



**High Peak Performance and Customer Feedback Report: April to September 2019 (Q2)**

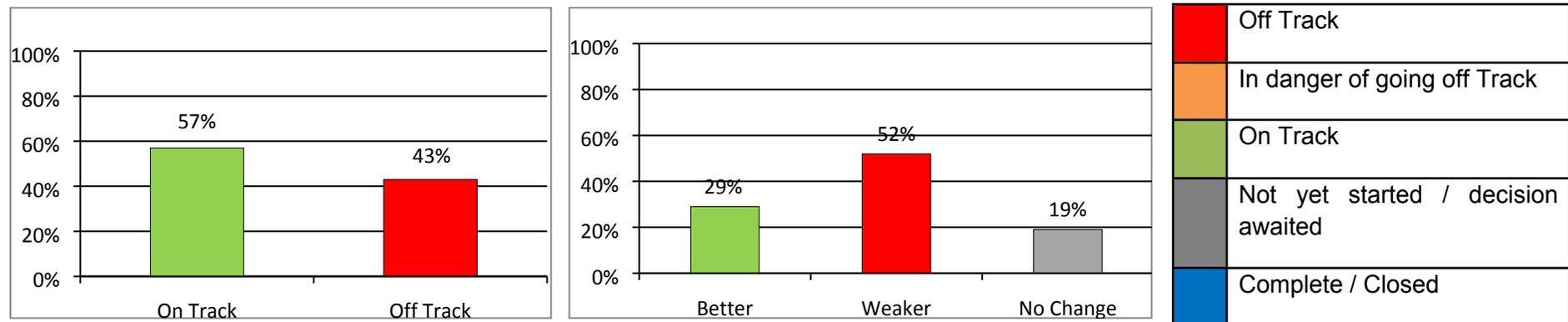
## High Peak Q2 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to September 2019 in relation to the Council's corporate plan priorities and the associated performance targets and projects (NB the revised Corporate Plan is now in place and will be reflected in the performance framework from Q3). 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 half of the year and reveals an 8% dip on Q2 compared to September 2018. The actions being taken to address the 'off track' measures are detailed at the end of this report.

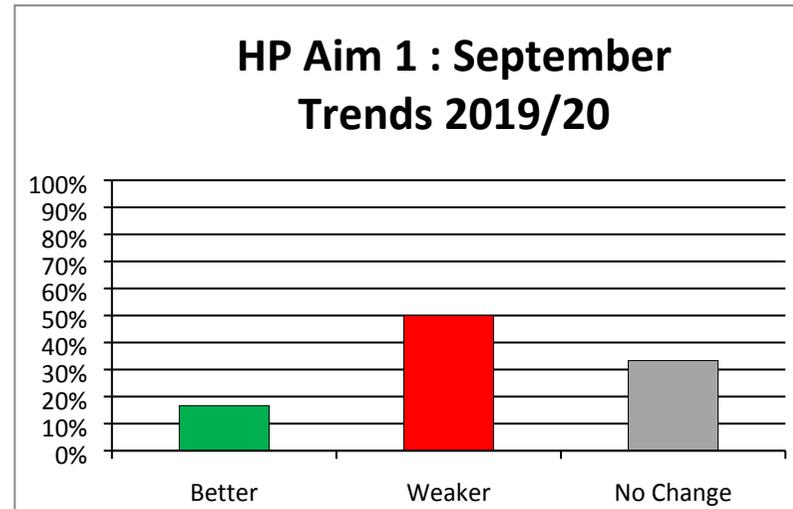
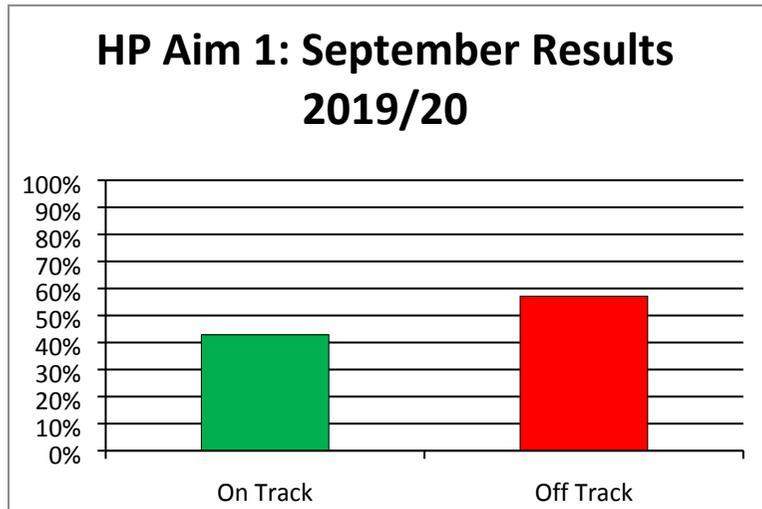
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the previous Corporate Plan. The table below right explains the colour coding used to describe the current status of these actions / projects.



### Customer Feedback Overview

The number of complaints received during the first half of 2019/20 is 38% lower than this point last year, with just 74 complaints. Both repeat complaints and responding to complaints are on track. This report includes further details of the lessons learned from complaints and any repeat issues.

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



High Peak has more measures 'off track' than 'on track' under this Aim. The number of households in temporary accommodation is 25 compared to a target of 15; however, the use of this type of accommodation is supporting the council's approach to preventing homelessness with 97% of cases resolved.

### **Celebrating Success:**

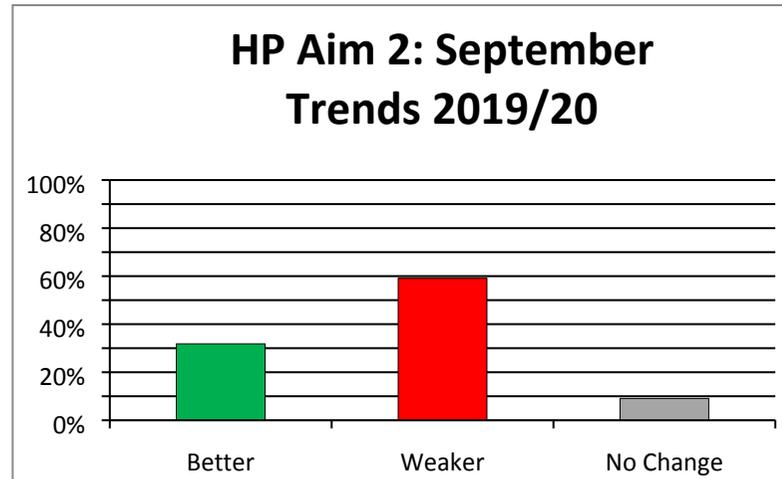
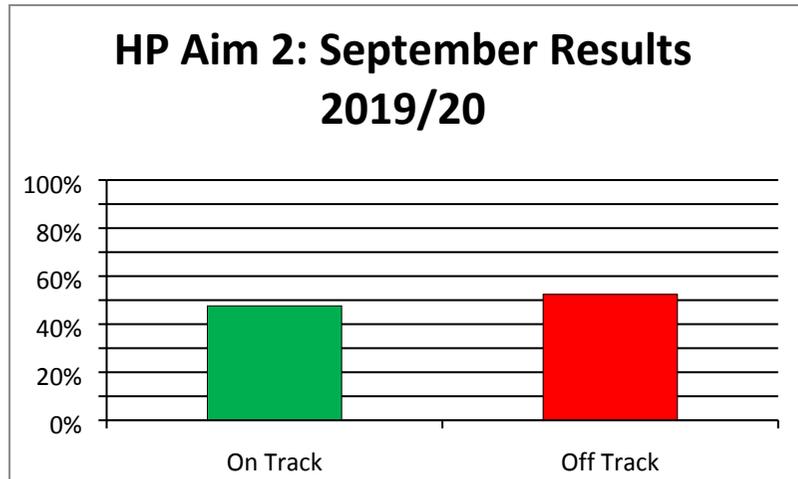
At the end of September 2019 the following performance indicators outstripped their targets:

- ✓ homelessness prevention

## 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		The Community Select Committee met on 19th June and members received a general overview of scrutiny. No further updates at present.
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		A meeting occurred with Sport England in early September at which our future plans were discussed. They have confirmed they will support us to develop a consultancy brief to help us identify plans for the future of key facilities. Further meetings are being scheduled for October to include a tour of our sites and a meeting with key colleagues across relevant service areas.
Complete the review of the CCTV system and implement the agreed recommendations		Contracts have been awarded; the next stage is to obtain a timeline for the works from our successful bidder.

## ***Aim 2: Meet financial challenges and provide value for money***



High Peak has dropped by 4% this month (one PI) and now has 11 'off track' measures, largely due to housing stock related PIs (rent loss, job rates, repairs, re-let times) but also channel shift interactions, levels of sickness absence and sundry debt.

### **Celebrating Success:**

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

- ✓ twitter and Facebook followers
- ✓ complaint handling and repeat issues
- ✓ internal audit recommendations implemented
- ✓ IT systems and network availability

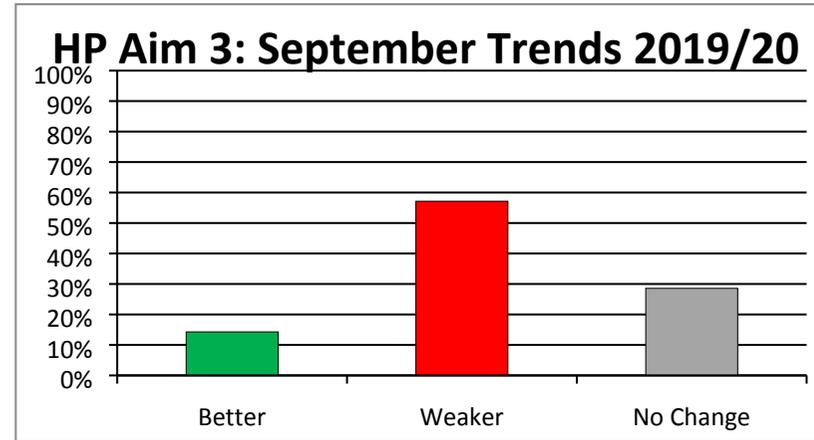
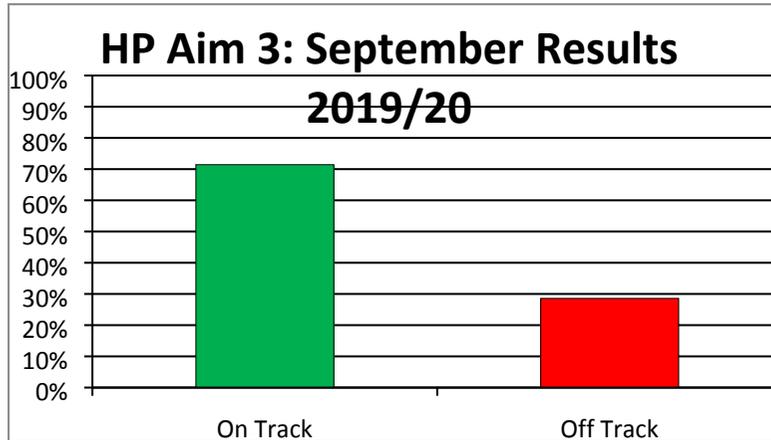
## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Deliver the Channel Shift Programme		<p>The Digital Strategy is currently under review. We are awaiting a new contact at SOCITM</p> <p>E billing: Civica OPEN Access extended whilst ongoing work is taking place with IEG4. A meeting took place in August and work is ongoing.</p> <p>IEG4 portal- project board to be resurrected. Process review to be carried out re Revs &amp; Bens.</p> <p>Environmental reporting app- this was looked at as part of the CGI review. To be included in the new digital programme going forward, work to 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>A project stream is being established to look at local Council tax reduction processes and the options for this going forward. A forecasting tool to analyse and cost out a banded scheme has been purchased and modelling for a suitable scheme is currently underway.</p>
Continue to embed good information management practices through the ASSURED framework		<p>The GDPR action plan, which now includes the recent audit actions, is on track. Progress is monitored through the Information Governance Group.</p> <p>The online GDPR training package has been rolled out across the organisation, further in depth training will be arranged for relevant staff.</p> <p>Information Asset Registers have been reviewed and re-issued to Managers to outline gaps and inconsistencies, along with a Managers checklist formulated by the DPO. A programme of challenge sessions have been compiled and will commence in October where managers will be invited to attend Information Governance Group to review their registers.</p> <p>Work is ongoing with suppliers to ensure adequate GDPR clauses are in place.</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 - A new policy is to be written and adopted. The project team has been identified; the first meeting took place In Sept 2019.</p> <p>Annual Council Tax review to inform New Homes Bonus allocation is ongoing, with letters sent to empty property owners and property inspections pending. Initial feedback from period 2-31.8.19; 50% return rate, with 65 HP occupied properties identified. After this exercise, a questionnaire survey shall be sent to empty property owners starting with High Peak. Analysis of responses will identify why properties remain empty and what action/ assistance would help to effectively bring properties back into use.</p>

Priority Action	Status	Commentary – September
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. The Asset Management Plan is pending the implementation of the new Asset Management system. Head of Assets is producing a report for the Executive Director and is working through a business case as the next stage.



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



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.

#### **Celebrating Success:**

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

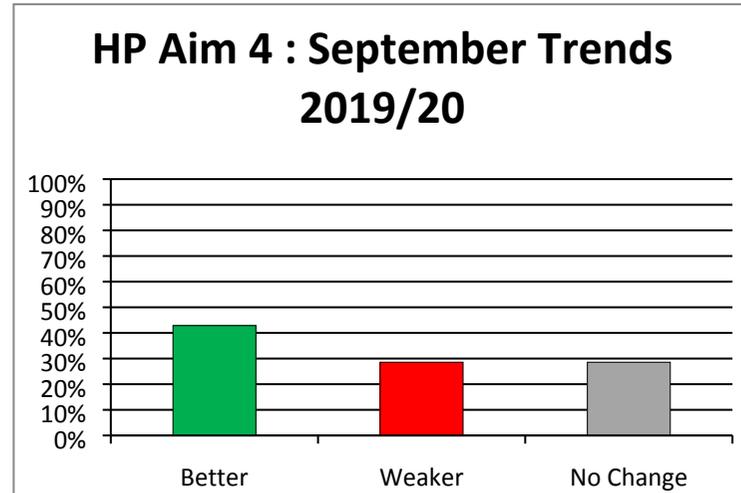
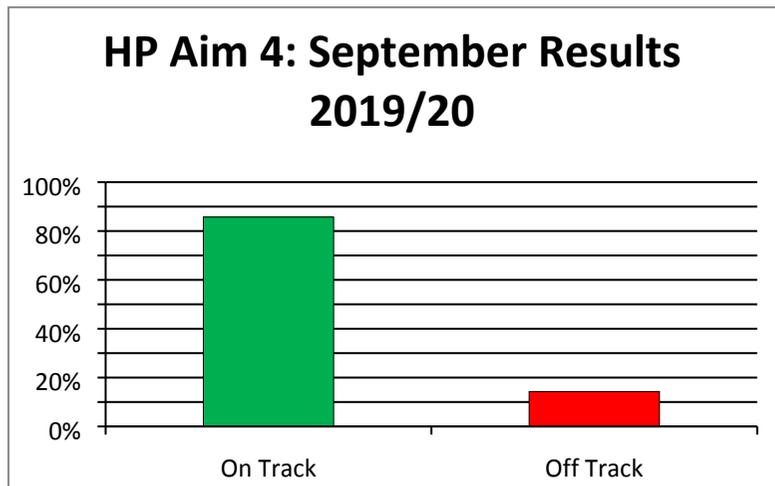
- ✓ Major, Minor and other planning applications processed on time
- ✓ Major and minor developments allowed on appeal

## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary - September
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. Consultants have been appointed to deliver the branding toolkit. A stakeholder workshop began in August- awaiting update.
Support the development of Glossop Halls		Completion of the Town Hall roof has been delayed - this is being challenged by the project team. The latest completion date is November 2019. The clock has been fixed and was working but has stopped whilst a new power cable is being installed to replace the temporary supply. The use of Victoria Hall continues with the friends of Victoria Hall successfully supporting the first performance there. Next phase is the Market Hall Roof, a meeting was held at the end of September with Councillors.
Implement the accelerated housing delivery programme		Discussions with all relevant land owners and developers as well as DCC and Homes England are on-going: <b>Glossop package:</b> Glossop and Gamesley OPE funding confirmed. The project board has been set up. <b>Buxton package:</b> Conditions of the HIF grant offer are being considered by legal. A report is being prepared recommending a re-grant of the Golf Club lease. The first stage of the consultation on the roundabout has now closed; a feedback report is being prepared by DCC. A focus meeting will be required for the roundabout. <b>Granby Road-</b> Report prepared recommending disposal of Granby Road A for consideration in October. First draft of soft marketing test received and is being considered. A proposed disposal plan is being prepared including timescales, phases, costs and additional resources required.

Priority Action	Status	Commentary - September
<p>HP - Implement the accelerated business growth and employment programme</p>		<p><b>Wrens Nest:</b> The temporary hold on property expansion placed by Kingspan has now been lifted and they are now ready to resume negotiations. The optimum scheme on the remainder of the Wrens nest site is being costed before a proposal is put to the Borough Council. The company have confirmed their continued willingness to engage with agents representing neighbouring residential schemes to consider enabling access to these sites as part of their scheme.</p> <p><b>Goyt Bridge:</b> S106 expires March 2019. A report will be written regarding the transfer of land, the project will then be closed.</p> <p><b>Chapel Masterplan:</b> A meeting will be held at the beginning of October with Derbyshire Police and Fire Service to consider potential use of the site as part of delivering a wider scheme for a High Peak northern hub Police Station</p> <p><b>Buxton Station:</b> Planning applications for the health hub and McCarthy &amp; 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 a high performing area for the council with instances of fly tipping the only 'off track' measure. High Peak's residual waste tonnage estimates have been challenged with the County Council and are expected to be lower than currently recorded in time for Q3 and have therefore been marked as on track on this occasion.

Celebrating Success:

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

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

## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
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.		Phase 3 (streets and ground maintenance) go live date is still to be confirmed but is expected to be Spring 2020. An internal AES project board meeting took place at the end of September.
Establish a developer open space contributions plan		An Open Space Audit and Playing Pitch Strategy have 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.
Commence the preparatory work needed to facilitate the expansion of Glossop Cemetery in 2019/20		Actions and outputs for the next stage: Redesign the whole of the area to assess if it would financially be more economical to install drainage to the whole site to future proof it for future development. This may need a deep drainage system as well as a water treatment plant.

## Customer Feedback Complaints

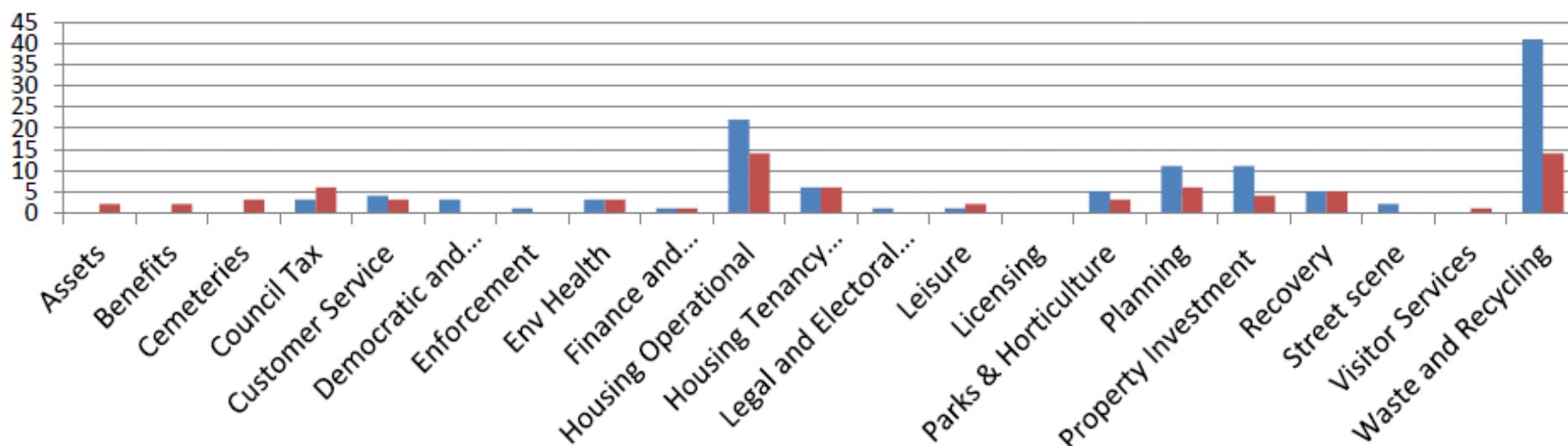
The Council received and closed a total of 74 stage one complaints across 16 service areas during the period April to September 2019. This is a decrease in the total number of complaints compared to the same period last year when we received 120. Waste and Housing Operational received the greatest proportion (19%) with 14 complaints per service.

## Stage 2 Complaints

In Quarter 2 we received 9 Stage 2 complaints:

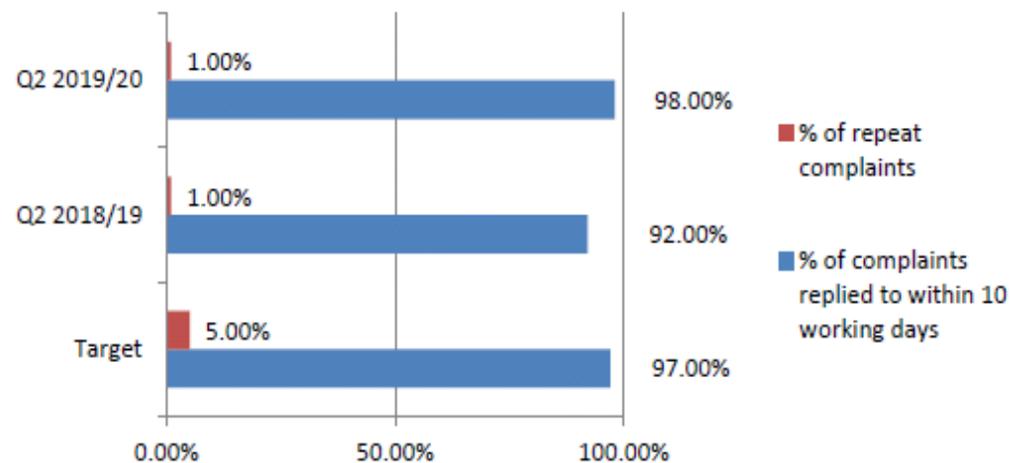
Service Area	Complaint	Conclusion
<b>Stage 2</b>		
Housing Tenancy 0212	Staff conduct	Not upheld- accepted no fault
Property Investment 0213	No hot water for 4 weeks	Upheld- accepted at fault
Customer Service 0222	Lack of communication	Not upheld- accepted no fault
Waste & Recycling 0252	Bin collection worker	Not upheld- accepted no fault
Planning 0274	Disagreement with officer decision	Partially upheld- accepted some responsibility
Planning 0304	Incorrect dealing with enquiry	Partially upheld- accepted some responsibility
Planning 0330	Breach of confidentiality	Not upheld- accepted no fault
Legal & Electoral 0332	RTB discount was wrong	Ongoing
Property Investment 0242	No hot water or boiler	Ongoing

■ Q2 2018-19 ■ Q2 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:

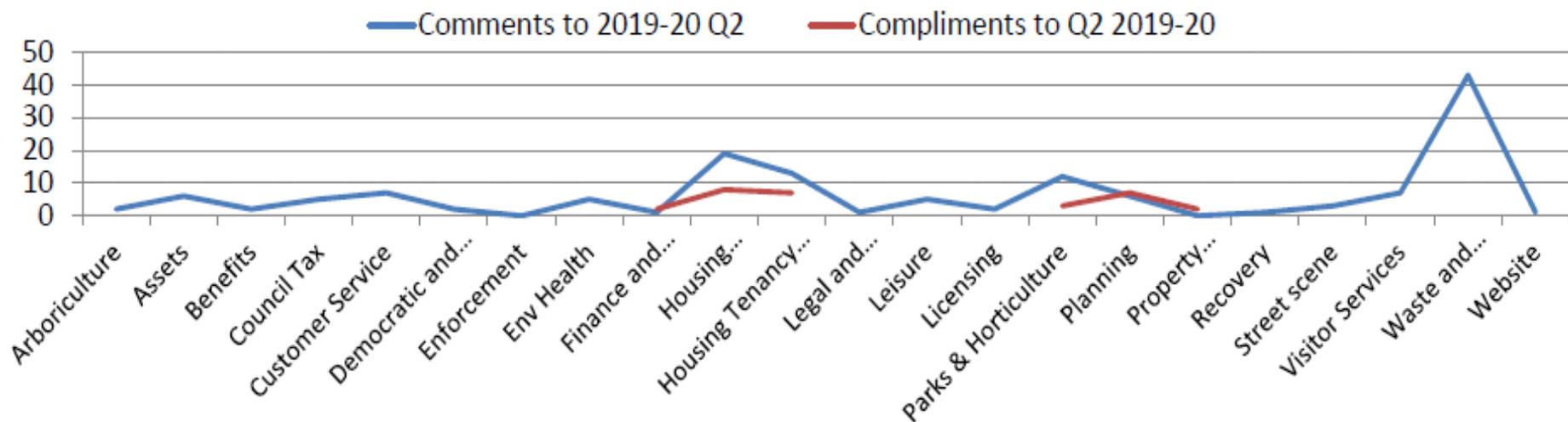


**Key Outcomes:** Waste Collection: when there are road closures and large wagons are unable to attend we will monitor this and send smaller vehicles so collections can still take place.

**No Repeat issues for Qtr 2**

**Ombudsman Decisions** The Council received 1 Local Government Ombudsman case in Quarter 2: Housing Ombudsman: case 0242 still open, decision pending

**Compliments and Comments** The Council has also captured 143 comments and 61 compliments through its feedback system this quarter:



## Areas for Improvement: September 2019

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result September 2019	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	Assistant Chief Executive	18 days	21.79 days	<p>New Claims: Performance has significantly improved over the last 2 months. A reviewed triage system was introduced mid-September to ensure this trend continues. HP has a number of complex supported housing cases which can cause issues in terms of timely production of information from applicants</p> <p>Change of Circs: Automation software that has been introduced coupled with a reduction in staff absences will enable the off track figures to reduce</p>
Time taken to process change of circumstances			7 days	15.38 days	
Number of household in temporary accommodation			15	25	
a) Number of RTB transactions (applications) & b) % completed within statutory timescales (RTB2)	Aim 1: Fit for purpose housing stock that meets the needs of tenants	Head of Legal and Elections	100%	a)31 b) 97%	30 out of 31 applications processed within timescales

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result September 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
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 slightly weaker than last month with a continuing trend of large numbers of P4 jobs. Over 42% of all jobs completed during September had an average completion time of 28 days. The average time to complete all jobs is below target, e.g.; P1 jobs - Target 1 day vs Actual 0.12 days; P2 Jobs - Target 7 days vs Actual 3.15 days. It is expected that this PI will improve slightly over the coming months.
NEW: Average number of jobs completed per operative per day	Aim 2: More effective use of Council assets	Head of Direct Services	4.7	4.52	This Pi is slightly weaker that last month due to a larger proportion of jobs taking longer to complete e.g. P4 jobs which can take up to 1 or 2 days to complete vs P1 & P2 jobs which tend to be completed in less than 4 hours.
Rent collected		Head of Finance	98.5%	94.31%	The September PI indicator reflects underperformance of 0.48% against last year; however, we remain confident that we can meet the year end target. We are continuing to monitor performance, which is difficult with the DWP payment schedule (relating to UC claimants with managed payments). We are currently reviewing the DWP schedules and trying to ascertain how many week in arrears the managed payments are, which then distort the figures. We are also trying to understand any impact that monthly payers have on the performance calculation.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result September 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
% Rent loss due to vacant stock		Assistant Chief Executive	0.86%	0.89%	Current Rent loss due to vacant stock - £166,059.27 £122,990.08 of this figure is for properties in Marian Ct and Church View £20,782.08 of this figure is for Padfield Main Road which has been re-let of 2.10.19
Average time taken to re-let Council homes		Assistant Chief Executive	25 days	30.2 days	The average turnaround time for a minor void excluding hard to let is 8.5 days. The off track margin has reduced by 1.5 days in a month. This month we relet a major void at 91 days. This property required adaptations for the new tenant who uses a wheelchair. The adaptations include widening doors, ramps, new kitchen and rewire. We also let a bedsit over target at 28 days. All other voids let this month were under target.
FOI requests:% responded to within statutory time frame	Aim 2: Easily available services provided right first time	Head of Legal and Elections	95%	80.76%	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) 40% b) 25% c) 35%	Additional online forms introduced to allow customers to self serve. Overall contact to the council has reduced by a further 10% as we get it right first time and reduce the avoidable contacts.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result September 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	83%	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.
Collection rates: Sundry Debt (value of SD over 60 days)			5% reduction	5.84% increase on Q2 18-19	Invoice for almost £12,000 outstanding yet to be paid by Veolia. Payment is in process & should be received by us within the next week
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	5.67 days	Ave days sickness per FTE: Short term 1.30 days / long term 4.37 days.  There have been 21 cases of long term sickness this year equating to 1019 FTE days. 592 of these days relate to direct services operational staff. Out of the 21 cases, 5 are still ongoing and are being managed in line with the long term sickness procedure.
Pavilion Gardens : Trip Advisor rating (% good/excellent)	Aim 3: Flourishing town centres that support the local economy	Head of Service Commissioning	93.75%	88.66%	27 reviews were made in July and 25 reviews in August. September results have not yet been received from our contractor and so the result is estimated. Reports from Parkwood suggest visitors are moving to other forms of social media to record reviews. Of the 97 reviews received to date in 2019-20, only 3 were rated poor or terrible (3% of reviews received).

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result September 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
Pavilion Gardens: footfall	Aim 3: Flourishing town centres that support the local economy	Head of Service Commissioning	Q2 220,000	193,689	Footfall in September has not yet been provided by our contractor so the result is estimated. July and August footfall was 48,685 lower than for the same period last year. Unfortunately the weather this summer will have affected footfall when comparing to the heatwave of 2018. Parkwood have instigated new indoor offers to help mitigate footfall losses and will continue to explore these over winter months also.
Number of fly tipping incidents collected by the Council (exc sec 46 waste)	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Head of Service Commissioning	199	120	32 instances of fly tipping were cleared this month.
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%	52%	There have been a number of single source exemptions to complete reactive or urgent works / services during Q2, which could not be included on the procurement forward plan at the last service review. During Q3, scheduled reviews will be undertaken with Services to monitor current planned activity and future requirements (including 20/21 and 21/22). The forward plan will also be reviewed by Finance Business Partners after Service reviews are completed.

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](#)