



High Peak Performance and Customer Feedback Report: April to June 2019 (Q1)

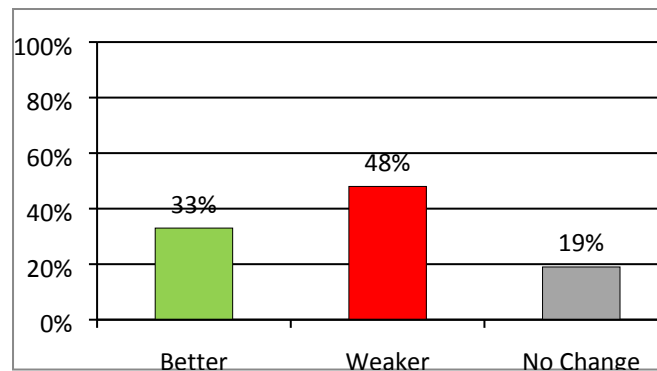
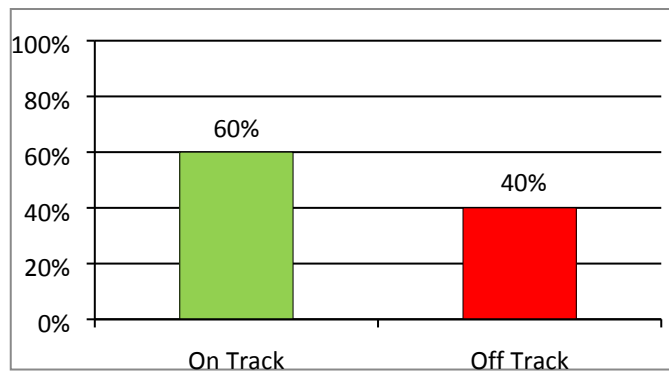
High Peak Q1 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to June 2019 in relation to the Council's corporate plan priorities and the associated performance targets and projects (NB a revised Corporate Plan should be in place by October of this year). The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle and learn from complaints, and the level of comments and compliments.

Performance Overview

There are 121 'monthly', 'quarterly' and 'annual only' reported performance measures at High Peak (10 less than last year). The chart below shows the results for the first three months of the year and reveals an 8% dip on Q1 compared to June 2018. The actions being taken to address the 'off track' measures are detailed at the end of this report.

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

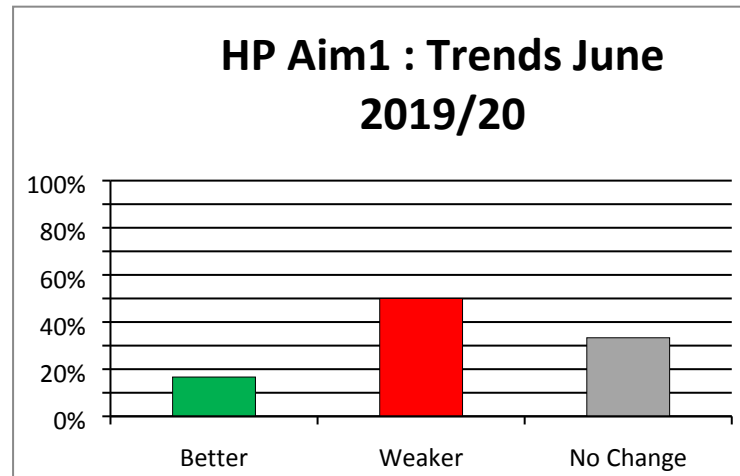
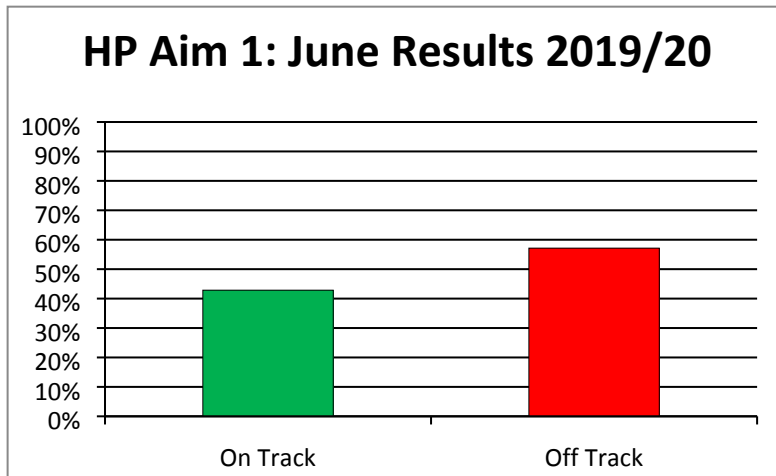


Off Track
In danger of going off Track
On Track
Not yet started / decision awaited
Complete / Closed

Customer Feedback Overview

The number of complaints received during the first three months of 2019/20 is marginally higher than last year but both repeat complaints and responding to complaints are on track. This report includes further details of the lessons learned from complaints and the repeat issues.

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



Under Aim One, Benefits processing; use of temporary accommodation, and external sports funding are all 'off track' as at the close of quarter one. The impact of increased changes of circumstance notifications is affecting the benefit processing times.

Celebrating Success:

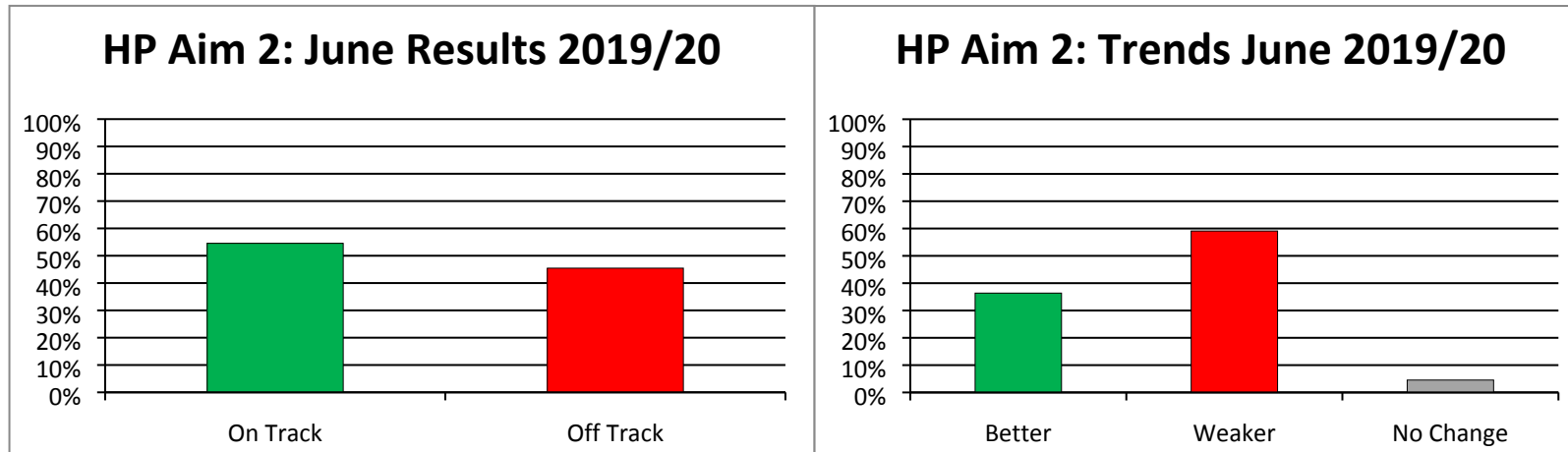
At the end of June 2019 the following performance indicators outstripped their targets:

- ✓ homelessness prevention

Corporate Plan Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
Continue to influence the provision of accessible health and social care services through the Council's Scrutiny work programme		The Community Select Committee met on 19th June and members received a general overview of scrutiny.
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		The new High Peak contract has been operating since April 2019. Outstanding compliance and R & M actions are being worked through with the contractor and DCC, working through schedule 20. Contractual KPIs have been agreed with the provider and aligned across both the SMDC and HPBC contracts. The commissioning board is to be arranged and a meeting will be held with Parkwood in the next few weeks including assets. The facilities management element is to be reviewed.
Complete the review of the CCTV system and implement the agreed recommendations		The CCTV contract is currently out to tender. Project group due to meet at the end of June. Report to be issued to confirm award once completed.

Aim 2: Meet financial challenges and provide value for money



A large proportion of High Peak's 'off track' measures relate to its housing stock PIs (rent loss, job rates, repairs, re-let times). Other areas of performance that are below the profiled target for the year include sickness absence, aspects of procurement activity, and FOI requests dealt with on time.

Celebrating Success:

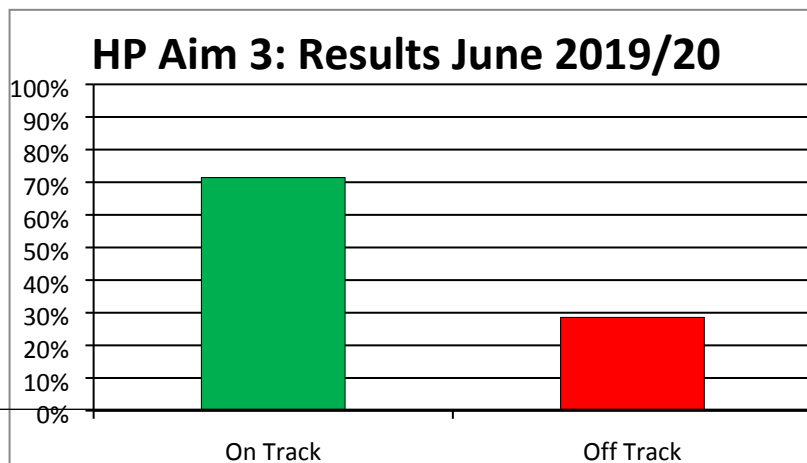
At the end of June 2019 the following PIs outstripped their target:

- ✓ rent and sundry debt collection rates
- ✓ twitter and Facebook followers
- ✓ complaint handling and repeat issues
- ✓ internal audit recommendations implemented
- ✓ IT systems and network availability

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
Deliver the Channel Shift Programme		<p>The Digital Strategy is currently under review.</p> <p>E billing: Go live of the IE4 e-notification module is approaching, with staff from Revs, Bens and Customer Services working closely to configure & deliver a new solution before the end of June when our existing mechanism is de-commissioned. There is potential that the go live date of 1st July may slip. Civica open access has been extended while ongoing work takes place with IEG4.</p> <p>The environmental reporting app was looked at as part of the CGI review. This will be included in the new digital programme going forward, the work will be prioritized.</p>
Provide advice and support for residents affected by the rollout of Universal Credit		<p>Phase 2: Universal credit roll out (rents).</p> <p>Head of Finance to develop PID. Staff resource has been seconded to rents (as part of a fixed term placement)</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>The online GDPR training package has been rolled out to all staff on a team by team basis.</p> <p>Information Asset Registers have been reviewed by audit and will be re-issued to Managers in July to outline gaps and inconsistencies. A programme of challenge sessions is being compiled where managers will be invited to attend Information Governance Group to review their registers</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>Fees and charges- Next review for 2019/20 budget setting/MTFP. Cash-up against efficiency target to be undertaken during 2019/20.</p> <p>Advertising/Sponsorship -The current status being reviewed and a formal project board is being established. A new policy is to be written and adopted.</p> <p>Affordable Housing - Continuing to review options for the future of Ascent.</p> <p>Empty Homes-The empty property working group has scheduled quarterly meetings to review actions/ progress contributing to the Empty Property Strategy:</p> <ul style="list-style-type: none"> -A questionnaire survey will be sent to all empty property owners during the summer period, starting with High Peak. Analysis of responses will identify why properties remain empty and what action/assistance would help to bring the properties back into use. -Empty homes and private rented council web pages have been developed to offer relevant advice and information which provide a channel to deal with empty property queries. These will be kept under review and include: an outline of council interest in empty properties and enforcement powers; consideration of cost associated with leaving a property empty; options for bringing an empty home back into use, to sell, let and improve the property. <p>The EPIC purchaser and repair scheme operating across Staffordshire Moorlands has provided 2 completions to date.</p>

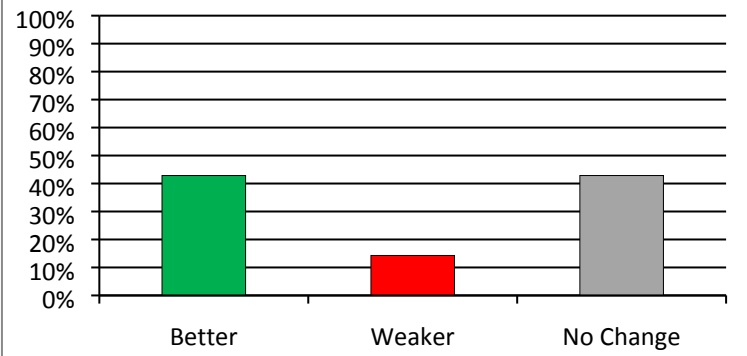
Priority Action	Status	Commentary – June
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Facilities Management: An agreement to extend has been made with DCC with 3 months notice. Corporate and 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 the report has been received. A meeting took place at the beginning of February with CIPFA to review the current status. A system demonstration took place at the end of April with the supplier. Further investigation of the system's functionality is being investigated to ensure it can adequately hold the data.



Aim 3: Support economic development and regeneration



HP Aim 3: Trends June 2019/20



The Council has a perfect record on planning processing targets with all targets currently on track. The two 'off track' measures relate to the Pavilion Gardens complex with both footfall and Trip Advisor satisfaction ratings below target but up on last year.

Celebrating Success:

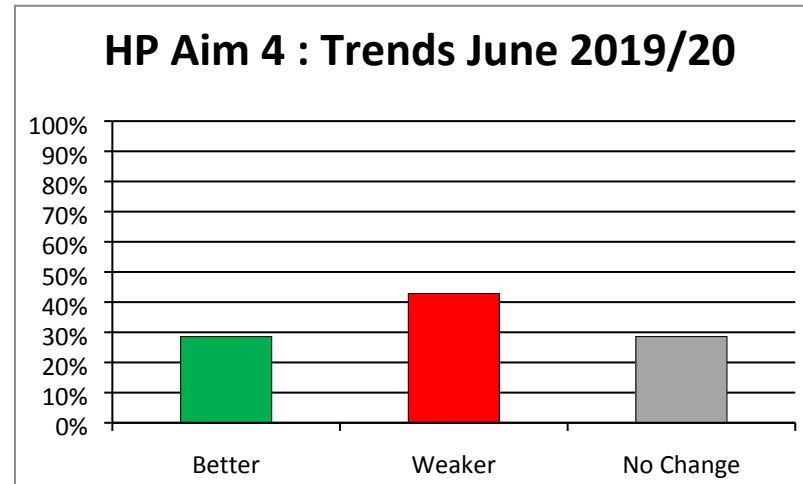
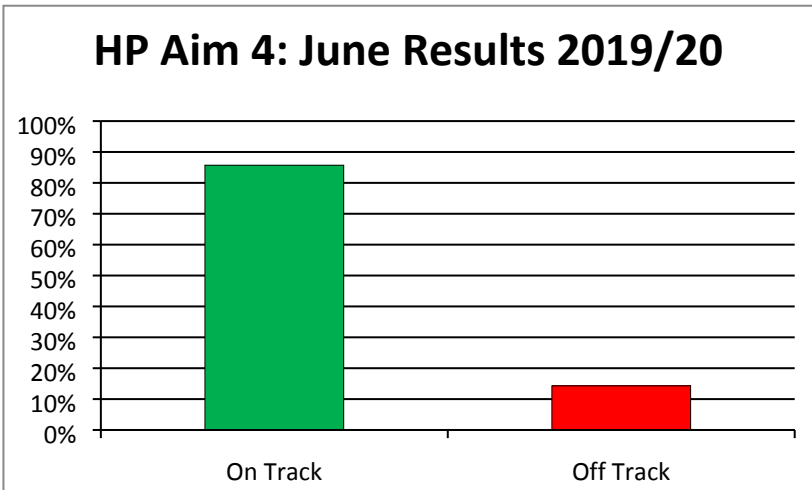
At the end of June 2019 the following performance indicators outstripped their targets:

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

Priority Action	Status	Commentary - June
Together with partners work for the delivery of the Buxton Crescent development		The project Board has now been established and projects prioritised. The invitation to tender for the development branding toolkit for Buxton is now complete. This will see the development of a creative brand, logo and strap line reflecting the vision set out in the Buxton Visitor Economy Strategy. The property will be handed over to the Crescent Trust once completed- the lease has been drafted.
Support the development of Glossop Halls		<p>Work on the town hall roof is ongoing. The clock has been repaired and a proposed service schedule received. Costs escalated during the renovation due to additional work and time involved in cleaning rather than replacing roof tiles and the removal of rubble found in the roof space.</p> <p>The first of two survey reports on the Market Hall roof indicate the roof needs replacing. The further report will indicate the likely costs, options and timescales.</p> <p>Phase 2 (renovation and access to the Town Hall) is in the early planning stage.</p> <p>The use of Victoria Hall (library floor) has begun. A community open day event has been held, a friends group has been established, work on leases and management is being negotiated.</p>
Implement the accelerated housing delivery programme		<p>Discussions with all relevant land owners and developers as well as DCC and Homes England are on-going:</p> <p>Glossop package: Glossop and Gamesley OPE funding confirmed. Project meeting was scheduled for 28/03/2019 and the project board has been identified. HIF funding has now been confirmed.</p> <p>Buxton package: Homes England has visited the sites and is pleased with the progress. They have also met with Hogshaw and Waterswallows landowners and developers to carry out viability appraisals. The funding agreement documents have been received and forwarded to legal.</p> <p>Officers continue to meet regularly with the developers of the site regarding land assembly. Draft designs for the preferred position of the roundabout have been issued, costs are being reported and a golf architect has been appointed. Memorandum of Understanding's are in place with Hogshaw developers and DCC, the MOU with Waterswallows developers is being finalised.</p> <p>Granby Road- LAAC funding has been confirmed for Granby Road B. Granby Road A is being progressed with Countryside and NCHA.</p>

Priority Action	Status	Commentary - June
<p>Implement the accelerated business growth and employment programme</p>		<p>Wrens Nest: A meeting was held in March with an external company to take forward the discussions around options for the Council to consider supporting delivery of a scheme at Wrens Nest. The company have set out a number of options for the Council that would help with delivery of the scheme and have presented the market analysis and other clarifications sought by the Council in respect of each of the options. Site ownership details for land allocated in the Local plan for the extension of the Staden Lane Industrial Estate have been clarified.</p> <p>Goyt Bridge: S106 expires March 2019. A report will be written regarding the transfer of land, the project will then be closed.</p> <p>Chapel Masterplan: Chapel-en-le-Frith Parish Council has discussed with BE Group potential conditions that could be included with a conditional land sale agreement relating to part of the allotment site. Any such conditions would be designed to ensure that development constraints can be addressed and the agreement would be terminable if works were not started (or completed) within a certain timeframe. BE Group has been instructed to liaise with Bevan Brittan on the inclusion of recommended conditions within a land sale agreement.</p> <p>The Parish Council is briefing potential development partners on the process for submission of best and final offers.</p> <p>Buxton Station: Planning applications for the health hub and McCarthy & Stone development have been approved. Project managers have been appointed via the OPE process. DCHS is awaiting the outcome of the bid to STP programme.</p>

Aim 4: Protect and Improve the Environment



Aim Four is an area of strong performance for the Council; High Peak is estimated to be 'off track' for residual waste tonnages only at this stage.

Celebrating Success:

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

- ✓ fly-tipping incidents
- ✓ % household waste sent for recycling (estimated)
- ✓ missed bins

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
<p>Successfully deliver Phase 3 of the transfer of services to Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.</p>		<p>Phase 3 (streets and ground maintenance) go live date is still to be confirmed but is expected to be Autumn 2019. Internal AES project board meeting took place Thursday 13th June. Assets and Legal are working together on the leases/licences, Finance have confirmed the budget information is ready. When a transfer date has been confirmed, HR will commence the notice/dates/measures/procedures etc.</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 for the extension has been completed, trial holes have been dug.T2 assessment has been completed, Environmental Agency comments received. The plan of action has been sent to the Environmental Agency for approval. We now need to include the current drainage system within all proposals as this now has to comply with new legislation. Water testing is taking place and path maintenance will be picked up on the condition survey. Repairs are to be included in the capital programme.</p>

Customer Feedback Complaints

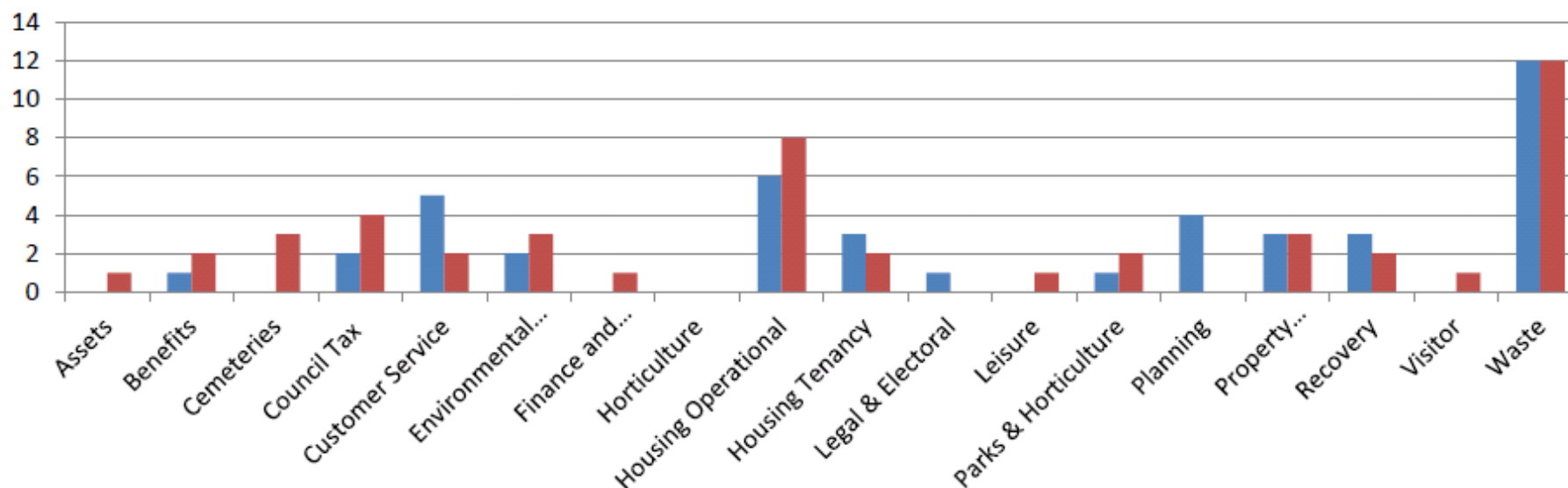
The Council received and closed a total of 47 stage one complaints across 15 service areas during the period April to June 2019. This is an increase in the total number of complaints compared to the same period last year when we received 43. Waste received the greatest proportion (25%) with 12 complaints.

Stage 2 Complaints

In Quarter 1 we received 6 Stage 2 complaints:

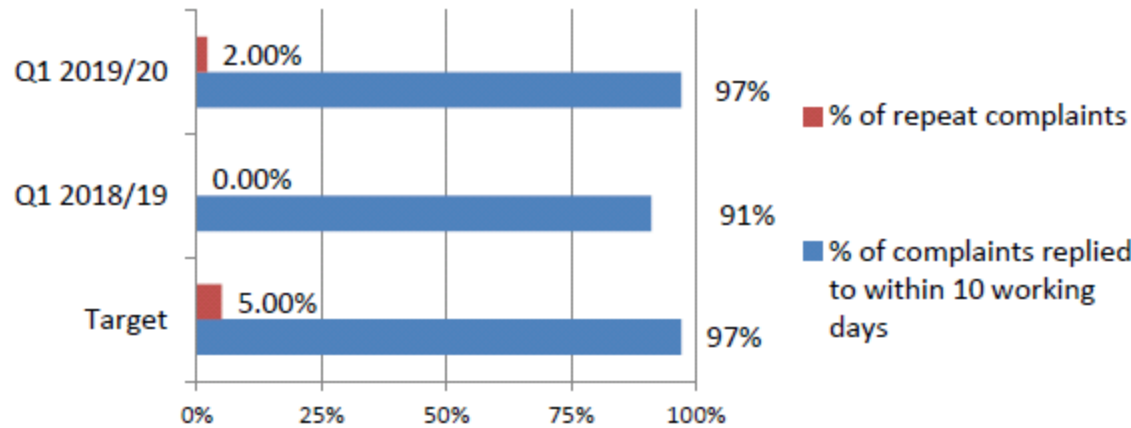
Service Area	Complaint	Conclusion
Stage 2		
Horticulture 0103	Grass verges on Shirebrook	Not upheld- accepted no fault
Enforcement 0106	Unauthorised works to grade 2 listed building	Not upheld- accepted no fault
Council tax 0156	Single person discount	Partially upheld-accepted some fault
Enforcement 078	Breach of confidentiality	Not upheld- accepted no fault
Waste & Recycling 0899	Recycling bins	Not upheld- accepted no fault
Planning 095	Delay with planning application	Ongoing

■ Q1 2018-19 ■ Q1 2019-20



Performance

Shown in the table below is the current performance together with the performance for the same period last year. Both the response rate and % repeat complaints are within target .

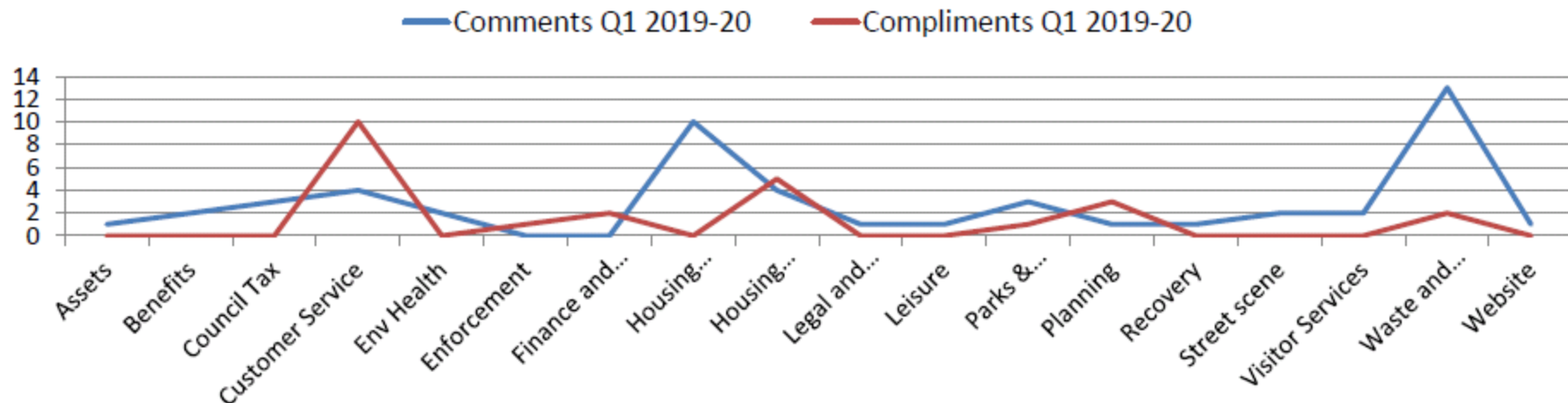


Key Outcomes: Benefits are reviewing the end of year procedure for deceased customers following documents being issued in error. Housing Tenancy are reviewing procedure for vulnerable and deceased customers.

Repeat issues for Qtr 1: Planning: lack of response from officers and delay in processing applications

Ombudsman Decisions The Council received 1 Local Government Ombudsman decisions in Quarter 1: 0756 : will not investigate, out of jurisdiction.

Compliments and Comments The Council has also captured 51 comments and 24 compliments through its feedback system this quarter:



Areas for Improvement: June 2019

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result June 2019	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	Assistant Chief Executive	18 days	19.49 days	<p>New claims – fewer claims received due to Universal Credit has made it difficult to hit our target.</p> <p>Change of Circs – Universal Credit claims have increased the amount of changes we have had to process therefore it has not been possible to hit our target.</p> <p>However conversations with the DWP indicate that we are below the national average.</p> <p>Out of the 21, just one case was accommodated in B&B; all of the others are in our own stock or designated units.</p>
Time taken to process change of circumstances			7 days	12.86 days	
Number of household in temporary accommodation			15	21	
Level of external funding awarded to support the physical activity and sport strategy	Aim 1: Provision of high quality leisure facilities	Head of Service Commissioning	33% success rate, Min £60k	£0	Applications are being worked on with partner organisations, outcomes are not yet known.
Average time from request to repair (DLO)	Aim 2: More effective use of Council assets	Head of Direct Services	13 days	14.33 days	This PI is currently off track. It is hard to implement measures to improve as the classification of the jobs raised dictate the timescales that they need to be completed in. However, it must be noted that all classifications of Jobs have average completion times lower than the targets (P1 target 1 day vs. actual of 0.14 days; P2 target 7 days vs. actual 2.51 days; P3 target 21 days vs. actual 9.03 days & P4 target 112 days vs. actual of 29.91 days)

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result June 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
NEW: Average number of jobs completed per operative per day	Aim 2: More effective use of Council assets	Head of Direct Services	4.7	4.54	This PI is slightly off track. This is due to the seasonal nature of jobs that are completed at this time of the year. These jobs generally take longer to complete which has a negative impact on the average. It is expected that this PI will meet its target by year end.
% Rent loss due to vacant stock		Assistant Chief Executive	0.86%	0.92%	Current Rent loss due to vacant stock - £154,631.47.£117,070.73 of this figure is for properties in Marian Ct and Church View £19,726.74 of this figure is for Padfield Main Road
Average time taken to re-let Council homes		Assistant Chief Executive	25 days	31.2 days	This is a 2.6 day improvement on last month. Performance excluding hard to let properties was 18.5 days and 7.9 days for minor voids. 30% of all allocations so far this year have been completed with zero void loss.
FOI requests:% responded to within statutory time frame	Aim 2: Easily available services provided right first time	Head of Legal and Elections	95%	78.41% (138/176)	We are reviewing response times with service areas. We will also be reminding Managers of their responsibility to meet the guidelines around FOI response times
No. / % of interactions: a) phone b) face to face c) web		Assistant Chief Executive	a)37% b)23% c)40%	a) 39% b) 26% c) 35%	The total number of contacts has reduced by 14% (compared to June 2018) as we continue to get it right first time and provide information on our website. We are also building additional forms for customers to self serve i.e. Licensing forms.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result June 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
Use of contracts register: annual contract spend as a % of gross expenditure budget	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Finance	2% improvement to 2018/19	82%	A number of on-contract agreements ceased by HPBC as the contracting Authority in Qtr. 1 which had been previously included as on contract expenditure. The Pavilion Gardens outsourcing has resulted in a reduction of large expenditure measured against on contract arrangements. The forward plan details a pipeline of activity to address the current category areas identified as off contract arrangements which will be reviewed during 19/20.
Ave days sickness per FTE (include short & long term absence per FTE)	Aim 2: A high performing and well motivated workforce	Head of OD & Transformation	9 days	2.73 days (2.27 for the Alliance)	Average days sickness per FTE: short term absence 0.73 days; long term absence 2 days. Out of 612 FTE days lost to sickness during Q1, 453 of those days are due to long term illnesses across 12 staff members. Out of the 12, 6 have returned to work, the remainder are being managed in accordance with the sickness policy.
Pavilion Gardens : Trip Advisor rating (% good/excellent)	Aim 3: Flourishing town centres that support the local economy	Head of Service Commissioning	93.75%	93.53%	Of the 1624 reviews on Trip Advisor 1519 are either good or excellent. The results in the same period 2018-19 were 93.10% thus demonstrating the improved performance for the first quarter.
Pavilion Gardens: footfall			Q1 170,000	162,824	Results for Q1 in 2019-20 are 19,259 higher than for the same period last year, yet still off target. June results were affected by the inclement weather and whilst footfall was up 6,047 over the same month last year it was hoped the results would be higher. Boats were introduced to the lake at Pavilion Gardens in July and Parkwood are continuing to develop and introduce new services to increase footfall throughout the year.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result June 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
KG's of residual waste per household	Aim 4: Effective recycling and waste management	Head of Service Commissioning	445 kg	115.95kg (estimate)	Result is estimated. A large number of key figures used to calculate this figure have been estimated based on last year's performance.
Joint Alliance Measures					
% of Procurement activity on forward plan (Joint Alliance Measure)	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Finance	72%	50%	Q1 reviews are in progress with Service areas to capture any non recurring procurement requirements for the remainder of 19/20. Performance in Q1 outturn evidences the impact of a rise of Single Source requests which have not been included as planned exercises on the Procurement Forward Plan. We will continue to work with Services areas through regular communication regarding future spend requirements to be passed through to the Procurement team in advance

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