



High Peak Performance and Customer Feedback Report: April to December 2016 (Q3)

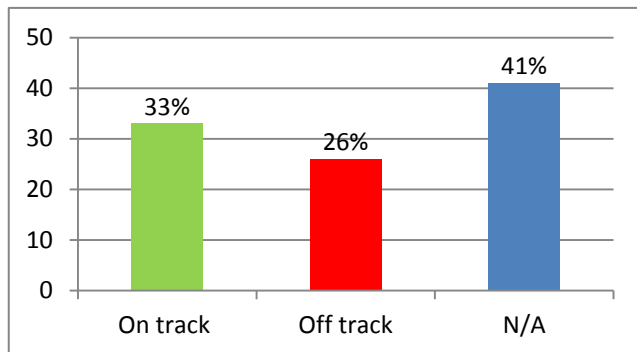
High Peak Q3 Summary






The following report provides Councillors with an overview of performance at High Peak for the period April to December 2016 in relation to the Council's corporate plan priorities and the associated performance targets and projects. The 2016/17 reports are the first in an agreed new style, which better reflects the Council's paperless approach to meetings with greater use of tablet-friendly reports. There is no longer an analysis against a 'dashboard' of measures but rather against the wider performance framework as a whole. The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle complaints and the level of comments and compliments.

Performance Overview

There are 61 'monthly' and 'quarterly' reported performance measures at High Peak and the chart below shows the results for quarter three. The 'N/A' column includes those measures that are designed to provide contextual information only or are new for 2016/17 and therefore have no target for this year. The actions being taken to address the 'off track' measures are detailed at the end of this report.

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

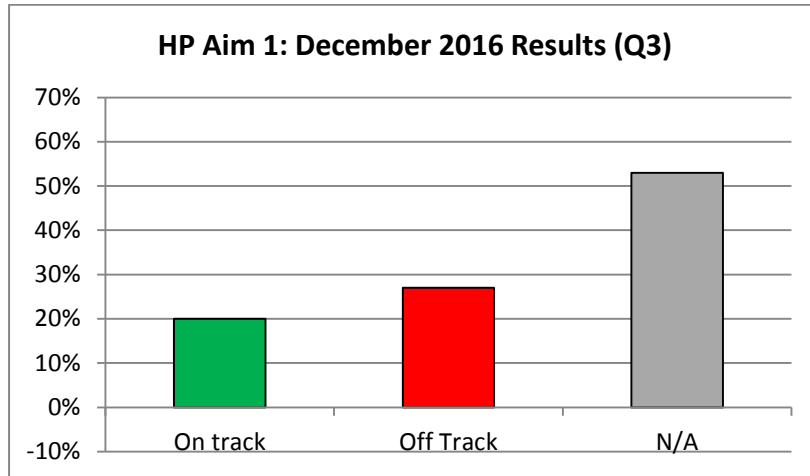


	Project off Track
	Project in danger of going off Track
	Project on Track
	Awaiting Decision / Project Initiation Documentation
	Complete / Closed

Customer Feedback Overview

The targets for repeat complaints and responding to complaints are both on track but we have seen an increase in the number of stage 1 complaints compared to last year. This is particularly noticeable in Licensing and is being addressed by the service.

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



The large proportion of N/A measures reflects a raft of new measures for 2016/17 for which a baseline is being collected in order to set a target in 2017/18, where relevant. The Council is currently off track for benefit processing times but the introduction of online claims should bring about an improvement.

Celebrating Success: As the reporting year progresses we will highlight successful performance under each of our aims.

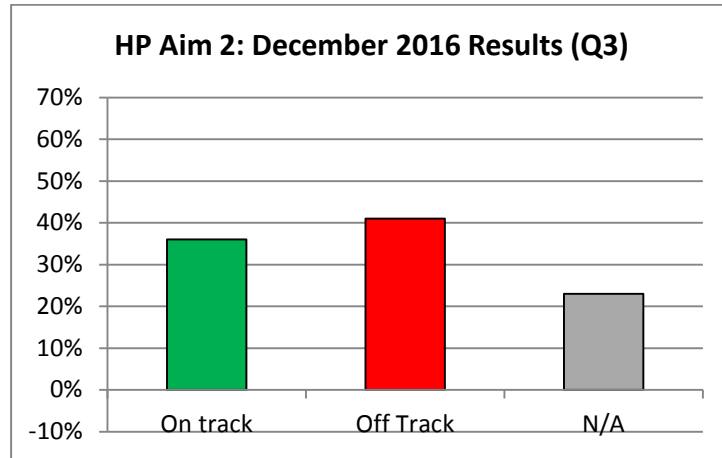
In December the following performance indicators outstripped their targets:

- ✓ Prevention of homelessness

Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – December
HRA Business Plan Review Project	Complete and Implement a Housing Management and Revenue Plan	Housing review emerging recommendations being collated and savings/income generation incorporated into MTFP Feb 17. - Analysis of task and functions in repairs/assets/ housing management underway - External support engaged to support on HRA review, focusing on processes and prioritising the finalisation of a rent policy (including all sources of income) update to be presented as part of the MTFP in Feb 2017, changes to be in place for April 2018 to allow time for appropriate consultation. -Systems review underway including OHMS/Keystone -Next Member workshop arranged for 17th January – reports to be presented focusing on:- Tenancy & Neighbourhood Management, Repairs and other policy changes. - Pay to Stay – no longer an immediate issue – Government has dropped the scheme (for now). Consultants draft report received re system provision, when final report received meetings to take place re next steps.
Combined Authority Project – Closed	Work with our Combined Authority partners and the Local Enterprise Partnership to bring funding to the High Peak	In the light of the Council’s decision not to join the proposed North Midlands Combined Authority and the uncertainties relating to the future of that proposal, seeking to external funding will now continue as usual through the LEP and other appropriate organisations.
Strategic Partnerships Project	<ul style="list-style-type: none"> • Secure better health and care services through commissioners and providers • Review and Improve our relationships with Strategic Partners • Influence the provision of accessible health and social care • Influence the outcomes around dealing with Anti- Social Behaviour 	No change. The initial identification of strategic partnerships had slipped but is now on track. An updated list of partnerships has been prepared for consideration.

Aim 2: Meet financial challenges and provide value for money



The large proportion of off track measures under aim two reflects a number of housing-related issues such as re-let times, repairs and associated rent loss but also a range of finance measures as outlined at the end of the report.

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In December the following performance indicators outstripped their targets:

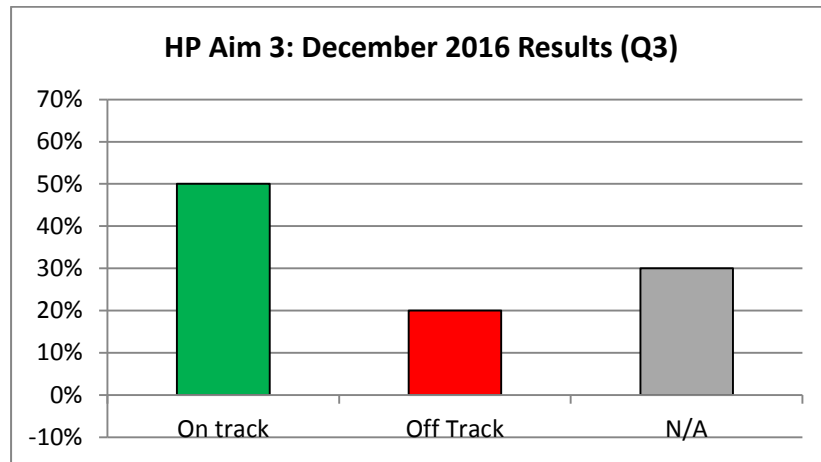
- ✓ Complaints dealt with within 10 working days
- ✓ Repeat complaints
- ✓ Internal audit recommendations implemented on time

Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – December
Channel Shift Programme	<ul style="list-style-type: none"> • Improve customer service • Communicate more effectively with residents 	<p>All milestones are currently on track, the new websites have been launched and Phase 1 is now complete. A phase 2 project plan will be in place by the end of January 2017. This phase will include the introduction of a digital portal.</p>
Information Governance Group - Completed	Develop a plan to ensure better sharing of information between services and with partners	<p>Action Completed.</p> <p>Action plan in place and progressing well. Data Protection Policies and overarching Information Governance Policy has been reviewed and 6 key elements have been identified for the ASSURED toolkit. New PIA forms developed and integrated into project methodology. Incident reporting form and incident log in place and being used. Protective marking framework underway.</p>
Income Generation Project	Develop and implement a plan to identify new and innovative ways of generating income	<p>All income generation challenge meetings have been completed. Fees and Charges have been added to the proforma for the current cycle. Additional ideas discussed in meetings are currently being reviewed and scoped, i.e. planning fee increase. Car park work currently underway, the brief has been issued and agreed and a report is expected back early in 2017.</p>
Various	Bring additional funding into the Borough	Linked to various regeneration-based projects
Various	Continually review and implement an efficiency and rationalisation programme	Tracked through supporting projects such as the asset management plan, income generation, third sector etc.



Aim 3: Support economic development and regeneration



The indicators listed as N/A refer to those measures for which 2016/17 has been set as a baseline year for gathering data or the measure is for contextual purposes only.

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In December the following performance indicators outstripped their targets:

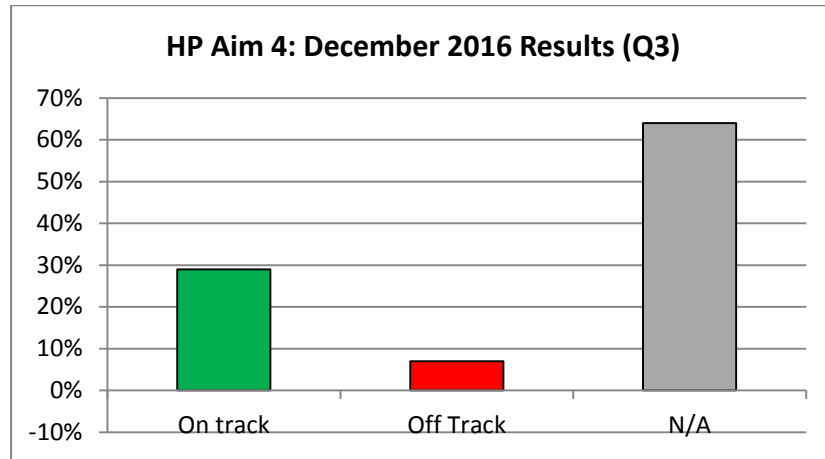
- ✓ Major, Minor and other planning applications processed on time
- ✓ Appeals successfully defended

Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – December
Local Plan – Completed	Adopt an approved Local Plan which will be kept under review	Plan adopted in April 2016. Action Completed.
Tourism	Review the Tourist Information Centre and tourism service	The review is ongoing and different options are being considered to reduce the cost of the service along with other projects to increase income in the retail area. Discussions have taken place with Cllrs regarding some of these options and we are working towards scoping out a report in the coming months to seek approval to move forward.
Trans Pennine	Press for more regular and faster rail links and road infrastructure	Not linked to any council project. The updated Trans-Pennine interim report was published in August. Five route options are worthy of prioritisation for further analysis within the next stage of the study. Of the five priority options, four are proposed to connect to the M67 at the western end and are therefore most likely to have direct implications for High Peak, particularly Glossopdale. The fifth option is located further north.
Crescent	Together with partners work for the delivery of the Buxton Crescent development	Chair of the Crescent trust is confirmed. Director has been appointed and is due to start at the end of Jan 17. Work on the Pump Room completed. Main contract work is ongoing and, as a consequence of more extensive structural problems, will be the subject to contract extensions. 3 month delay.
Open 4 Business - Completed	Create an “Open for Business” environment in High Peak	The business sections of both websites have been created. Project now linked to Accelerated Housing Delivery and Enterprise Growth and Programmes.
Woods Mill- Completed	Support the development of the Woods Mill area, Glossop	Action Completed. Woods Mill has been removed from the project list as it is now in the hands of the developer to deliver the project. We are however still working with the developer to bring about a timely start to the work on site.

Project / Rating	Priority Action	Progress – December
Glossop Halls	Support the development of Glossop Halls	<p>Project enquiry submitted to HLF and first meeting with HLF has taken place. Contact maintained with key partners/stakeholders.</p> <p>Work on the Creative Industry Strategy/plan is progressing with a half way report meeting held. Executive has agreed a revised project plan re HLF. Consultation with the Glossop Market Traders is in progress, positive press coverage received - part of the communications plan, architects are providing revised drawings and estimates, on site mid January.</p>
Torr Vale Mill	Support the development of Torr Vale Mill	Still in discussion regarding the memorandum of understanding.

Aim 4: Protect and Improve the Environment



The contaminated recyclables measure has now risen above the 5% target, taking it off track.

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In December the following performance indicators outstripped their targets:

- ✓ Recycling rates and residual waste rates are estimated to be ahead of target

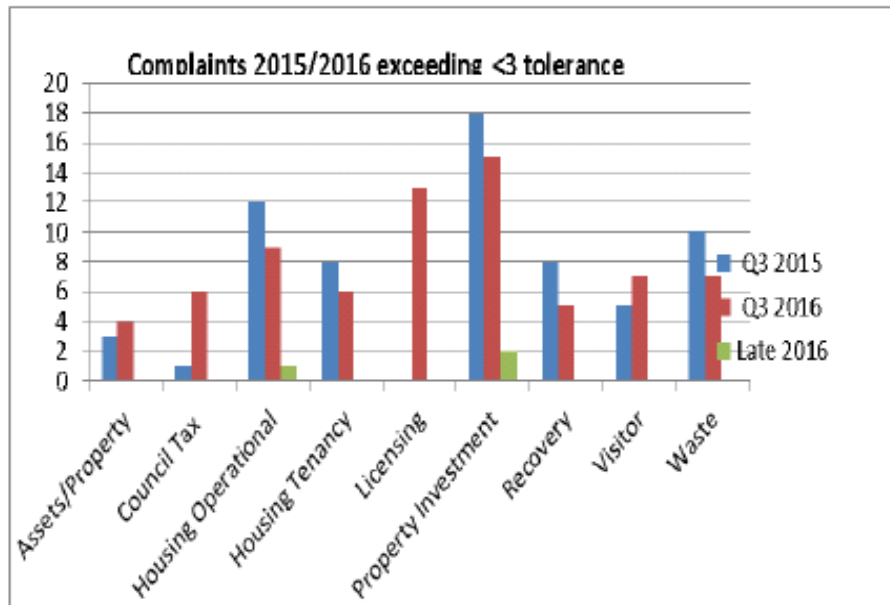
Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – December
Parks and Open Spaces	Work with local residents to improve our parks	Green Flag award retained for Whaley Bridge Memorial Park for 2016/17.
Local Plan - Completed	Establish a developer open space contributions plan	High Peak local plan has been adopted of which this will be a part. Action completed.
Asset Management Plan	Supporting project for the efficiency and rationalisation programme	Condition information has been presented and a working group is to be set up.
Car Parking / Residents Concessions - Completed	Review car parking provision and extend resident concessionary parking	Project completed.
Enforcement Arrangements - Completed	Take steps to reduce dog fouling and littering	<p>2 days of enforcement activity in Glossop, Chapel and surrounding areas as an interactive session with both Councillor and Community group involvement. Dedicated press coverage followed after the event to report on specific activities. High Peak parish assembly included update on enviro crime approach. A quarterly 2-day blitz has been planned.</p> <p>Reporting arrangements are being reviewed to better allow Councillors to 'self serve' updates. Portfolio holders receiving regular updates on no's of FPN's served and enforcement patrols undertaken. On-going monitoring of outcomes through the performance framework</p>
Service Reviews – action completed	Effective snow clearance	Considered as part of the Operational Services structures / Service Plan.

Customer Feedback Complaints

The Council received a total of 93 stage one complaints across 20 service areas during the period October to December 2016. This is an increase in the total number of complaints when compared to the same period last year when we received 79 complaints. Property Investment received the greatest proportion (16%) with 15 complaints.

Following feedback from the Performance subgroup we have set a de minimus of < 3 for complaint reporting. Shown below are the service areas where tolerances have exceeded this:



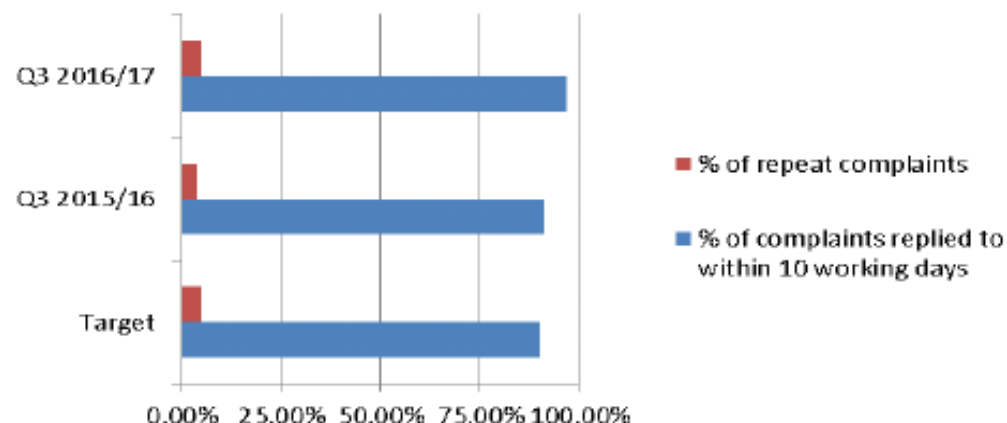
Stage 2 & 3 Complaints

In Quarter 3, 7 complaints were dealt with at Stage 2 and 1 at stage 3 .

Stage 2	Complaint	Comments	Upheld?
Property Investment	Reparimen broke sons bed when installing heating	All processes followed correctly	Stage 1 Upheld
Property Investment	Zig Zag trench dug to path. Not consulted and will be an eyesore.	All processes followed correctly	Stage 1 Upheld
Housing Tenancy	N/hood dispute re boundary fence being removed: communication breakdown with N/hood team	Permission should not have been given	Stage 1 rejected, fence replaced.
Housing Tenancy	Unhappy with decision for neighbour to put in parking space	All processes followed correctly	Stage 1 Upheld
Carelink	The responder who went to mothers home unable to assist and had to call for help, not happy inappropriate to send a responder unable to help	All processes followed correctly	Stage 1 Upheld
Housing Operational	Unhappy with invoice for works carried out on stairs and why cannot claim on house insurance. Invoice unsatisfactory for repainting of gable		Due date 16.01.2017
Stage 2 & 3			
Arboriculture	Tree maintained by HPBC allowed to grow back, debris is blocking customers drains	All processes followed correctly	Stage 1 & 2 upheld

Performance

Shown in the table below is the current performance together with the performance for the same period last year. Trends have improved for the response rate but deteriorated for repeat complaints.



Key Repeat issues for Quarter 3-



Delay in processing customer request for Council Tax

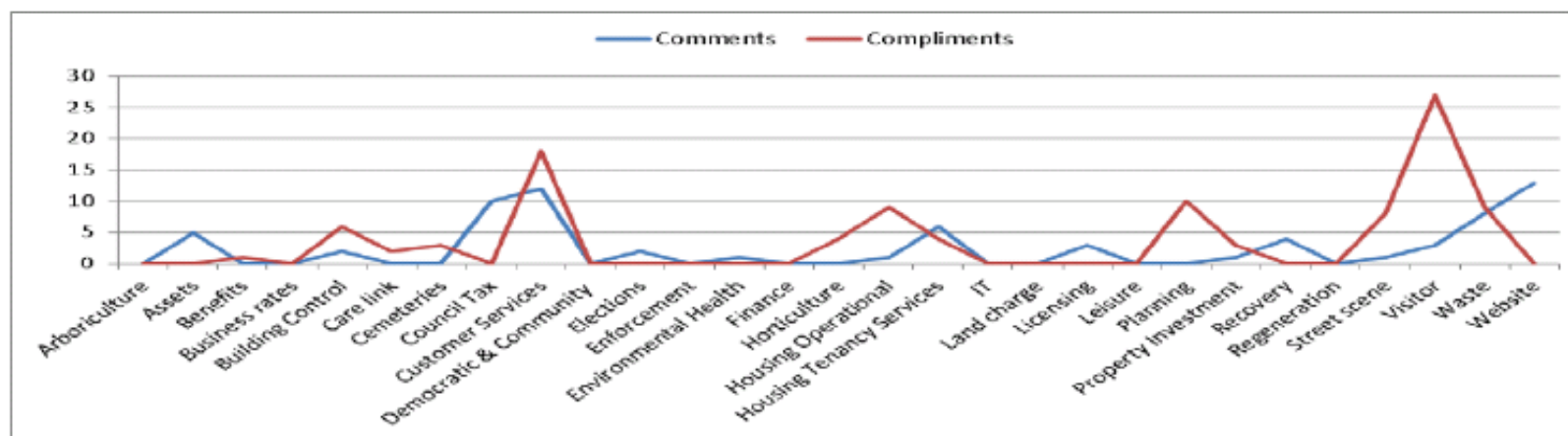


No response/call backs delays with licensing processing

Ombudsman Decisions The Council received 1 Local Government Ombudsman decision in Quarter 3:

1. Will not investigate this complaint about a Penalty charge notice because the complainant can appeal to the parking tribunal.

Compliments and Comments The Council has also captured 72 comments and 104 compliments through its feedback system this quarter:



Key Outcomes

Licensing has made in house amendments to improve customer experience

Areas for Improvement: December 2016

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2016/17	December 2016	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	19 days	Although these PIs are slightly off track, the targets should be achieved with the introduction of online claims.
Time taken to process new housing benefit claims	Aim 1: Fit for purpose housing stock that meets the needs of tenants		7 days	8 days	
Number of households in temporary accommodation	Aim 1: Fit for purpose housing stock that meets the needs of tenants		10	11	Improvement on previous figure due to work undertaken to reduce the numbers in temporary accommodation. It's anticipated that the figure will be back on track next month.
% RTB applications completed within statutory timescales (RTB2).	Aim 1: Fit for purpose housing stock that meets the needs of tenants	Legal and Elections Manager	100%	97%	1 application went over the time limit as research had to be done to establish if a person living at the property was eligible to be included when there had been a succession of tenancy in the past.
Sundry debt levels	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	5% reduction on previous year	£273k	The Q3 figures have been distorted by the leaseholder invoices being issued later than previously and a number of large invoices which should be cleared by Q4.
Average days sickness absence per FTE	Aim 2: A high performing and well motivated workforce	OD & Transformation Manager	7 days	6.57 days	HR business partners are working with managers to improve their understanding of trends and issues, to support staff which will help reduce sickness levels.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2016/17	December 2016	Reasons for performance / SMART actions to improve
Average time taken to answer calls	Aim 2: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'	Head of Customer Services	100 seconds	128 seconds	<p>The average time to answer for December was within target at 95 seconds. A reduction in monthly volume of calls received plus reduced numbers of unexpected absences in the CS team has assisted in reaching target answer time this month.</p> <p>This PI should be considered within a cluster alongside, customer satisfaction, right first time and transactions by channel as we move forward the self serve and digital service options.</p>
Average time from request to repair (DLO)	Aim 2: More effective use of Council assets	Head of Operational Services	12 days	17.25 days	<p>The backlog of P4 Planned Repair jobs continues to be addressed. A large number of these were completed during December which has the perverse result of detrimentally affecting the headline PI, which increases from 16.61 days to 17.25 days, as the longer standing jobs are completed. If these Planned Repair jobs are netted off an underlying performance of 12.69 days would be reported against the target for all jobs (P1-P4's) of 12 days. By comparison for the month all P1 Emergency Repair jobs were completed within target of 24hrs, P2 Urgent Repair jobs were completed within an average of 4 days vs a target of 7 days and P3 Non-Urgent Repair jobs achieved a 10 day average response time vs a target of 21 days.</p>
% of responsive repairs for which an appointment was made and kept	Aim 2: More effective use of Council assets		99%	96.52%	<p>Performance against this PI continues to improve. December was above target at 99.16%.</p>

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2016/17	December 2016	Reasons for performance / SMART actions to improve
% Rent loss due to vacant stock	Aim 2: More effective use of Council assets	Head of Customer Services	0.86%	1.22%	Total loss is £148187.26, £113746.90 of which relates to properties held for disposal - without this the figure would be 0.19%.
Collection rates: Rent	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	98.85%	96.66%	Performance remains off-track, however, there has been a further decrease in the performance gap which if it continues on the same trend then the target will be achieved. There is a combination of issues contributing to a reduction in performance, for example, an increase in court costs and changes to the courts used consequently increasing resources required (in terms of time) and workload prior to getting to that stage, a reduction in supporting people funding, benefit caps increasing the amount of collectable rent – all presenting increased challenges to rent collection.
Average time taken to re-let council homes	Aim 2: More effective use of Council assets	Head of Customer Services	35 days	39.2 days	2 properties which have been vacant for significant periods of time - 12 Milton Court 532 days and 11 Milton Court at 420 days have been re-let this month. This has affected the year to date result.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2016/17	December 2016	Reasons for performance / SMART actions to improve
% of procurement activity on the forward plan	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	60%	59%	The number of Single Source and reactive urgent exercises resulted in 53% (9 exercises) of the non-registered on plan activity. These are accepted as reactive i.e. cannot identify requirement in advance. However, 47% of non-planned activity (approx. 8 exercises) were not highlighted in the first quarter service meetings or included in the forward plan; these exercises were for horticulture, assets, regeneration. The % outturn for Q3 would have achieved target at 65% if these services had notified procurement in advance of requiring completion. Review meetings scheduled for February where a reminder for pro-activity from services will be addressed.
Satisfaction with the planning process	Aim 3: High quality development control	Operations Manager – Development Services	80%	76%	Low response rate to current survey. An online form is being developed to allow for quicker and increased survey responses.
Pavilion Gardens - Trip Advisor ratings (% good / excellent)	Aim 3: Flourishing town centres	Visitor Services Manager	95%	94%	Slight increase on Q1.
% of contamination amongst dry recyclables	Aim 4: Effective recycling and waste management	Head of Operational Services	<5%	7.58%	These figures are based on estimates. The amount of rejected material is determined after the material has been processed at the recycling facility. This data does not include bins that are rejected at the kerbside due to contamination. As this is the first year of compiling the data for this PI a benchmark can be set for future target setting.

For a full list of all performance measures and the December 2016 results please visit the Performance Management page on the Intranet or click on this link. <http://hpbc.alliance-online.org/transformation/performance-management>