



High Peak Performance and Customer Feedback Report: April to December 2018/19 (Q3)

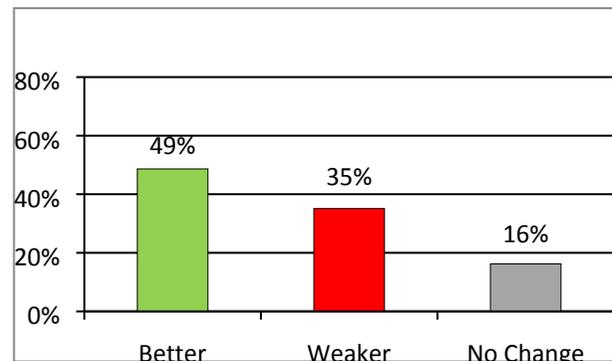
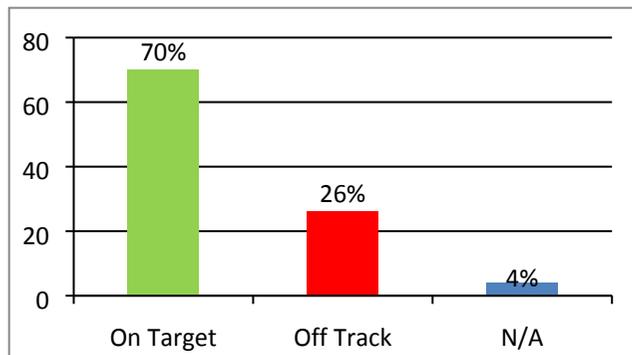
High Peak Q3 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to December 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 end of December 2018 against 46 of these indicators and reveals a 5% improvement on Q2. 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.

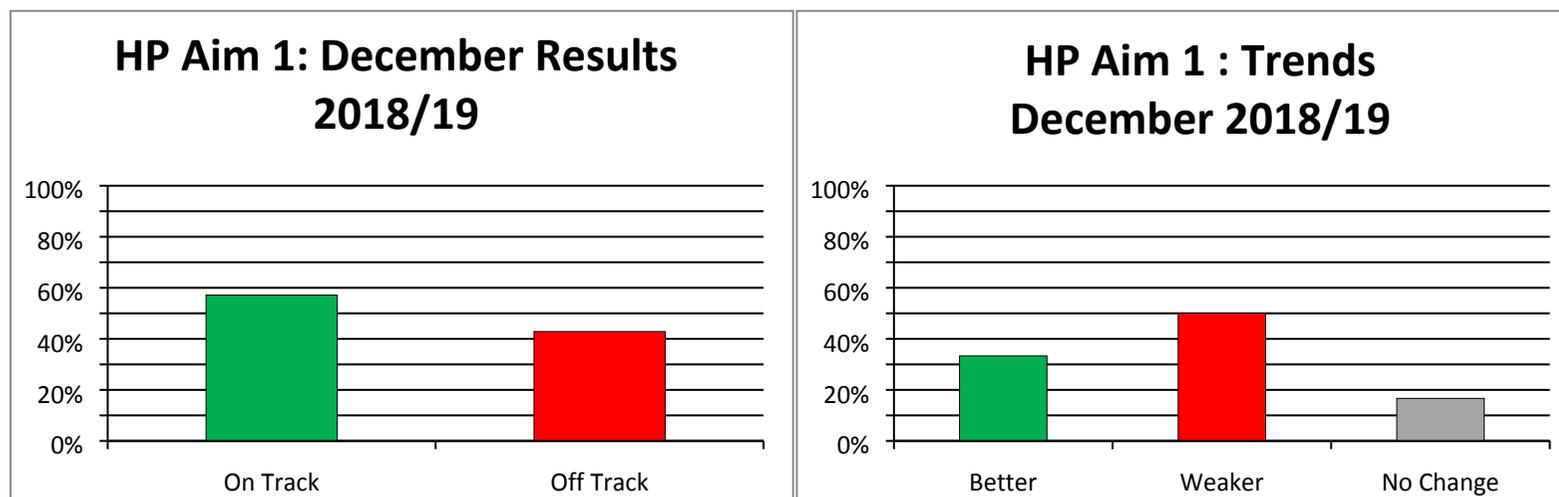


	Off Track
	In danger of going off Track
	On Track
	Not yet started / decision awaited
	Complete / Closed

Customer Feedback Overview

The number of complaints received has reduced from 241 to 167 and repeat complaints stand at only 1%. Responding to complaints within 10 days is off track at 95% but has improved since Q2.

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



Benefit processing remains 'off track' but an improvement with the time taken to process change of circumstances is anticipated within the next few weeks. Following the introduction of Universal Credit, there has been a reduction in the number of new claims which is affecting our ability to significantly reduce the average annual processing times.

A new 'on track' homelessness PI measuring the percentage of cases resolved without progressing to a full homeless case has been introduced in place of the previous measure of the percentage of cases prevented under the homelessness reduction act.

Celebrating Success:

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

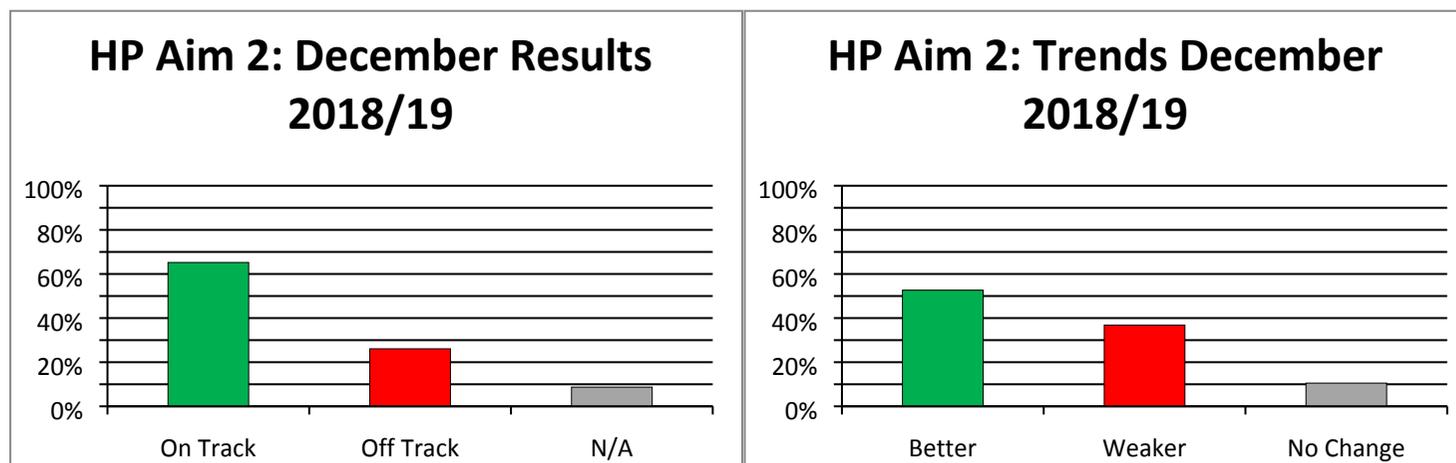
- ✓ Level of external funding awarded for sport and physical activity
- ✓ Homeless cases resolved

Corporate Plan Priority Actions – Progress Highlights

Priority Action	Status	Commentary – December
Continue to influence the provision of accessible health and social care services through the Council’s Scrutiny work programme		<p>North Derbyshire CCG and Derbyshire Health Trust made a presentation to Community Select Committee in October about Better Care Closer to Home, as well as issues relating to Access for Beds for mental health patients. Further information around access to beds was requested and circulated prior to the November meeting.</p> <p>A presentation around the Sport and Physical Strategy will be presented to the committee on 6th Feb 2019.</p>
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Housing Benefit processing		<p>New benchmarking packs issued 20th July identifying low cost/high performing authorities for investigation by Manager.</p>
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 - HRA updated Business Plan to be drafted and presented alongside the MTFP - 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 - Leaseholder invoices have been issued - Repairs – members agreed to explore options. - Tenant engagement - follow up survey will be sent to tenants who indicated they would like to be involved. <p>Asset Management data review meeting took place on 12/11/2018 regarding the maintenance of stock data and properties that have had no access. This is critical to maintaining</p>

Priority Action	Status	Commentary – December
		<p>up to date stock information.</p> <p>The Asset Management compliance review commenced 30/10/2018; meetings and visits took place throughout November and a report is expected by the end of December 2018.</p>
Ensure the Council is compliant with the requirements of the new Homelessness Reduction Act		Activities are on track as identified in the Action Plan.
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		<p>The High Peak contract award report will be presented to the Executive in December for final approval. Notice of intent to award will occur with the bidders and successful candidate. In the New Year, assuming no challenge is placed from an unsuccessful bidder, contract demobilisation and mobilisation processes will commence.</p>
Review and improve our relationships with Strategic Partners		<p>AMT have approved the report including the partnership assessment tool responses. A presentation will now be made to Managers Forum to complete the list and roll out to service managers.</p>
Complete the review of the CCTV system and implement the agreed recommendations		<p>The consultants have produced a costed report to allow us to implement the way forward that was approved by both Councils. An IED report will be produced in the next few weeks and costs recognition is due. New arrangements for monitoring will commence from May 2019.</p>

Aim 2: Meet financial challenges and provide value for money



The Council is performing fairly strongly under its Aim Two measures with over half up on last year's trend. The unavailable PIs relate to repairs appointments, the data for which is currently inaccessible due to IT issues. Sickness absence remains 'off track' due to long term cases.

Celebrating Success:

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

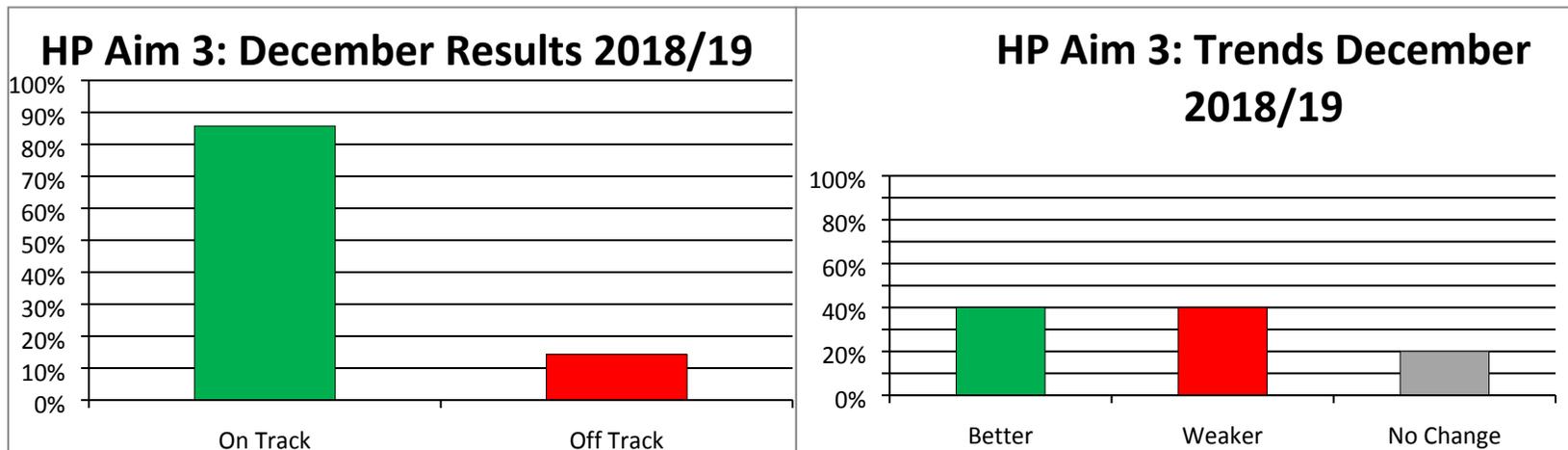
- ✓ Average re-let times
- ✓ sundry debt reduction
- ✓ Contracted spend
- ✓ Internal audit recs implemented
- ✓ FOI
- ✓ Channel shift, social media followers
- ✓ Repeat complaints
- ✓ IT systems and network availability

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – December
Deliver the Channel Shift Programme		<p>The digital portal is on track. CGI are now working on the digital strategy which will be presented to the Board. This will inform the Channel Shift programme for 2019 onwards.</p> <p>E billing: a requirement specification has been sent to IEG4 for comment.</p> <p>The phase 2 Full Business Case has been taken to channel shift board, funding/ budgeting requirements for the Collective system are required from finance before progressing. PID has been provisionally approved, awaiting confirmation to move forward.</p> <p>A full Channel Shift Programme review is to take place in line with the Digital Strategy. A workshop is to be arranged at the beginning of January. Northgate are going to identify the requirements going forward.</p>
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		<p>We are continuing to review and upskill staff to deal with complex cases as they arise and are meeting with CAB to agree the referral process and improve partnership working. We have just over 140 live cases for tenants in High Peak at the moment and are continuing to work closely with the DWP. We are also visiting other organisations to look at best practice and move forwards positively.</p>
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 planned for staff requiring in depth training and online training for all other staff.</p> <p>Information Asset Registers are progressing across service areas and Protective Marking briefing sessions are taking place with teams as required.</p> <p>Our approach to Data Protection Impact Assessments has been reviewed following training and will be integrated into procurement and project management processes.</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>All income generation challenge meetings have been completed and a target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21.</p>

Priority Action	Status	Commentary – December
		<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. Commercial leases are being reviewed.</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 - Community Partners Ltd have confirmed that the start date for the project consultancy piece is Tuesday 20th November.</p>
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		<p>Facilities Management: An agreement to extend has been made with DCC until 31/03/2019.</p> <p>Corporate and other relevant policies have been fed through to CIPFA for the Asset Management Plan. Team members have met with CIPFA regarding the compliance audit and we await the report.</p>

Aim 3: Support economic development and regeneration



The Council continues to perform extremely well against all planning measures and has again determined 100% of major applications on time. Footfall at the Pavilion Gardens complex remains 'off track' for the quarter and year to date. This has been primarily caused by the delayed opening of the Octagon Hall at the end of October.

Celebrating Success:

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

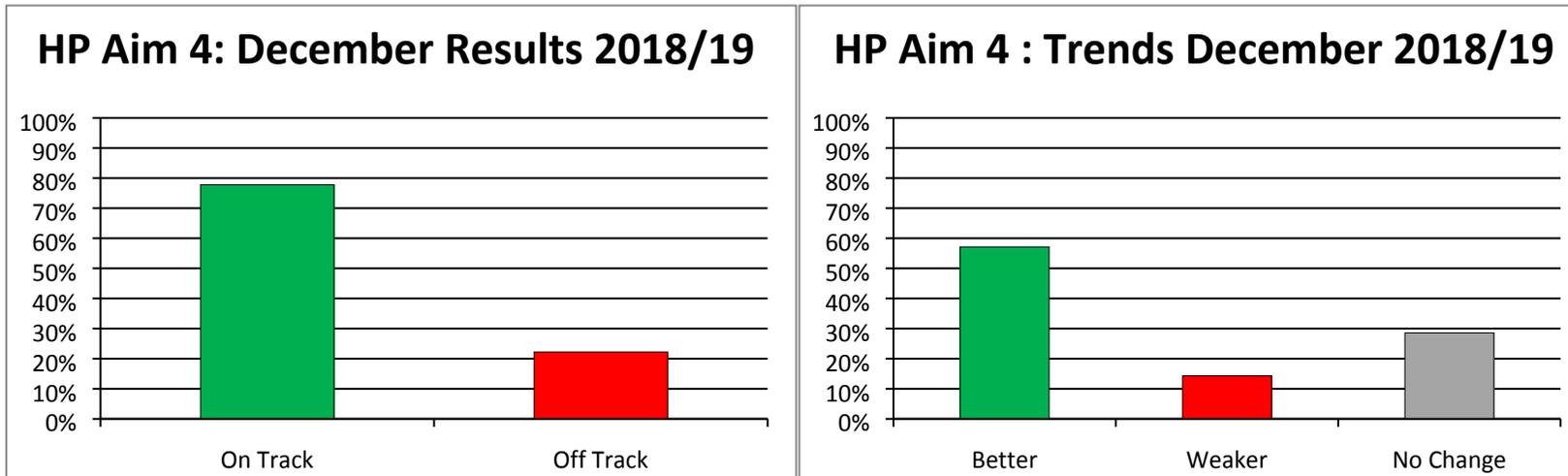
- ✓ Major, Minor and other planning applications processed on time
- ✓ Major and minor developments allowed on appeal
- ✓ Pavilion Gardens Trip Advisor ratings

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – December
Market test the commercial operation of the Pavilion Gardens, including a review of the Tourist Information Centre and Tourism Service		Formal approval has been received to engage Parkwood Leisure, the consultation process began with staff at the end of the year, and the transfer date is to be confirmed. Buxton Crescent Heritage Trust will deliver Visitor Information services on behalf of the Council at The Pump Room in Buxton from 1st January 2019.
Together with partners work for the delivery of the Buxton Crescent development		The final draft of the Visitor Economy Strategy and the Destination Management Action Plan has been published including an abridged version for consultation. The report was taken to the Economy and Growth committee on 22nd November. The draft CHAR report is being considered by the project team for later reporting.
Support the development of Glossop Halls		Work on the Town hall roof has commenced. Project management support is being provided; a project meeting took place last week and is on track. A report on the Victoria Hall feasibility has been discussed and the recommendations supported by Corporate Select. The Council's Executive and the Victoria Arts Centre Group held a joint meeting in October to agree the way forward, the report has been agreed.
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 for investigation by Manager who is discussing the matter with the authorities that come out as low cost and high performance.
Implement the accelerated housing delivery programme		Discussions with all relevant landowners and developers as well as DCC and Homes England are on-going: Glossop package: Initial meeting held with DCC officers to discuss the accelerated housing delivery programme of Glossop sites. Buxton package: Homes England have visited the sites and pleased with the progress. Revised timetable indicates the funding agreement will be issued in

Priority Action	Status	Commentary – December
		<p>January 2019. Discussions are ongoing with developers of Hogshaw and Waterswallows sites. Memorandum of Understanding in place with Hogshaw developers and DCC. Memorandum of Understanding with Waterswallows developers being finalised. The roundabout location has been agreed and the preliminary designs will be completed to support the planning application.</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>
<p>Implement the accelerated business growth and employment programme</p>		<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 with job searches 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.</p> <p>A new business support grant is now available to High Peak businesses including retail business and start ups. This has been promoted via the usual channels. HPBC attended a Marketing Derby Event to promote inward investment in the region and highlight the opportunities for investment provided by the Crescent Development.</p> <p>Regeneration also hosted a visit from Nick Chism from the Dept. of Business, Energy and Industrial Strategy. Local business reps were invited to attend a round table event to speak about the need for infrastructure improvements and suitable employment land.</p> <p>The 2019 programme for business support is being prepared with D2N2, Growth Hub, MPD&D and LEP.</p>

Aim 4: Protect and Improve the Environment



Performance is strong under aim four with the only off track areas for High Peak's being ASB warnings issued and missed bins. The number of ASB enforcements is well ahead of target at 124 to date, compared to a target of 70 fixed penalty notices.

Celebrating Success:

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

- ✓ Fly-tipping incidents
- ✓ ASB enforcements
- ✓ Recycling levels and residual tonnages (estimated)
- ✓ Paper consumption

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – December
<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>Awaiting confirmation of phase 3 go live date in order for the consultation process to commence.</p> <p>Collective business case is also awaiting financial evaluation to be fed into the mid-term financial plan.</p>
<p>Establish a developer open space contributions plan</p>		<p>An Open Space Audit and Playing Pitch Strategy has been completed and forms part of a wider Developer Contributions SPD (Supplementary Planning Document). The intention is to contract this work out to a consultant and the draft specification is now being developed. The tender will be advertised in January 2019 with a view to an appointment being made in February. Following consultation, the SPD should be adopted by the end of 2019.</p>
<p>Commence the preparatory work needed to facilitate the expansion of Glossop Cemetery in 2019/20</p>		<p>The design is well underway and timings have been reduced as there is no requirement for planning approval.</p>

Customer Feedback

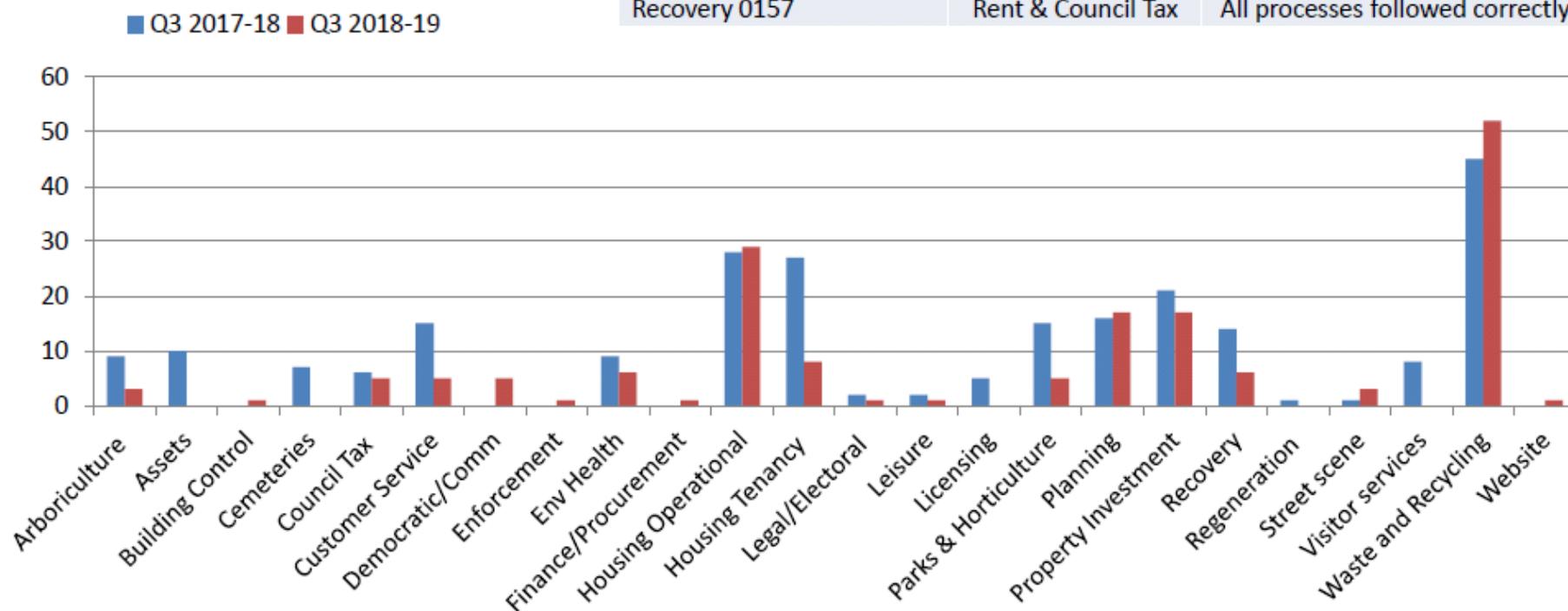
Complaints

The Council received a total of 167 stage one complaints across 20 service areas during the period April to December 2018. This is a decrease in the total number of complaints compared to the same period last year when we received 241. Waste received the greatest proportion (31%) with 52 complaints.

Stage 2 & 3 Complaints

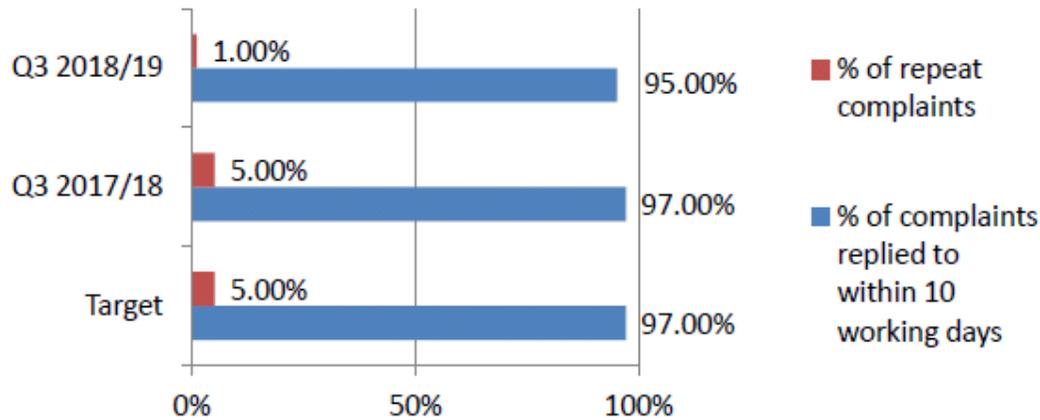
In Quarter 3, 5 complaints were dealt with at Stage 2 and 1 at Stage 3:

Service Area	Complaint	Conclusion
Stage 2		
Enforcement 0371	Neighbours decking	All processes followed correctly
Parks & Horticulture 0457	Dangerous trees	All processes followed correctly
Housing Tenancy 0460	Anti Social Behaviour	All processes followed correctly
Customer Service 0481	Council Tax payment	Accepted we were at fault
Property Investment 0530	Boiler not working	All processes followed correctly
Stage 3		
Recovery 0157	Rent & Council Tax	All processes followed correctly



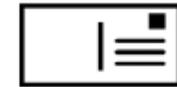
Performance

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

Liberty are looking at their tracking system to produce a report which will prove attendance at addresses. Engineers reminded to issue 'no access' cards.

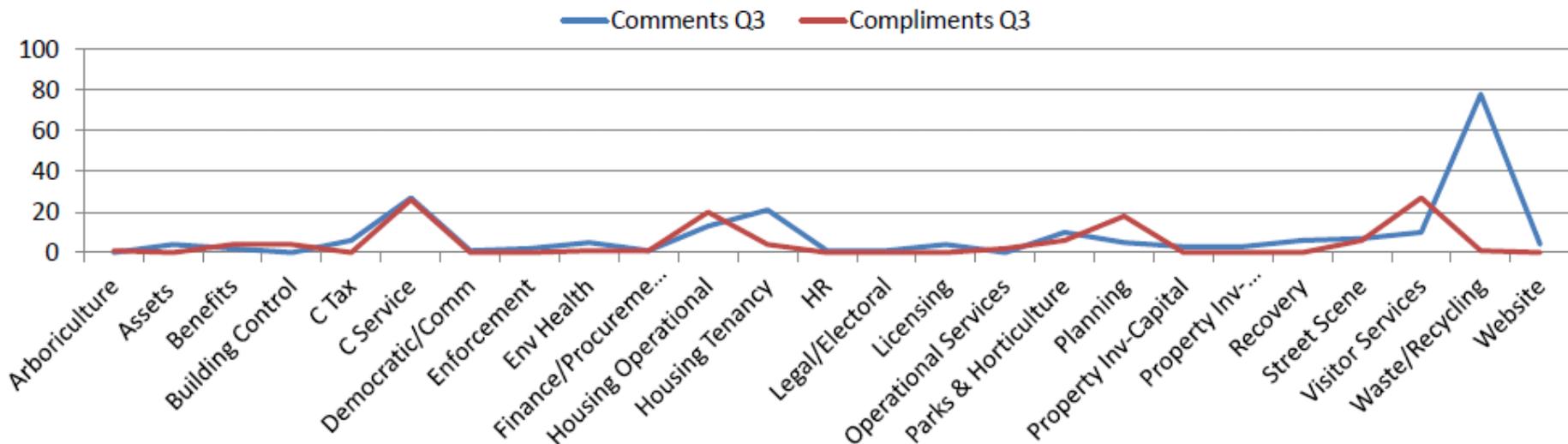


Repeat issues for Qtr 3:

Customers unhappy with responses regarding paying for replacement bins.

Ombudsman Decisions The Council received 1 Local Government Ombudsman decision in Quarter 3: Closed after initial enquiries: out of jurisdiction.

Compliments and Comments The Council has also captured 214 comments and 121 compliments through its feedback system from April to December :



Areas for Improvement: December 2018

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Dec 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
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	26.2 days	There is a slight improvement this month but the number of Housing Benefit New Claims is reducing due to the introduction of Universal Credit, this makes it difficult to make significant differences to the average processing time. There is a slight improvement this month and we anticipate some very quick changes to be processed in the next few weeks which should reduce the average figure further.
Time taken to process change of circumstances			7 days	10.3 days	
Number of households in temporary accommodation			15	24	The temperature/time of year has increased the pressure on temporary and/or emergency accommodation.
Average time from request to repair (DLO)	Aim 2: More effective use of Council assets	Head of Operational Services	12 days	13.9 days	This PI has improved for the second month running and is now heading in the right direction. The actual performance for December was 10.36 days against a target of 12 days.
% Rent loss due to vacant stock	Aim 2: Easily available services provided right first time	Head of Customer Services	0.86%	1.09%	Current Rent loss due to vacant stock - £182,283.61, £132,669.06 of this figure is for properties on hold (Marian Court, Alma Square, Church View) £34,494.39 of this figure is for Padfield Main Road and Torr Top Street.
Complaint handling: % dealt with within 10 working days			97%	95%	Lower volume of complaints received during December and no late responses issued

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Dec 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
Sickness absence per FTE	Aim 2: High performing and motivated workforce	OD & Transformation Manager	9 days	7.94 days	Ave days sickness per FTE- short term 2.64 days Ave days sickness per FTE -long term 5.3 days. Year to date there have been 27 cases of long term sickness equating to 1,284 FTE days. Out of the 27 cases, 4 are still ongoing and are being managed in accordance with the long term 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%	96.48%	The PI for rent arrears is 0.09% lower than at this time last year, in addition we missed the 2018/19 target of 98.5% by 0.28% in 2017/18, so in effect we are 0.37% behind target at this stage. 0.37% amounts to approximately £42,760 in rent arrears. The roll out of Universal Credit is having a major impact, with arrears associated with UC tenants at £11,000. However, the additional time and resource involved in resolving UC issues are impacting on overall rent arrears figures. Consequently, we are currently reviewing the resource directed at collecting rent arrears in order to improve performance and provide capacity to focus on system improvements where possible.
Pavilion Gardens - footfall	Aim 3: Promote tourism	Visitor Services Manager	601k (Q3 129k, Q1 –Q3 521k)	482,545 (Q3 115K)	Cumulatively, we are 7.38% off target, primarily caused by the residual impact of the delayed opening of the Octagon Hall at the end of October
Missed bins per 100,000 collections (exc customer error and bad weather)	Aim 4: Effective recycling and waste management	Head of Operational Services	40	41.3	Results for December are better than for the same period last year (43.84 per 100,000)

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Dec 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
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	18	Referral levels from the Police have been low, 18 warnings have been 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), aggressive begging (3), drug use/begging/in public (3) noise/violence (1), failing to control livestock as a danger to road users (1), warning issued in relation to highways issues (2).The four CPWs in December were all related to substance misuse.
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%	62.18%	A number of reactive lower value single source commissions were made earlier in the year. Quarter three service reviews were deferred to January and are now taking place. Out of 32 exercises completed this quarter, 21% were reactive due to urgent requests. 78 % were planned activity. If we deducted the reactive cases, the year to date result would be 68%- much closer to target.

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.

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