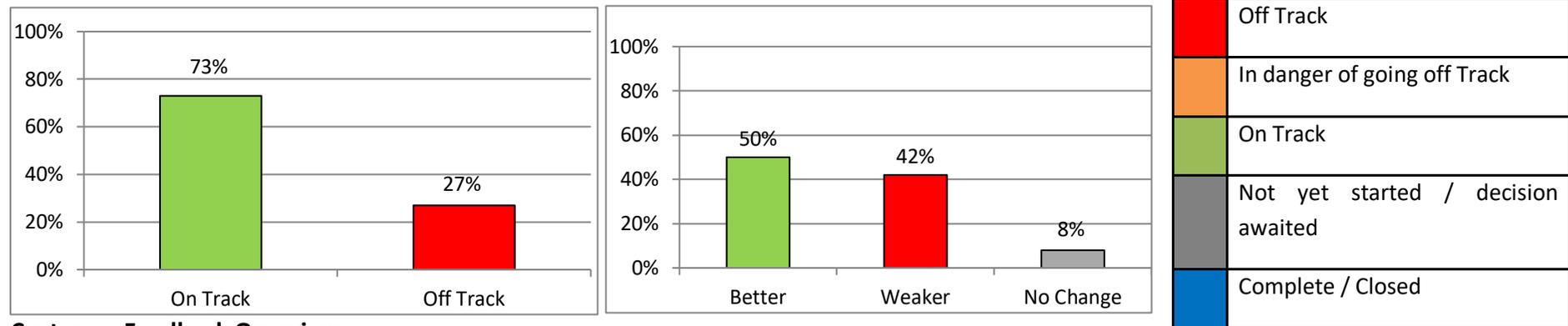
## High Peak Q3 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to December 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 nine months from April to December 2020 against the monthly and quarterly measures only, which make up approximately a third of the performance framework. The Q3 results reflect the revised performance framework that was agreed in response to the assessed impact of the pandemic on this year’s operational performance targets. At 73% ‘on track’ the results are 9% higher than this point last year, and the trend shows that 58% of measures are performing in line with or better than last year. Both trend and target results are lower than the Q2 position. The actions being taken to address the ‘off track’ measures are detailed at the end of this report.

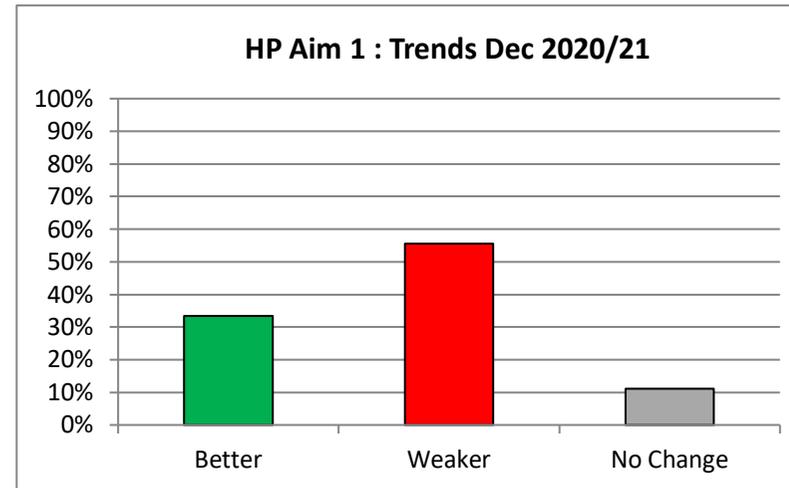
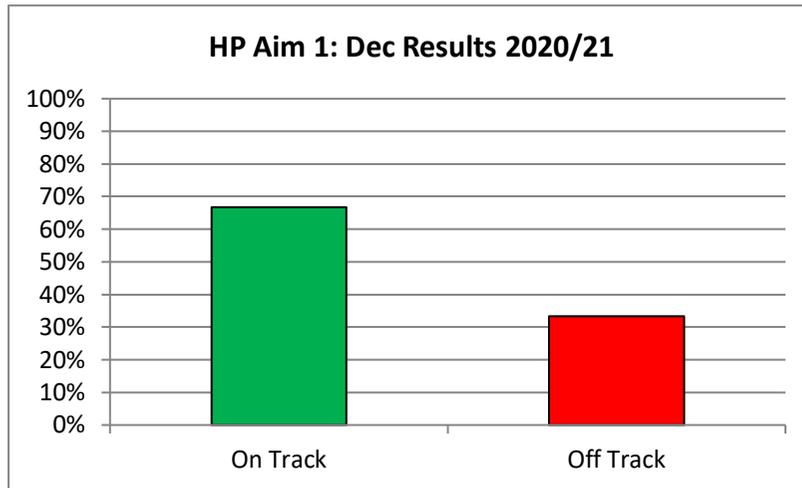
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the Corporate Plan. The table below right explains the colour coding used to describe the status of these actions / projects.



### Customer Feedback Overview

The number of complaints closed during Quarter Three (59) was much lower than last year (102). There have been no repeat complaints and the council is on track for responding to complaints in 20 working days. This report includes further details of the lessons learned from complaints and any repeat issues, where relevant.

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



Performance against the objectives supporting aim one remains relatively strong. However, High Peak's performance has dipped from 73% to 67% on track this month. The PI behind High Peak's dip is Carelink's 'installation within 15 days of referral' target, which has dipped below the 95% level due to three residents delaying installation because of shielding / self-isolating. On a positive note, the number of temporary accommodation placements over 6 weeks has decreased, down from 18 to 13 at High Peak, with no families included in this snapshot figure.

### **Celebrating Success:**

At the end of Quarter 3, the following performance indicators are outstripping their targets:

- ✓ Carelink emergency response times
- ✓ settled accommodation outcomes from homelessness prevention duty
- ✓ repairs performance
- ✓ processing benefit new claims and change of circs
- ✓ external sports funding secured

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
Complete the review of the CCTV system and implement the agreed recommendations		The upgrade of the control room has started. A progress meeting was arranged with the contractor at the end of September. Should start replacing the cameras this month.
Develop and implement an ongoing leisure facilities improvement plan focused on improving the health and well-being of residents		Consultancy tenders have been reviewed; interviews were held in November in order to aid the selection of the consultants. Interviews were successful for consultant; meetings are ongoing.
Implement the accelerated housing delivery programme		<p>Scopes have been issued to three topographical survey companies and three ecologists, Curtins were due to provide initial thoughts on a programme of works by early November. There are two options for the procurement of sub-contractors, either as part of the Curtins package; or contracted directly with the Council. Both options to be costed. Individual project updates within the programme:</p> <ul style="list-style-type: none"> <li>- Fairfield Roundabout: Members have noted the construction costs and have approved that the project progresses. In addition, they have approved to accept the advanced funding from HE of up to £500,000 for the detailed design and procurement and the GC mitigation works. The HIF GFA is currently being amended by HE to incorporate the Granby Rd B LAAC award. The council cannot accept advance until revised GFA issued and agreed. Council have agreed to appoint Aecom to provide capacity support and an inception meeting is planned for the 2 Nov. Hogshaw disposal report has been approved subject to additional recommendations re: Planning issues (drainage, flooding, access garages play area etc) included in the HoT. In Order to keep the project progressing swiftly the council has requested that DCC embark on the detailed design at risk until we can take receipt of the advance. DCC considering request. Waiting for an offer for council owned site at Waterswallows and assets to appoint land agents to provide a valuation. Offer will depend on price being paid for remaining land in third party ownership</li> <li>- Granby Road- Amalgamation of the HIF and the LAAC has been proposed by Homes England, milestones will be revised accordingly for the project. Phase 2 ground investigations are on site and a cap of limestone bedrock has been found over the voids. A different approach is needed to penetrate the cap. Additional budget has been agreed to revise the ground investigation works accordingly. The additional sum has been taken from the contingency budget with no implications for the wider LAAC budget or the Council's own funds. Marketing</li> </ul>

		the site has generated a good level of interest so far, with 17 different parties signed up to the Data Room. The initial bid deadline was 23rd November. CBRE will filter out those bidders unable to meet the conditions and a shortlist of companies will be invited to make a best and final offer once the phase 2 ground investigation report is available.
Develop a Private Sector Housing Strategy to improve conditions for private renters		Kick off meeting to be held in January. Project group identified, existing housing strategies to be reviewed to incorporate Private Sector Housing and incorporate links with the Climate Change Agenda.
Review the Council's community support arrangements in order to maintain strong partnerships with community groups		Review of community support arrangements - started looking at a grant review to support in 2021/2022. Pilot programme being booked for 2021
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. A discussion is underway to split High Peak from Derbyshire Dales, the recommendation to move away from the partnership.
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		<p>Next steps:</p> <ul style="list-style-type: none"> <li>• Undertake scoping work including review of current data/statistics, review of Sport England, Active Derbyshire and SASSOT's strategy position, engage stakeholders/partners <ul style="list-style-type: none"> <li>• Formulate draft strategy for circulation/comments</li> <li>• Member review/approvals</li> </ul> </li> </ul> <p>Individual project updates within the action:</p> <ul style="list-style-type: none"> <li>-Active Communities Plan - This plan was ready to be launched in March 2020 but put on hold due to the closure of leisure centres. At present it is unclear when this will recommence and whether the focus of the plan is still appropriate/realistic.</li> <li>-Refresh sports &amp; physical activity strategy-No Update</li> <li>-Review Community Sport Grants-Will form part of wider S &amp; PA review work in order to assess funding already available and recommendations for future enhancement.</li> </ul>
Implement the Homelessness Strategy effectively to ensure that voluntary groups and social enterprises that work to tackle the issue are supported effectively		Information Digest report being finalised.

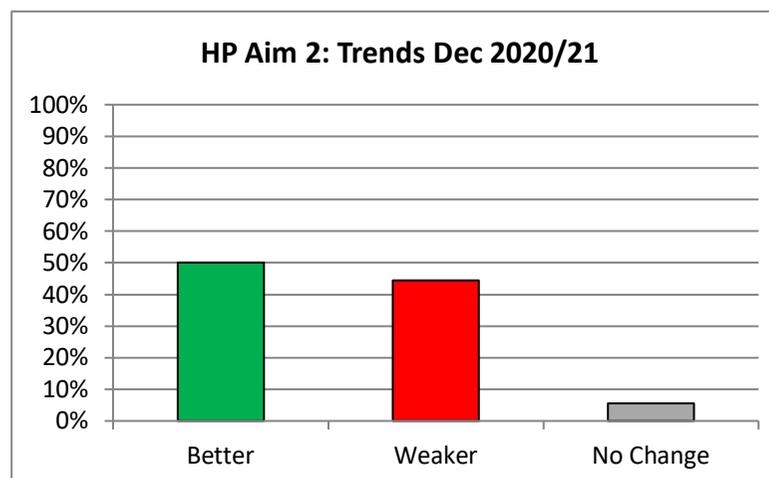
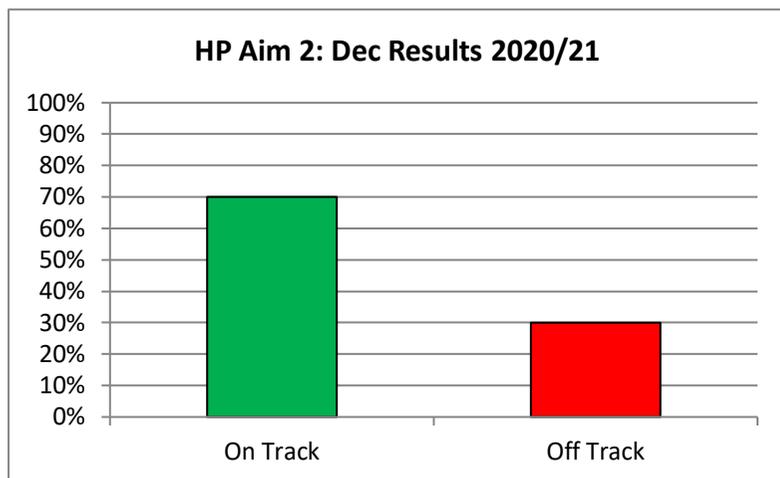
Review the delivery of services to older persons to ensure that they are effective		Carelink update report presented to next Communities Select Committee.
Implement the COVID-19 Community Recovery Plan		We have issued press releases about the 'Eat out to help out' scheme encouraging people to support local businesses and continue to raise awareness via social media. Nearer the time, we will be promoting the dates that our local leisure facilities (pools, racquet sports etc) are due to re-open.
<b>Influencing actions</b>		
Maintaining the provision of accessible health and social care		Proposal for a Leisure Facility Working Group will be going to the next meeting of Community.
Dealing with ASB		Review of CSS at both Councils to be completed by April 2021 along with proposals for the future. A discussion is underway to split High Peak from Derbyshire Dales, the recommendation to move away from the partnership.

## 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***



There has been no change to High Peak's performance profile under aim two from Q2, with 70% of measures on track at the end of December. The council remains off track for invoice payments, audit recommendation implementation and FOI response times due to lockdown and the additional work demands of business grant distribution. High Peak's performance in re-letting voids remains above its increased target of 30 days because of COVID-19 restrictions.

### **Celebrating Success:**

At the end of Quarter 3, the following performance indicators are outstripping their targets:

- ✓ rent loss
- ✓ sickness absence
- ✓ IT systems and network availability
- ✓ repeat complaints, customer interactions and portal accounts
- ✓ social media followers
- ✓ procurement activity on the forward plan

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
Provide advice and support for residents affected by the rollout of Universal Credit		Project ongoing - LCTR scheme to be revisited in 2021.
Develop and implement a plan to identify new and innovative ways of generating income		Individual project updates within the action: <ul style="list-style-type: none"> <li>- Advertising/Sponsorship- On hold.</li> <li>- Fees &amp; Charges- To be included in MTFP update</li> <li>- Building Control- Aiming for February transfer. A meeting with Derbyshire Consortium was scheduled for December.</li> <li>- Trade Waste- Trade waste need to determine an approach with AES. No further progress made, will be linked with fees and charges.</li> </ul>
Continue to embed good information management practices through the ASSURED framework		COMPLETED. Information Governance Update Report produced for both Corporate Select and Resources Panel in November 2020. This completes this action as the report shows how both councils continue to embed good information management practices through the ASSURED framework
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: <ul style="list-style-type: none"> <li>- Asset Management Plan- Further training being undertaken with CIPFA to deliver AMP. Report to be created for corporate select (Incl. Asset management working group. Once the database is complete, a policy / strategy will be created.</li> <li>- Capital program- New R/A/G status programme in place to aid quick reporting</li> <li>- HRA Capital program- New R/A/G status programme in place to aid quick reporting.</li> <li>- Land Disposal Strategy-Re-profile to take place.</li> <li>- Norse Contract Options FMA – Norse to provide business case and have requested the scope be identified. To meet the April deadline, reports need to be going to committee December. Proposal coming in Dec. The Corporate Select original proposal has been tabled (to outline that we are discussing it) The scope issue is a priority, and another discussion is required, no contract signed with Vertas.</li> <li>- Facilities Management Arrangements- Awaiting budget review from Vertas. DCC still undertaking works.</li> <li>- Housing Repair service delivery model- to be reviewed with Norse options</li> <li>- Buxton Integrated Community Hub - Shortlisted for bid, should meet with partners in December.</li> <li>- Glossop Cemetery- the cost has changed from £200,000 to £500,000/£700,000.</li> </ul>

Priority Actions	Status	Commentary – December
Develop an Access to Services Strategy to ensure that Council services are accessible to all		Process for the Access to Services Strategy completed and released to Information Digest. Working group to be set up.
Implement the Council's Efficiency and Rationalisation Programme (This will focus on several projects including procurement, income generation, trading, advertising, and sponsorship, etc.)		To be reviewed in light of COVID-19 as part of the review of the MTFP – Will be reviewed every year. Individual project updates within the action: <ul style="list-style-type: none"> <li>- Parish Grants- Briefing note presented to Executive ALT - consultation to commence via Parish Assembly</li> <li>- Refresh Efficiency &amp; Rationalisation programme- An early review will be undertaken as part of the MTFP update.</li> <li>- Hybrid mail- To be expanded to Environmental Health &amp; Licensing. Savings to be analysed.</li> </ul>
Develop a new Organisational Development Strategy to ensure effective workforce development and use of apprenticeships		Information Digest has been completed and circulated to members. The strategy will identify a number of projects for delivery. Camburg have met with AMT and we are aiming to get this finalised for the next committee cycle.
Develop a new procurement strategy with a focus on spending money locally		Information Digest report to be released in December.
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. Socitm has been completed and a meeting set to review the outcome. This will help progress work on the strategy. Individual project updates within the strategy: <ul style="list-style-type: none"> <li>- Housing management -delayed due to Covid19 and will be picked up as soon as possible. Feedback required around IT and Norse.</li> <li>- Meetings AV equipment-no update. On hold due to Covid.</li> <li>- ILAP/Assure- reached testing stage but the software is not ready, on hold</li> <li>- Civica Pay- Proposed implementation start date May/June, aiming for Feb 2022 to go live 2021. Project teams meeting to be held in December.</li> <li>- Civica Open Revenues - Until the API connection from OneVU to the Civica Portal has been completed and a single sign on for customers is established the connection for customers will remain via OneVu with links to the Civica Portal.</li> <li>- Env Health/Licencing- no roadmap for flare implementation, collective needs to be completed first.</li> <li>- Asset Management-Concerto: PC pilot study has been done. Training planned for the full team and is on track. Go live date is planned for 1st Jan 2021.</li> <li>- Collective- Project resource has been affected by COVID-19. Work is underway with the developers re the intuitive web forms and our web provider have developed a solution for displaying the calendars online. Vehicle installs at HP have taken place and the training</li> </ul>

Priority Actions	Status	Commentary – December
		<p>approach for users in the office and drivers has been agreed. Further work required on the trade collections; this has been agreed. A new timeline has been created and we await a response from Bartec. The calendar is live for High Peak residents.</p> <ul style="list-style-type: none"> <li>- Committee Management- looking at production of the forward plan and the quality of reports. Training to be implemented.</li> <li>- ICT upgrade- M365 is ongoing, IT requirements are being evaluated to enable a more agile approach between home/office working. The intention is to evaluate our IT requirement needs using the outcomes of the staff IT / homeworking survey and the deliverables from PLA1 Reinstating Services work &amp; Positive Legacy workstreams, where new ways of working are being considered, (e.g., laptops/docking stations etc). When Northgate have a clear idea what route we want to take with hardware, they will cost that solution for us.</li> <li>- Procurement Workflow and intranet upgrade- Best option to be identified when all the 3 quotes have been received. Stage 2 project paperwork completed.</li> </ul>
Refresh the council's Communication Strategy in order to ensure there is a more effective dialogue and engagement with residents		A paper has been submitted to information digest; no further feedback received. We are continuing with the timeline for the delivery of the strategy
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, project delayed due to COVID 19. Recording of meetings can be provided for review, report to be finalised.
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. Considering a survey for staff to support this review including housing tenants, external agency to be appointed. We are reviewing historic reports and groups.
Implement the agreed Housing Revenue Account Business Plan		<p>Refreshed plan required, business plan to be updated before February. Individual project updates within the action:</p> <ul style="list-style-type: none"> <li>- Environmental Improvement Program-Funding for Energy efficiency in social housing needs to be reviewed. Assets to assist</li> <li>- Tenant Engagement Arrangements- Tenant engagement plan required</li> <li>- Review of HRA Business Plan-HRA business plan refresh require by Feb 2021. Current action plan has a few outstanding issues, meeting was arranged for November.</li> </ul>

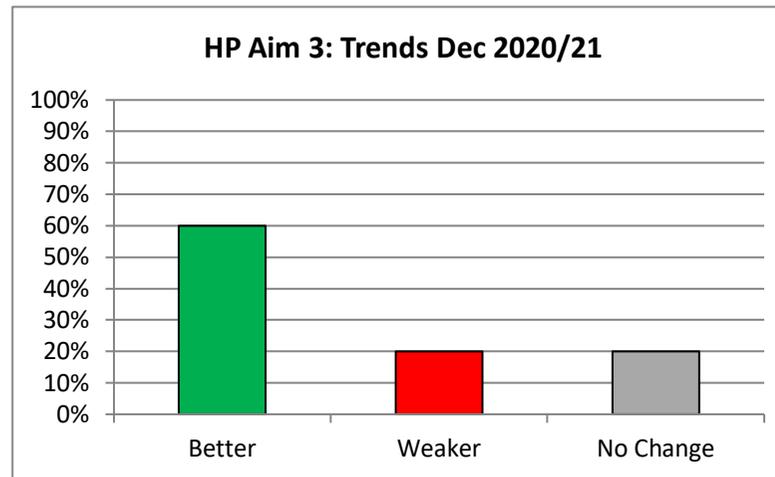
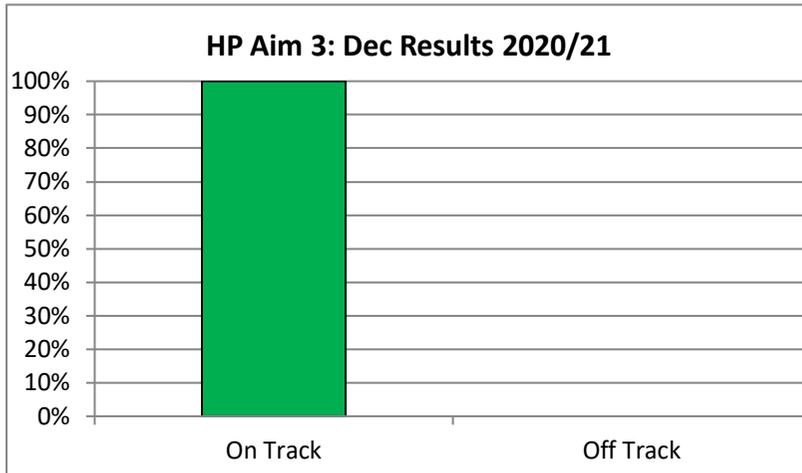
Priority Actions	Status	Commentary – December
Implement the COVID-19 Financial Recovery Plan		Back on recovery stage due to 2nd lockdown
Implement the COVID-19 Positive Legacy Plan		The Council has undertaken a review of the positive impact on all service areas to ensure that we retain and build on the improved working practices. The retention of agile working and access to flexible working arrangements, is currently being reviewed and new policies are currently being developed, along with identifying the benefits of reduced mileage, virtual access to meetings and training and the overall reduction in sickness.

### 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
- Cyber risk and IT Security

### ***Aim 3: Support economic development and regeneration***



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

#### **Celebrating Success:**

At the end of Quarter 3, 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 – December
Support the development of Glossop Halls		<p>Bid successful. Individual project updates within the action:</p> <ul style="list-style-type: none"> <li>- Market hall tenants' relocation- Trades moved on 1st Oct and can started trading 8th.</li> <li>- Market hall roof- completion expected within 12 months</li> <li>- Plan for new operating model for market/town hall complex- a new operating model will be produced after the roof has been completed</li> <li>- Plan for new operating model for Victoria Hall- a new operating model will be produced after the roof has been completed</li> <li>- Trust arrangements- Town Hall- work is in progress</li> <li>- Trust arrangements- Victoria Hall - work is in progress</li> </ul>
Implement the accelerated business growth and employment programme		<p>Review of projects has been undertaken in house to see what needs to be prioritised and ensure we are ready to proceed. Individual projects within the programme:</p> <ul style="list-style-type: none"> <li>- Chapel Masterplan: Ongoing- meeting taken place and the police are now looking at our land.</li> <li>- Dinting Employment Site-Ongoing, no specific update.</li> </ul>
Establish a developer open space contributions plan.		Raised at Corporate select- Head of Development Services to advise
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. Discussion have taken place on how to process this. A survey should be sent out in the near future.
Review the Council's Growth strategy to ensure that it is focused on the effective regeneration of our towns and rural communities		<p>Individual project updates within the strategy:</p> <ul style="list-style-type: none"> <li>- Buxton future high street fund-Successful in principle, a number of caveats need to be finalised before the grant can be fully secured</li> <li>- Buxton HAZ- The Cultural programme and community engagement delivery plans were requested for Dec. The monitoring return is complete for QTR1 and 2. The condition survey is almost complete. Positive discussion is ongoing with the owner of the White Lion. A meeting was held with historic England</li> <li>- Buxton VES- Revised group structure circulated to VES board members for comment.</li> <li>- Internal depot meeting next week for AES who are keen to start work on this.</li> <li>- Refreshed growth strategy- currently on hold.</li> </ul>
Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are		Local Plan Review-Consultation commenced with neighbouring authorities and statutory bodies under duty co-operate to help determine if an update to the plan is required.

being met		
Implement the COVID-19 Economic Recovery Plan		<p>We have issued press releases about the 'Eat out to help out' scheme encouraging people to support local businesses and continue to raise awareness via social media. Nearer the time, we will be promoting the dates that our local leisure facilities (pools, racquet sports etc) are due to re-open.</p> <p>Business newsletters complete, addition to a new newsletter to be developed in light of new funding.</p>
<b>Influencing Actions</b>		
Work with the private sector on regeneration schemes including The Crescent and Torr Vale Mill		<p><b>The Crescent:</b> Arrangements are in hand for signing and sealing the head lease at the start of October. Release of 66 under croft car park spaces to the Hotel, with separately metered supply for electric gate and CCTV. Approval of signage and barriers required. Anti-social behaviour to be addressed by enclosing entire under croft with security fencing. Agreement over Hotel managing locking and unlocking of public gate to be included in lease.</p> <p><b>Torr Vale Mill:</b> Ongoing discussion with Torr vale Mill Trust. Supported public consultation - broad agreement from the residents regarding the improvements and new parking to the access road (Torr Vale Road). Consultation to be reported to NMTC.</p>
Ensure the best use of public assets across the borough by working via the One Public Estate project		<p>Glossop &amp; Gamesley One Public Estate: Council to write to DCC suggesting a project split between (1) Fauvel Road / Leisure Centre and CCG; and (2) DCC / Police investment into Glossop Municipal Buildings. With (1) potentially being taken forward as a future OPE bid and (2) coming forward now, and outside OPE. Following a response from DCC we will need to engage with other partners to seek agreement for the proposed way ahead. The proposal is to split the sites so we can progress</p>
Pressing for more regular and faster rail links, public transport links and essential road infrastructure		<p>The Council forms part of the High Peak and Hope Valley Community Rail Partnership which oversee rail services in the Borough. A response to the Greater Manchester bus franchise consultation was submitted in 2020 with class for greater cross boundary integration. Planning consent granted for the A6 Fairfield roundabout. Consultation response submitted to the A57 Link Roads consultation with consultants appointed to undertake a Local Impact Report of the scheme on behalf of the Council.</p>
Work with regional partners to extend the Greater Manchester rail offer		<p>An update to the A6 Corridor Study is proposed. The previous study largely focussed on rail improvements as the means of The Council is in the early stages of discussions with Stockport, Cheshire East, and Derbyshire regarding the scope of this work. Feasibility Study of Gamesley Station completed. Further work required to improve the economic case for the project.</p>
Enabling high-speed internet across the Borough		<p>Referring people to Digital Derbyshire regarding complaints &amp; as part of partnership work on growth strategy, continued work with DCC &amp; Digital Derbyshire to push for increased broadband capacity and addressing issuing of 'not-spots'. Openreach have recently announced new investment to improve supply in Derbyshire &amp; the recruitment of 39 new employees/trainees to increase capacity to deliver.</p>
Completion of the off- road route		<p>The Glossop Gateway masterplan identifies opportunities to enhance walking/cycling in the Glossop area,</p>

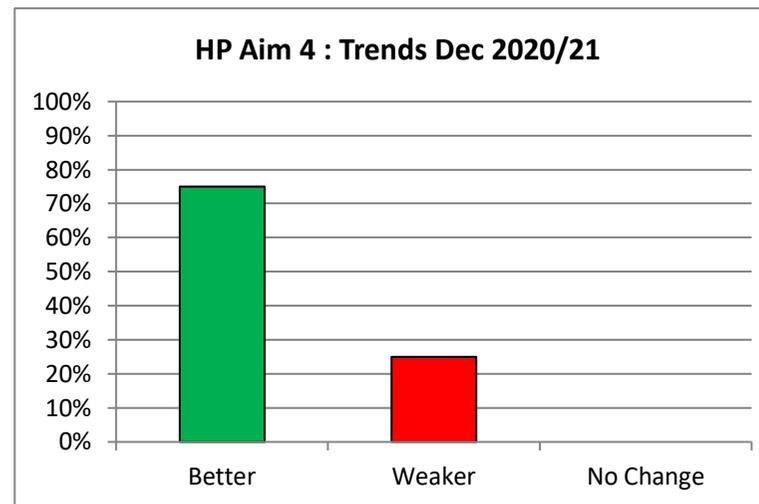
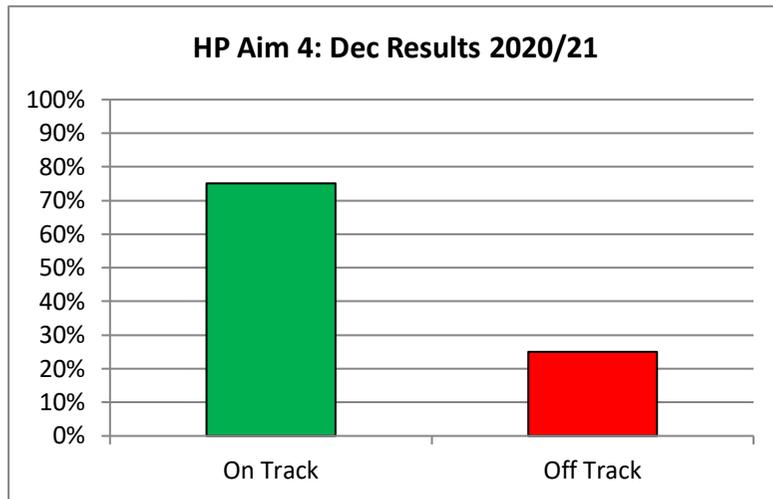
for the Trans Pennine Trail and access to the Monsal and Tissington trails	including links to the TPT. Consideration is being given to the scope to bid for funding from Highways England's "Designated Funds" to invest in the TPT missing links and other possible schemes in Glossopdale. No known progress on the Monsal and Tissington Trails.
Bringing additional funding into the Borough	Glossop Project - £2million Buxton HAZ Buxton Future High Street Funding – in principle

### **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



The council's performance and trend profiles remain strong under aim four. There is just one 'off track' measure at the end of December: the kg of residual waste. We measure this quarterly using estimates until the tonnages are confirmed but the amounts collected during 2020/21 are significantly higher than the previous year. Fly tipping is now a contextual measure, but the 2020/21 data reveals significant increases compared to last year, particularly at High Peak (480 incidents to date). This is believed to be a national issue and is being addressed through a comms strategy in addition to ongoing enforcement activity.

### Celebrating Success:

At the end of Quarter 3, the following performance indicators are outstripping their targets:

- ✓ Both - missed bins, paper consumption, estimated recycling rates

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
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. Closure/lessons learnt report has been provided. Project completed.
Develop a climate change strategy & 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. We are joining Apse’s energy networking group and drafting plans for 2021.
Develop a Parks Development Plan to support the widest community use of parks and support community/friends’ groups		Stage 1 documents received – Next steps: <ul style="list-style-type: none"> <li>• Finalise draft strategy and management plans for agreed parks</li> <li>• Plan and undertake consultation with stakeholders/community/friends groups/AES</li> <li>• Finalise ready to obtain Member approval</li> </ul> Individual project updates within the plan; 12.1 Parks development plan-Information Digest report being produces 12.3 Play Strategy-This will form part of the wider Parks Strategy; a review of existing play areas will be undertaken.
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy		On hold- Await consultation and communications from the Government. Covid has delayed central Gov't progress, expectations not expected to be known until 2021 TEEP has not started.
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. Working group to be set up to discuss to agree the approach.
<b>Influencing Actions</b>		
Encourage local organisations and businesses to reduce their carbon footprint		Climate Change Strategy: Plans to be produced by the end of the year. Ongoing projects will come out of this piece of work. We are joining Apse’s energy networking group and drafting plans for 2021.

Develop more cycle routes whilst working with the County Council and residents to ensure harmony amongst road users

The Glossop Gateway masterplan identifies opportunities to enhance walking/cycling in the Glossop area, including links to the TPT. Consideration is being given to the scope to bid for funding from Highways England's "Designated Funds" to invest in the TPT missing links and other possible schemes in Glossopdale. Liaising with DCC on potential Buxton Safer Walk & Ride project (project led by DCC and BTT) as part of the Buxton travel plan.

## **Managing our strategic risks**

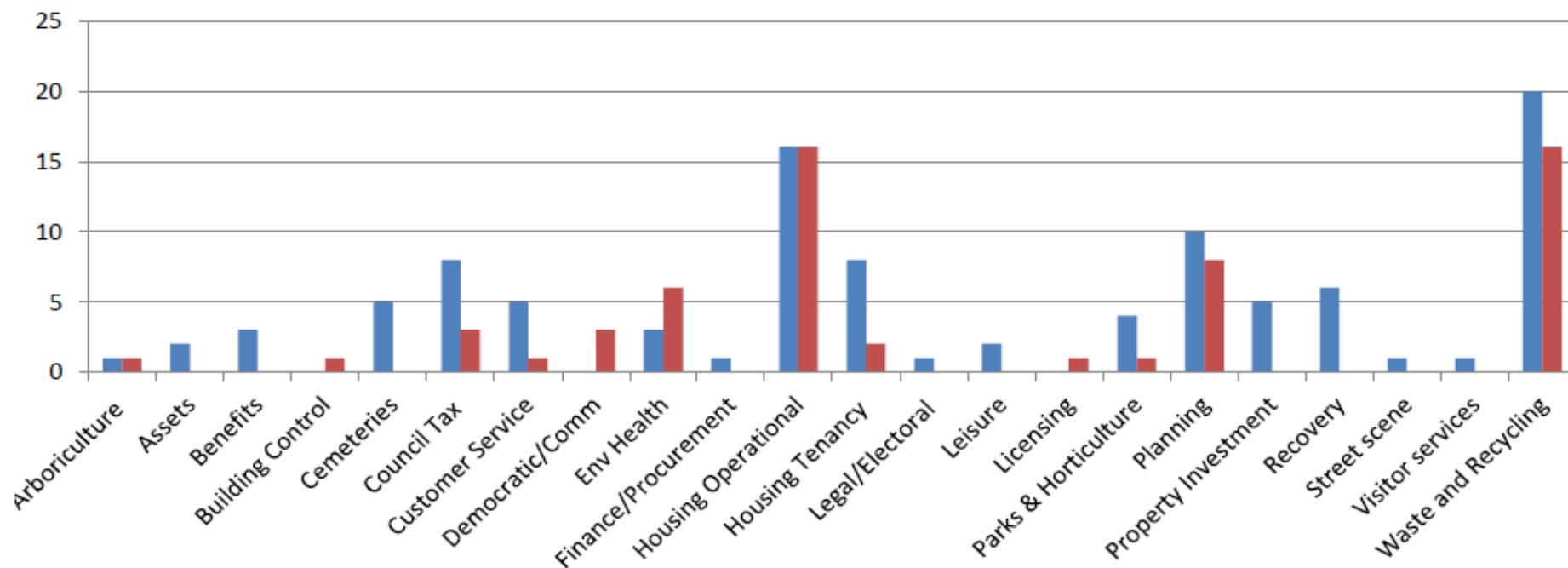
The Council has identified, assessed, and is mitigating the following strategic risks under Aim Four:

- 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 59 stage one complaints across 12 service areas during the period April to December 2020. This is a decrease in the total number of complaints compared to the same period last year when we received 102. Waste & Recycling and Housing Operational received the greatest proportion (27%) with 16 complaints each.

■ Q3 2019-20 ■ Q3 2020-21



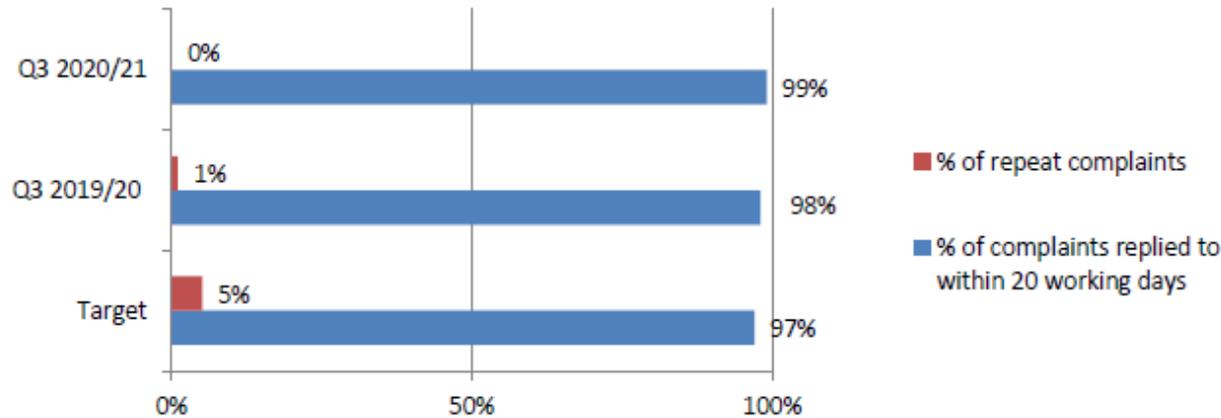
## Stage 2 Complaints

In Quarter 3 we received 3 Stage 2 complaints:

Service Area	Complaint	Conclusion
<b>Stage 2</b>		
Housing Tenancy 2020/21- 0764	Void Standards	Not upheld- accepted no fault
Planning 2020/21- 0969	Opposition to building plot	Ongoing
Council Tax 2020/21-01004	Council Tax dispute	Ongoing

## Performance

Shown in the table below is the current performance together with the performance for the same period last year. The response rate is on track at 99% and there have been no repeat complaints.

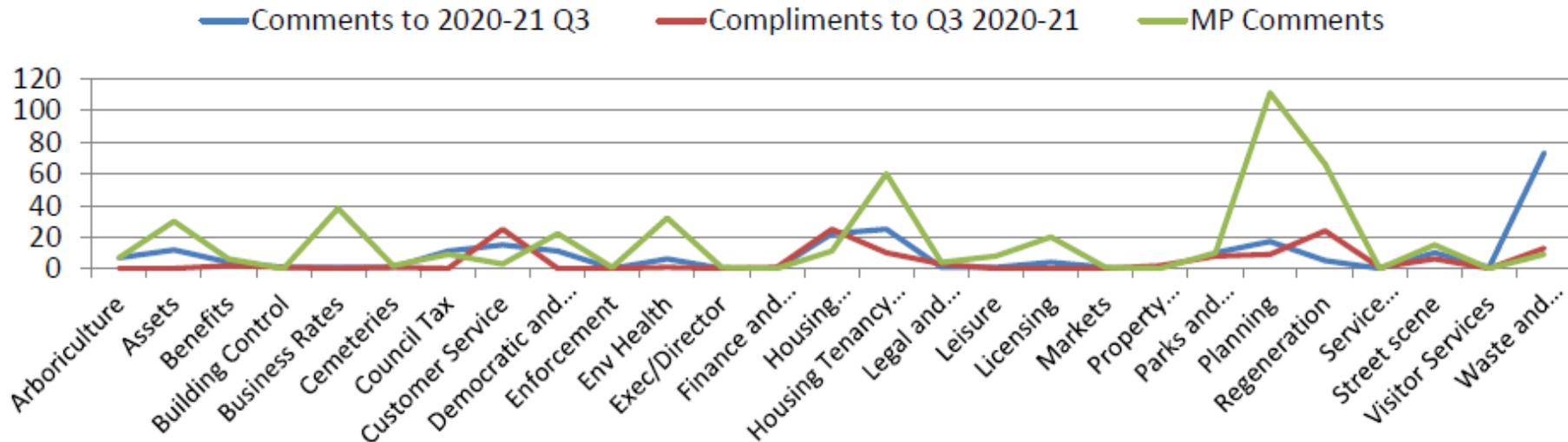


**Outcomes for Qtr 3:**  
**None**

**Repeat issues for Qtr 3:**  
**None**

**Ombudsman Decisions** The Council received 2 Local Government Ombudsman decisions in Quarter 3: Ref 20004222: no complaint made to HP –LGO will not investigate. Ref 202010336 HP ref 0726- LGO request we respond to customer.

**Compliments and Comments** The Council has also captured 239 comments, 466 MP comments and 132 compliments through its feedback system during April to December 2020:



## Areas for Improvement: December 2020

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result December 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
% 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 Services	60% prevention	49% prevention 51% relief	Current restrictions are impacting this result and cases are presenting at relief stage due to family relationships breaking down.
% of relief duty discharges resulting in a settled accommodation outcome			67%	50%	The position is improved slightly on last month although current restrictions continue to impact
Number of TA placements (including B&B made for families) placed over 6 weeks			5	13 (no families)	Current lockdown restrictions and increased duty to accommodate is impacting on this although the position is improved on last month
a) Number of RTB transactions (applications) & b) % completed within statutory timescales (RTB2)		Head of Legal & Elections	95%	a)35 b) 33/35 94%	2 were accepted over the 28-day statutory timescales due to delays with the valuations
Carelink: % referrals installed within 15 days	Aim 1: Work with our partners and the community to address health inequality, food and fuel poverty, mental health and loneliness	Head of Housing Services	95%	91.39%	This is due to 3 residents delaying install due to isolating/shielding
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%	74.34% 336/452	Response timescales have been affected by the impact of COVID-19.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result December 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
Average time taken to re-let Council homes	Aim 2: More effective use of Council assets to benefit our communities	Head of Housing	30 days	34.4 days	Rent loss due to voids remains under target Average time excluding hard to let (inc properties affected by Covid restrictions) – 21.3 days (Apr - Dec). This month we relet six voids over target, all due to the amount of work required and requiring work from external contractors. All other voids this month were delayed by three days due to Covid 19, as all voids are now left locked up for 72 hours before entering.
Collection rates: Rent (rent collected as a % of rent due)	Aim 2: Ensure our future financial resilience can be financially sustainable whilst offering value for money	Head of Housing Services	98%	94.93%	Overall, the 1.65% difference is approx. £200,000, this difference is primarily due to the impact COVID-19 has caused on recovery. £65,000 of this £200,000 can be placed down to timing, whereby 58 universal credit (UC) payments were in the account on the 24/12 (amounting to £17,707) which had not been posted to rent accounts in time for the figures. In addition, there are 159 confirmed UC payments due (amounting to £47,404.01) covering tenant's UC payment periods 18/11 – 30/12 not yet received or posted. Finally, we are yet to receive UC payments from a further 138 UC cases between 7/1 – 17/1 which would cover varying periods from 1 to 4 weeks rent up to 27/12.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result December 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
Collection rates: Sundry Debt (value of SD over 60 days)		Head of Revenues and Benefits	Match 2019/20	£236,579.57	There is around £50k debt where we are considering the next stage i.e., write off etc. Service areas are involved in Covid issues & therefore have not got the capacity to look at these at the moment. We also have about a further £50k of invoices where the accounts need moving on to be passed to Bailiffs but due to Covid and the nature of the debt (i.e., vulnerable persons) we still have these on hold. Finally, a number of accounts need to be investigated but due to business grants being prioritised, this keeps being pushed back.
% Invoices paid in line with terms of contract		Head of Finance	96%	94%	Operational output has been directly affected by additional activities that have been absorbed by the Creditors function to facilitate Covid-19 Business and Self Isolation support payments from April 2020. This has been an increased demand on capacity within the team which was already working on reduced resources due to a full-time member on long term sick leave throughout quarter two.  In addition there has been a noticeable increase in supplier invoices over recent weeks as front line services step up recovery of business operations which we are currently working through to facilitate payments under the 30 day target. We are making use of all available options, including external and internal communication channels to ensure that payments are not delayed, to which we aim to make a noticeable improvement on the current position going forward.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result December 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of Internal Audit recommendations implemented within timescale (snapshot at end of each quarter)		Head of Internal Audit	92%	86.99%	The usual audit recommendation follow-up process was suspended during April to June but was reintroduced from July with performance gradually improving. It should be noted that it is the responsibility of relevant Heads of Service to implement agreed recommendations.
KG's residual waste per household	Aim 4: Effective recycling and waste management	Head of Service Commissioning	435kg	338.5 kg (estimate)	Results are estimated as tonnage data is not yet available from the DCC for quarter 3. Results at this time last year were 303.46kg. We have seen a 4.5% growth in waste tonnage collected during 2020-21 most likely due to Covid restrictions.

For a full list of all performance measures and the Q3 results please visit the Performance Management page on the Intranet or click on this [link](#)