



High Peak Performance and Customer Feedback Report: April to September 2018/19 (Q2)

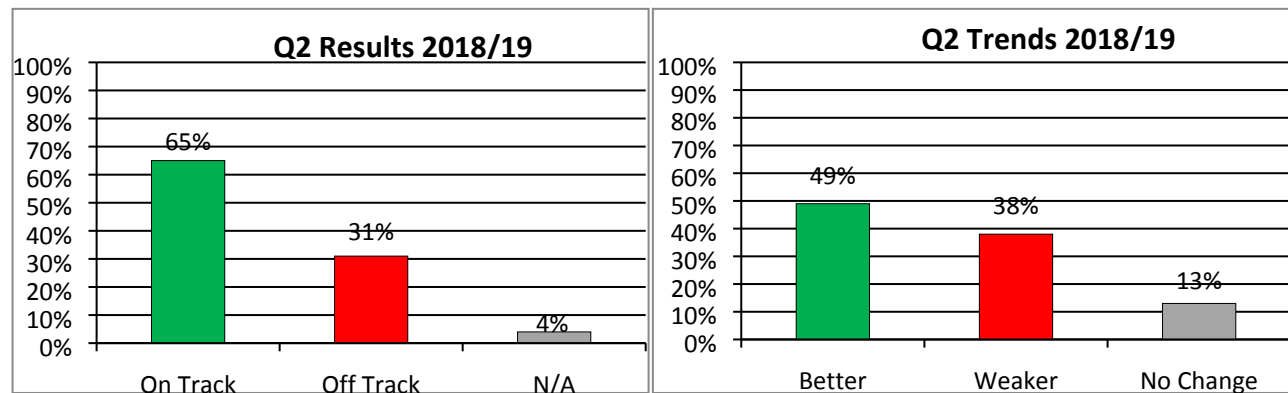
High Peak Q2 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to September 2018 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 131 'monthly', 'quarterly' and 'annual only' reported performance measures at High Peak, five more than last year. The chart below shows the results as at the mid-way point of 2018/19 against 46 of these indicators. At this stage last year the Council had 63% of PIs on track and 49% performing better on trends. 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 revised 2018-2019 Corporate Plan. The table below right explains the colour coding used to describe the current status of these actions / projects.

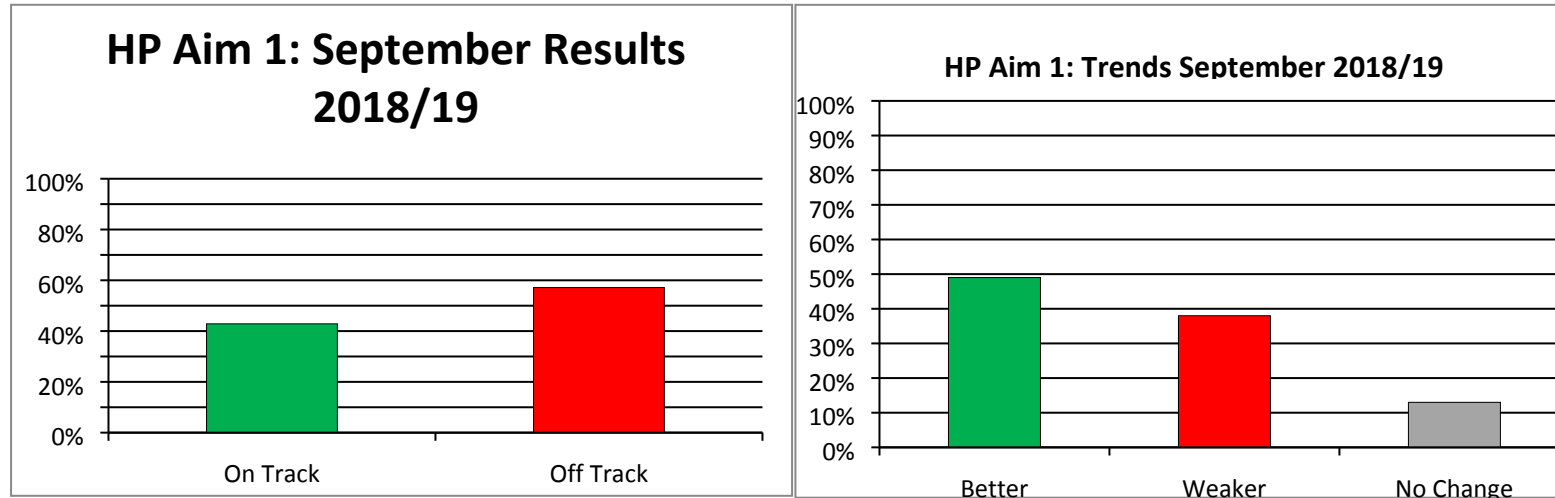


	Off Track
	In danger of going off Track
	On Track
	Not yet started / decision awaited
	Complete / Closed

Customer Feedback Overview

The number of complaints received has reduced from 177 to 120 and repeat complaints stand at only 1%. Responding to complaints within 10 days is off track at 92%.

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



The 'off track' measures under Aim One relate to Benefits processing, which is improving each month; homelessness cases prevented and households in temporary accommodation, albeit only by one case. The homelessness PI is being reviewed by the service to ensure the measure is meaningful. We have had more than double the level of homeless applications for the whole of last year during the first six months of 2018/19. The needs to be viewed in the context of the new legislative arrangements– the criteria and arrangements are now different from the past – making year on year comparisons inaccurate and appropriate .

Celebrating Success:

At the end of September 2018 the following performance indicators outstripped their targets:

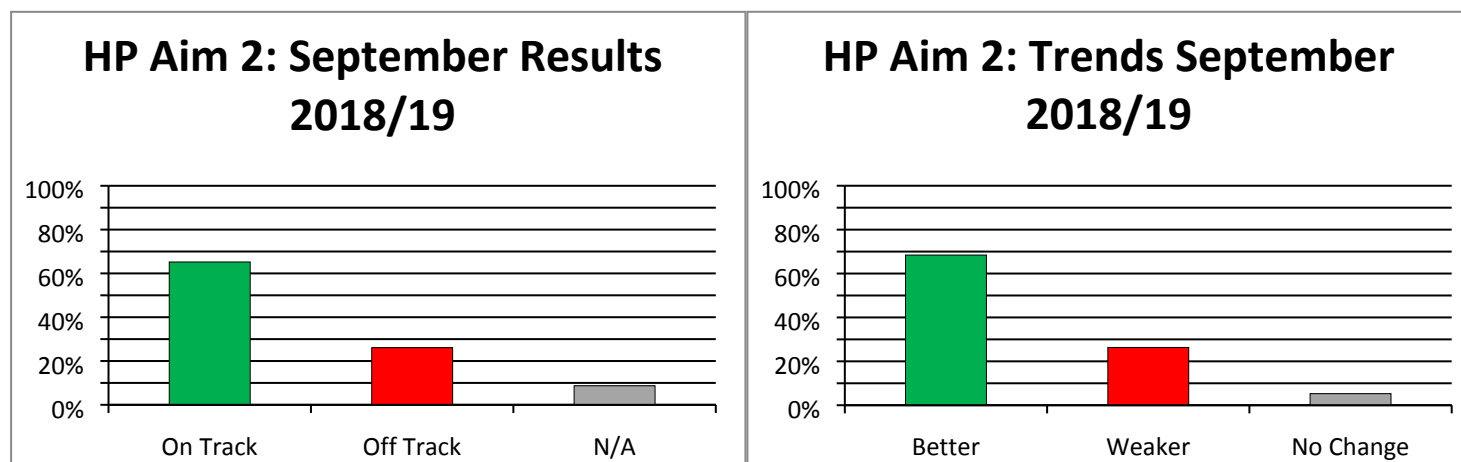
- ✓ Level of external funding awarded for sport and physical activity

Corporate Plan Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Continue to influence the provision of accessible health and social care services through the Council’s Scrutiny work programme		<p>Future scrutiny includes:</p> <p>Community Select Committee will meet on 3rd October</p> <p>North Derbyshire CCG and Derbyshire Health Trust will be making a presentation about Better Care Closer to Home , Place Based Developments and Access for Beds for mental health patients.</p> <p>An update on the Sport and Physical Strategy will now be made on 5th December (deferred from 3rd October meeting)</p>
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Housing Benefit processing		New benchmarking packs issued 20th July identifying low cost/high performing authorities for investigation by Manager.
Complete and implement a Housing Management and Revenue Plan		<ul style="list-style-type: none"> - Stock condition report now finalised - prioritising and smoothing the programme over the 30 years which is now affordable within the business plan. - Tenant engagement update report to be presented to next HRA working group. Follow up survey will be sent to tenants who indicated they would like to be involved. - No HRA savings target achieved in 2018/19 (reduced MRP has offset efficiency requirement) - OHMS/Infomaker training requirements - additional workshops to be scheduled focusing on Rents / Repairs to ensure system is utilised as effectively as possible - Focus on DD and ability to increase number of DD payment dates / increase DD payers - External support ran leaseholder workshop on 21st Aug with all relevant service areas in attendance. Now putting this training into practice - Repairs – members agreed to explore options. Formal proposal being worked on plus 2 other options to be reviewed <p>Asset management data review meeting to be arranged. This is critical to maintaining up to date stock information.</p>

Priority Action	Status	Commentary – September
Ensure the Council is compliant with the requirements of the new Homelessness Reduction Act		A meeting has been held with the Ministry of Housing who are very pleased with our approach and will be listing elements of it as 'good practice'. The priority now is looking at our temporary accommodation offer to reduce reliance on B&B type placements.
Implement the Council's new sport and physical activity strategy and carry out research into nil cost facility provision being achieved by other councils; in order to achieve improved health and value for money outcomes		ITT documentation for the High Peak Leisure Management Centre contract (2019-2024) has been prepared and the tender notice is being advertised mid September. The new contract will commence 1st April 2019.
Review and improve our relationships with Strategic Partners		The partnership assessment tool has been used and responses from services are being analysed to produce a report for AMT.
Complete the review of the CCTV system and implement the agreed recommendations		The consultants have produced a costed report to allow us to implement the way forward that was approved by both Councils. A meeting with the consultants has been scheduled for mid September to discuss some of the options contained within the report.

Aim 2: Meet financial challenges and provide value for money



The Council is below its target for planned procurement activity, complaint handling and three rent and repairs PIs in relation to Council homes. The unavailable PIs relate to repairs appointments, the data for which is currently inaccessible due to IT issues. Sickness absence has also gone 'off track' during Quarter Two due to increases in long term cases.

Celebrating Success:

At the end of September 2018 the following performance indicators outstripped their targets:

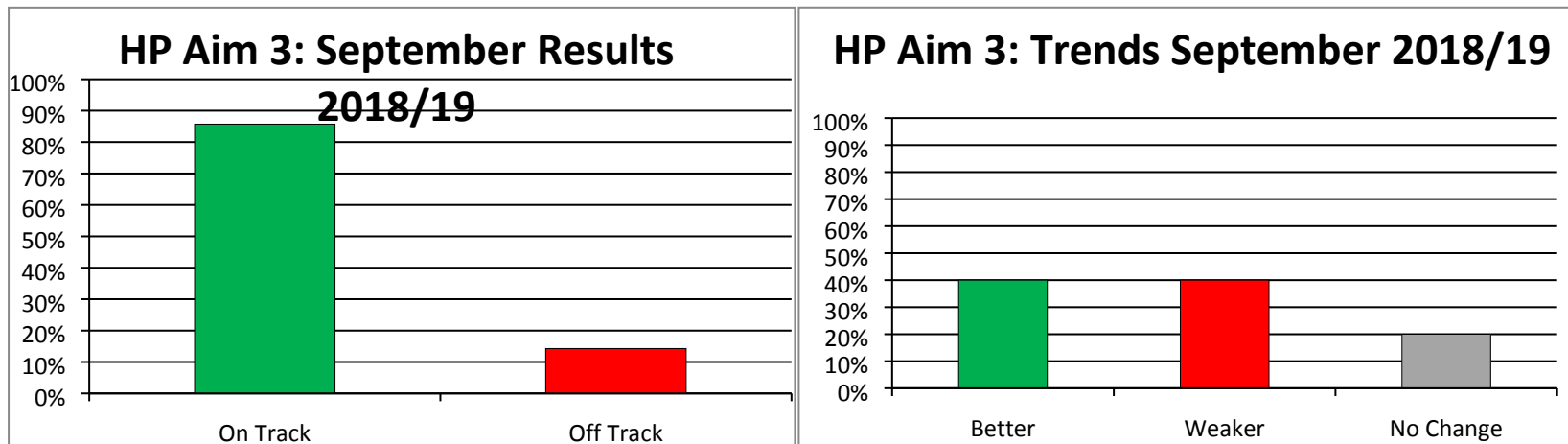
- ✓ Average re-let times
- ✓ Invoice processing, sundry debt reduction
- ✓ Contracted spend
- ✓ Internal audit recs implemented
- ✓ FOI
- ✓ Channel shift, social media followers
- ✓ Repeat complaints
- ✓ IT systems and network availability

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Deliver the Channel Shift Programme		The digital portal is on track- CGI are delivering their final recommendations mid September at the channel shift project board. The phase 2 Full Business Case will also be discussed. CGI are also assisting with the IT strategy. Finance is to confirm the funding and budgeting requirements for Bartech’s Collective system.
Provide advice and support for residents affected by the rollout of Universal Credit across High Peak in 2018 in order to help ensure a smooth transition to the new system		Universal Credit has now gone live in High Peak. Access to the landlord portal has been confirmed.
Continue to embed good information management practices through the ASSURED framework		<p>The Assured framework is regularly publicised via Keeping You Informed and staff are encouraged to report data breaches. The GDPR action plan is on track, progress is monitored through the Information Governance Group.</p> <p>A number of training sessions have taken place to help key staff comply with GDPR, with further sessions and online training planned for later in the year.</p> <p>The Information Asset Register has progressed to stage 2 to identify security around personal and sensitive data and our lawful basis for processing.</p> <p>Privacy Impact Assessments are being reviewed following training and will be re-launched. Further guidance on Information Protective Marking is being rolled out to all staff.</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>All income generation challenge meetings have been completed, a target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21. Updates for various streams:</p> <p>Commercial properties - Industrial units’ refurbishment work completed and last units due to be re-let. Agent engaged for lease renewals and rent reviews, 3 lettings have now been completed.</p> <p>Fees and charges - Next review for 2019/20 budget setting/MTFP. Cash up against efficiency target to be undertaken during 2018/19.</p> <p>Advertising/Sponsorship - The consultancy piece has been successfully procured and the contract has been awarded to Community Partners Ltd (CPL). The process</p>

		<p>will begin towards the end of September and will require properly resourcing as it will involve Community Partners fully auditing the Alliance. In order to complete this exercise the process will require the collation of all necessary information from Assets and other relevant service areas.</p> <p>Empty Homes - A meeting of the working group is to be confirmed on 5th October to consider progress against the action plan:</p> <ol style="list-style-type: none"> 1. The Derbyshire proposal concerning the empty homes premium uplift and the Rating and Council Tax bill introduced on March 2018 2. The research summary - considering current empty homes reports and publications, local authority strategies, use of loan/grant incentives, delivery models and good practice examples.
<p>Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place</p>		<p>Facilities Management: DCC demobilisation is going to plan. TUPE meetings have been held with affected staff. The new provider does not anticipate any compliance issues.</p> <p>Cipfa Property has met with the Managers forum to start the process of creating the Asset Management Plan, which will tie in with the Councils' agreed corporate plans.</p>

Aim 3: Support economic development and regeneration



The Council continues to perform extremely well against all planning measures. Footfall at the Pavilion Gardens complex is 'off track' for the year but ahead of the Q2 target at over 223,000 visits. It's hoped that the reopening of the Octagon will see the target achieved by year end.

Celebrating Success:

At the close of September 2018 the following performance indicators outstripped their targets:

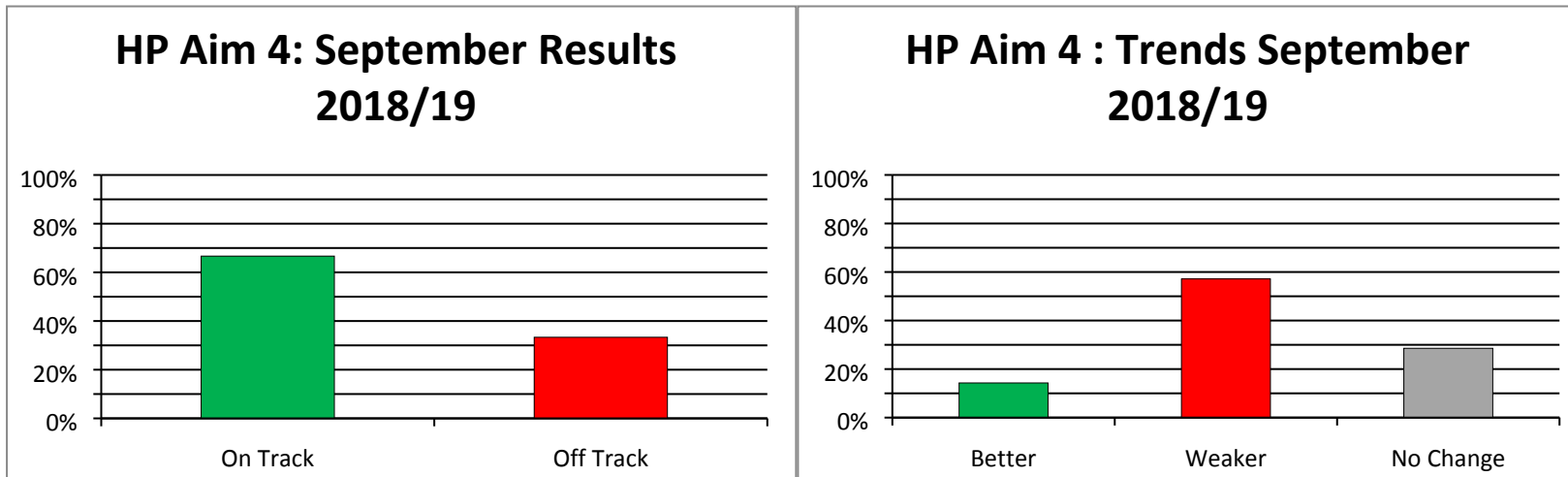
- ✓ Major, Minor and other planning applications processed on time
- ✓ Major and minor developments allowed on appeal
- ✓ Pavilion Gardens Trip Advisor ratings

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Market test the commercial operation of the Pavilion Gardens, including a review of the Tourist Information Centre and Tourism Service		Following the procurement exercise, two tender submissions were received. Upon an initial review of the bids submitted, procurement had to eliminate one of them due to a non-compliant application. The remaining submission presented their proposal to the project team in mid September. (Nov 2018 Update: Parkwood Leisure Ltd confirmed as successful bidder)
Together with partners work for the delivery of the Buxton Crescent development		The Visitor Economy Strategy is being prepared which is funded by HLF (£62,500) and HPBC (£5,500). Extensive stakeholder consultation has been undertaken and three forums were held in April, June and July. We are awaiting the final draft report which is due imminently; this will be followed by a final round of stakeholder consultation. The item will be brought back to Council Members for consideration in the autumn.
Support the development of Glossop Halls		The expected start date for work on the Town Hall roof is 17/09/2018 and the scaffolding is now on site. DCC have been in contact regarding new bollards. The feasibility study for Victoria Hall has been received along with the response of the Victoria Arts Centre Group (VAC). A joint meeting is to be organised with VAC and the Council's Executive to agree the way forward. Contact will be made with DCC regarding the state of the building.
Support the development of Torr Vale Mill		DCC and HPBC met with the mill owner and agreement has been reached on the wording of the Memorandum of Understanding between the owner and the Torr Vale Mill Building Preservation Trust. The final draft of the document has now been signed off by Historic England and issued to DCC's Cabinet and HPBC's Executive. This will establish the partnership arrangements moving forward to secure funding for a further feasibility study of the site.
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Planning application processing		New benchmarking packs issued 20th July identifying low cost/high performing authorities for investigation by Manager.

Priority Action	Status	Commentary – September
Implement the accelerated housing delivery programme		<p>Discussions with all relevant land owners and developers as well as DCC and Homes England are ongoing:</p> <p>Glossop package: Initial meeting held with DCC officers to discuss the accelerated housing delivery programme of Glossop sites.</p> <p>Buxton package: Homes England have visited the sites and noted progress so far, a revised timetable will be issued by the end of September in line with issue of funding agreement. Discussions are ongoing with developers of Hogshaw and Waterswallows sites. Memorandum of Understanding prepared with DCC for the construction of the roundabout, a meeting has been held with Aecom who are preparing the preliminary roundabout designs.</p> <p>Granby Road: Legal team are liaising with the property team and external legal consultants to take the contract forward. Developer’s comments are now being considered.</p>
Implement the accelerated business growth and employment programme		<p>A programme of business support is being delivered in partnership with D2N2 Growth Hub. Grant support has been secured for High Peak businesses through Invest to Grow, D2EGF and LEADER funding.</p> <p>A new web page has been created on the Council website to support local residents who can help them with job search support and skills development. This links to benefit/housing and business start up information as well as internal job vacancies.</p> <p>A guide explaining the planning application process for small businesses is complete and available on the website and has been well received by Chamber.</p> <p>HPBC attended Hillhead 2018 in partnership with Marketing Derbyshire and Derbyshire Dales DC to further support the quarry sector and promote High Peak and Derbyshire.</p> <p>Following promotion and referrals from HPBC – 19 businesses have secured D2 energy efficiency grant funding to reduce energy costs and CO2 emissions. Total value £128,222 (with private sector invest of additional £176,547)</p> <p>A new business support grant is due to launch at the end of September. Publicity is being prepared for High Peak businesses.</p>

Aim 4: Protect and Improve the Environment



There has been a dip in performance across the measures reported under Aim Four due to the higher than targeted residual waste returns, which are estimates only at this stage. High Peak's other below target performance areas are ASB warnings issued and missed bins.

Celebrating Success:

At the close of September 2018 the following performance indicators outstripped their targets:

- ✓ Fly-tipping incidents
- ✓ ASB enforcements
- ✓ Recycling levels (estimated)

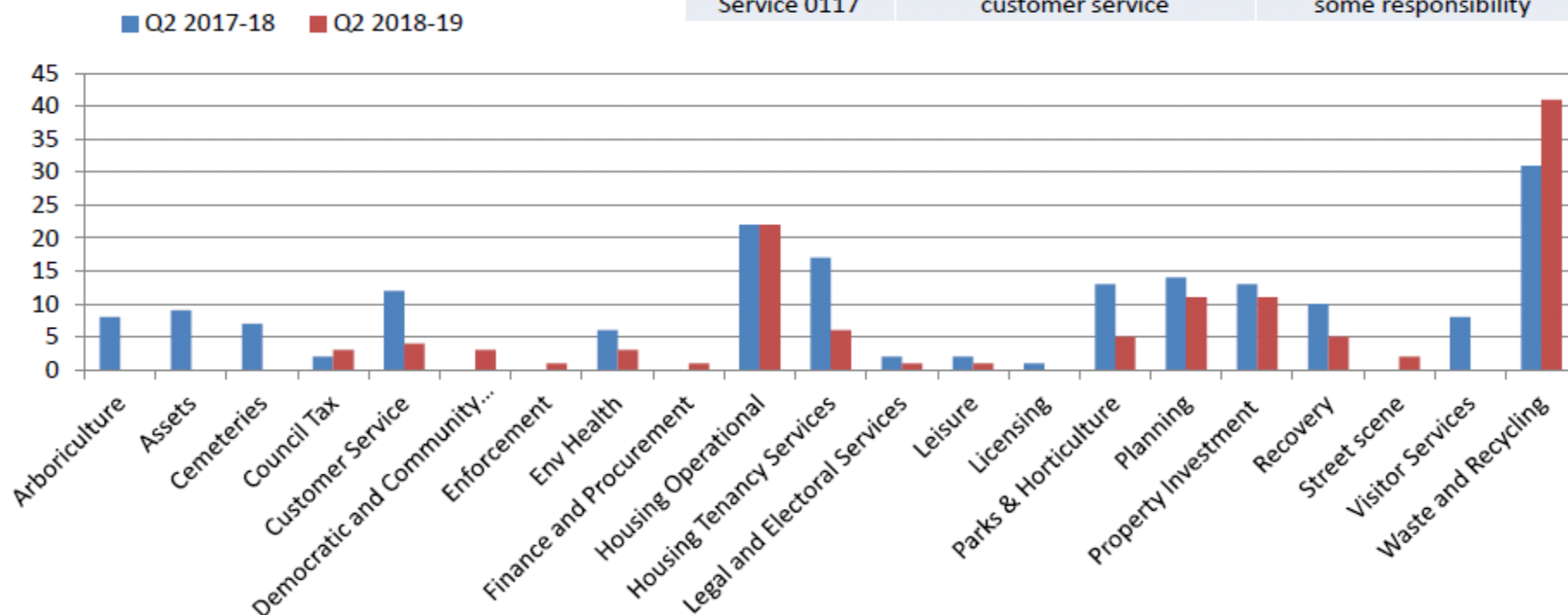
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
<p>Successfully deliver Phases 2 and 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>The Phase 3 Go-Live date is yet to be confirmed however after discussion, the agreed preference would be for 1st Feb 2019. The TUPE list has been confirmed and the specification is being prepared for next committee cycle. The business case for Bartech’s Collective system is ongoing.</p> <p>It has been agreed that Alliance Finance will oversee AES/ANSA procurement requirements to provide assurance, and the Council will withdraw IT connectivity from Fowlchurch to generate further savings. The impact on wider accommodation is to be reviewed. Further discussions to take place over Trade Waste.</p>
<p>Establish a developer open space contributions plan</p>		<p>An Open Space Audit and Playing Pitch Strategy have been completed. In addition, Operational Services have proposed a revised method for calculating developer contributions for play, open space and sport / recreation facilities. This proposed method is currently being considered by the Councils' appointed consultants who are working with the planning policy team as part of the Local Plan process. Subject to approval a Supplementary Planning Document (SPD) for developer contributions will be worked up in November 2018 using these proposed calculations and methods. This will provide guidance for developers on the expected contributions they will have to make towards play, open space and sport / recreation facility provision as part of local developments.</p>
<p>Commence the preparatory work needed to facilitate the expansion of Glossop Cemetery in 2019/20</p>		<p>The planning and design work is now underway.</p>

Customer Feedback

Complaints

The Council received a total of 120 stage one complaints across 17 service areas during the period April to September 2018. This is a decrease in the total number of complaints compared to the same period last year when we received 177. Waste received the greatest proportion (34%) with 41 complaints.



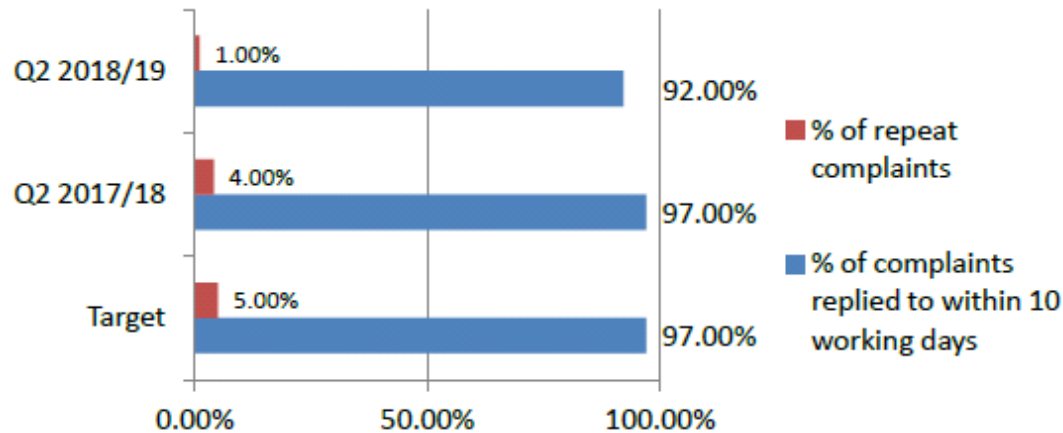
Stage 2 & 3 Complaints

In Quarter 2, 4 complaints were dealt with at Stage 2 and 1 at Stage 3:

Service Area	Complaint	Conclusion
Stage 2		
Planning 0335	Length of time taken to determine planning application	All processes followed correctly but initial response time was slow
Recovery 0157	Council Tax liability	All processes followed correctly
Planning 0188	Planning matter	All processes followed correctly
Stage 2 & 3		
Customer Service 0117	Poor and non-existent customer service	Partially upheld- accepted some responsibility

Performance

The table below shows the current performance together with the performance for the same period last year. Repeat complaints met target and were lower this quarter, the response rate has missed target .



Key Outcomes

2 complaints were received that identified an issue with Flare when reporting missed waste collections. The issues with the report have now been rectified.

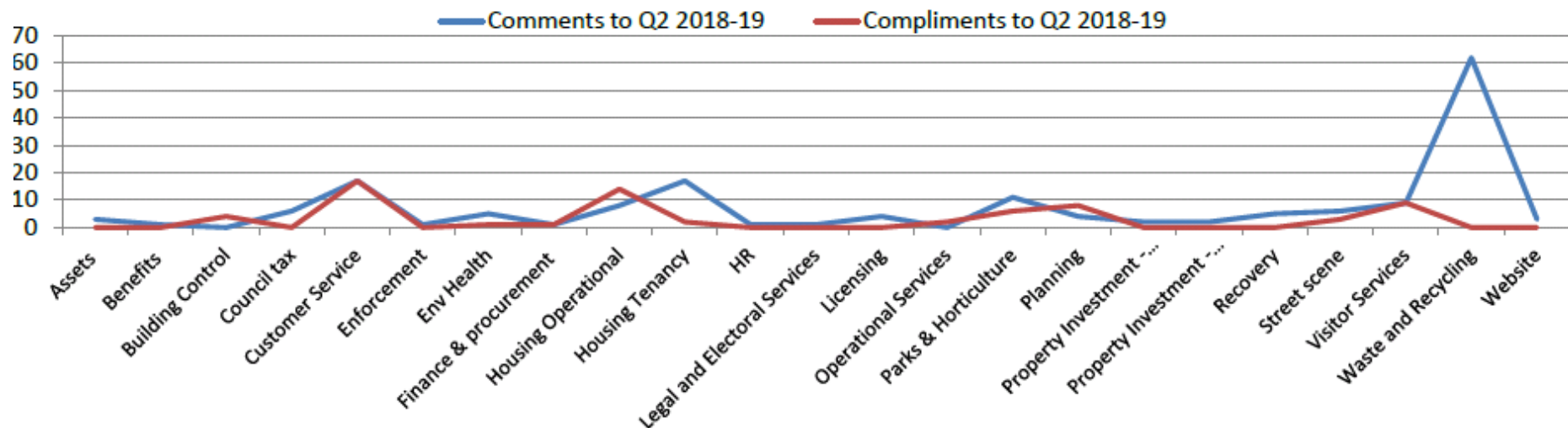


Repeat issues for Qtr 2:

Conduct of Housing Staff.

Ombudsman Decisions The Council received 1 Local Government Ombudsman decision in Quarter 2: Closed after initial enquiries: out of jurisdiction.

Compliments and Comments The Council has also captured 169 comments and 67 compliments through its feedback system from April to September :



Areas for Improvement: September 2018

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Sept 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
High Peak					
Time taken to process new housing benefit claims	Aim 1: Fit for purpose housing stock that meets the needs of tenants	Head of Customer Services	18 days	26.13 days	An Action Plan is underway and performance is improving for both new claims and change of circumstances.
Time taken to process change of circumstances			7 days	11.39 days	
NEW: Homelessness: % of cases prevented			65%	16%	We are currently reviewing this PI to ensure it is meaningful and reflective of work undertaken. In Apr-Sept 190 approaches determined to be homeless applications, compared with 2017/18 – 93 homelessness applications. It is important to note that these are approaches from people potentially at risk of homelessness.
Number of households in temporary accommodation			15	16	Marginally above target and staff continue to only use temporary accommodation as a last resort. We have had a significant increase in homeless applications this year which has increased those we have had to assist.
Average time from request to repair (DLO)	Aim 2: More effective use of Council assets	Head of Operational Services	12 days	14.72 days	This PI is steadily improving and it is anticipated that it will continue to do so and meet or be close to target by year end. In addition the team is fully resourced and a number of processes have been implemented recently which will help to improve performance further.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Sept 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
% Rent loss due to vacant stock		Head of Customer Services	0.86%	0.96%	Current rent loss due to vacant stock is £202,627.98. £157,295.35 of this figure is for properties on hold - Marian Ct, Alma Square, Church View – and £32,595.39 of this figure is for Padfield Main Road and Torr Top Street.
Complaint handling: % dealt with within 10 working days	Aim 2: Easily available services provided right first time	Head of Customer Services	97%	92%	Total number of complaints has reduced by around 50%. No late complaints during September. Process in place to remind services to respond with the agreed times.
Sickness absence per FTE	Aim 2: High performing and motivated workforce	OD & Transformation Manager	9 days	5.3 days	Short term sickness: average 1.41 days per FTE Long term sickness: average 3.89 days per FTE Sickness has increased during Q2 across the High Peak. Operational services account for a high proportion of days- 844 out of 1306, of which 723 days are due to long term sickness. The cases are being dealt with in accordance with the sickness procedure.
Collection rates: Rent	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	98.5%	94.79%	Performance is up on trend. Issue with target rent calculations now resolved.
Pavilion Gardens - footfall	Aim 3: Promote tourism	Visitor Services Manager	601k (Q2 220k)	367,162	Although we are behind target cumulatively, the Q2 result has surpassed target. Now the Octagon has reopened we are in a healthy position to pull back any shortfall and achieve the year-end target.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Sept 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
Missed bins per 100,000 collections (exc customer error and bad weather)	Aim 4: Effective recycling and waste management	Head of Operational Services	40	41.59	The number of reported missed bins in September was 90; this is the lowest monthly result to date this year. Of the 90, 9 were as a result of blocked access due to roadworks or parked cars (outside of our control). If such reasons were excluded the year to date result would be at 34.22.
KG's of residual waste per household.			455kg	229.5kg	Result is estimated as data for September has not yet been received from our contractors or DCC.
NEW: Anti-Social Behaviour enforcements (including behaviour adversely affecting the environment) : Number of warnings issued by type	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Democratic and Community Services Manager	25	9	Low levels of referrals from the police. Warnings issued to date: failure to ensure waste is confined within premises (1), failing to undertake litter picks (1), repairing vehicles for financial gain at premises (1), swearing/kicking doors/violence (1), and aggressive begging (1). Sept cases: 3 for drug use/begging/in public, 1 for noise/violence.
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	Finance and Procurement Manager	72%	56%	A number of reactive lower value single source commissions were made during the quarter, some of which were in relation to the SMDC local plan. Quarter three service reviews are scheduled for October and November to ensure that the planned programme is kept updated.

For a full list of all performance measures and the Q2 results please visit the Performance Management page on the Intranet or click on this link.

<http://hpbc.alliance-online.org/transformation/performance-management>