



High Peak Performance and Customer Feedback Report: April to December 2019 (Q3)

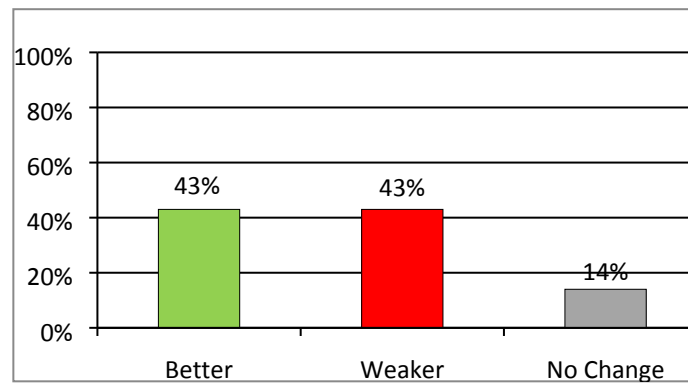
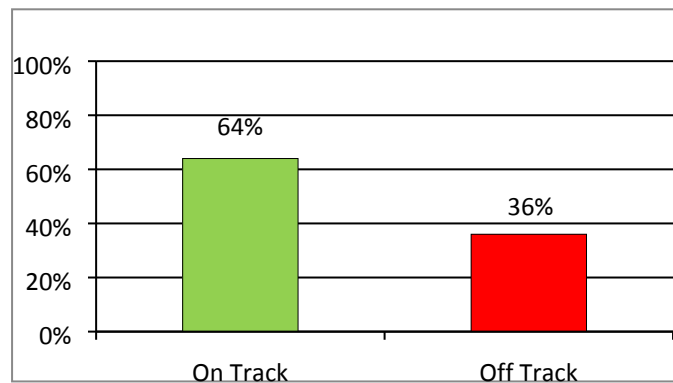
High Peak Q3 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to December 2019 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 121 'monthly', 'quarterly' and 'annual only' reported performance measures at High Peak (10 less than last year). The chart below shows the results from April to December, which are 6% lower compared to December 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.

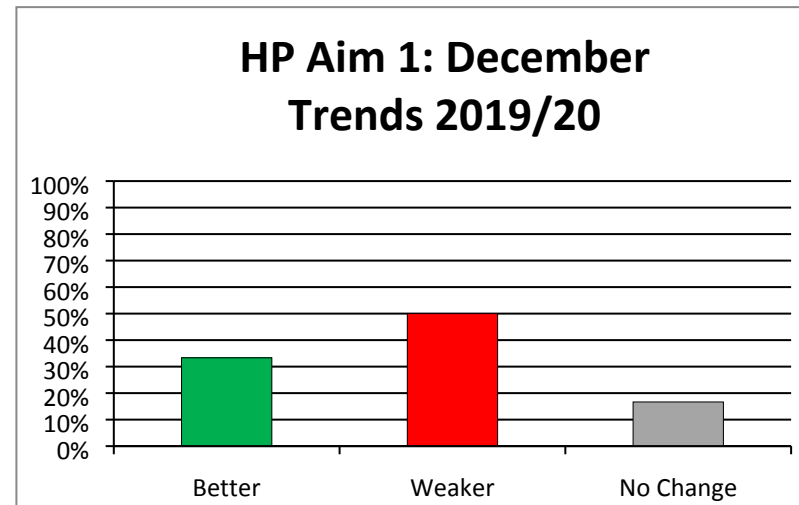
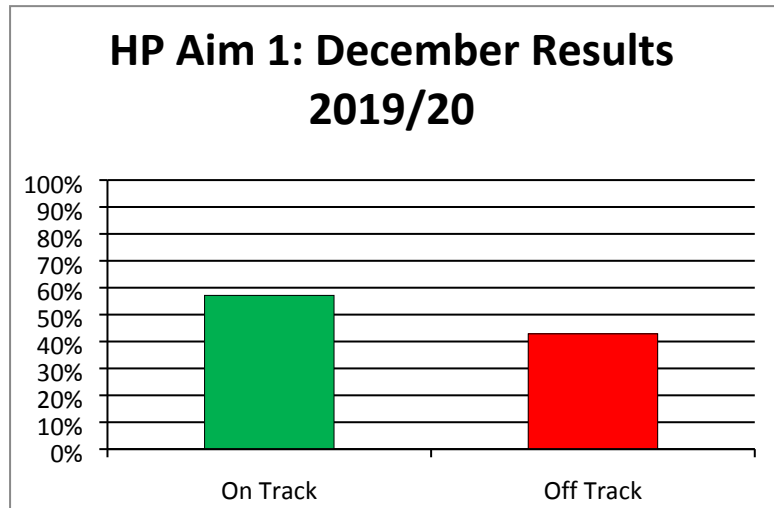


	Off Track
	In danger of going off Track
	On Track
	Not yet started / decision awaited
	Complete / Closed

Customer Feedback Overview

The number of complaints received during April to December has fallen by 39% compared to this point last year, with just 102 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



There have been no changes to the Council's profile under aim one; temporary accommodation and benefits change of circs processing remain 'off track' but the latter figure is improving. 43 out of 43 RTB applications have been processed on time against a stringent 100% target.

Celebrating Success:

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

- ✓ homelessness prevention
- ✓ processing benefit new claims
- ✓ external sports funding

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary – December
Complete the review of the CCTV system and implement the agreed recommendations		Contractor has been selected; the next stage is to obtain a timeline for the works once the contracts have been received.
Develop and implement an ongoing leisure facilities improvement plan focused on improving the health and well-being of residents		We are working with Sport England to develop a specification for this work and aim to receive tenders in early 2020. We hope to report back to members in late 2020 with the outcome of this work and the proposed next steps.
Implement the accelerated housing delivery programme		<p>Proactive delivery of Council owned sites- Housing portfolio:</p> <p>Glossop package: Glossop and Gamesley OPE funding confirmed. The project delivery team and project board has been established. A report outlining Glossop & Gamesley OPE, Depot OPE (Glossop elements) and Glossop Gateway project being taken to E & G committee in November.</p> <p>Buxton package: HIF grant acceptance to be signed by the end of October- clawback mechanism agreed with developers- awaiting approval from HE. Revised Golf Club lease agreed. Soft marketing testing exercise completed.</p> <p>Granby Road- The disposal of Granby Road A has been approved, planning approval granted</p>
Continuing Influencing actions		
Maintaining the provision of accessible health and social care		The Community Select Committee met on 19th June and members received a general overview of scrutiny.
<p>New Priority / Influencing Actions – The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.</p>		
❖ Develop a Private Sector Housing Strategy to improve conditions for private renters		
❖ Review the Council’s community support arrangements in order to maintain strong partnerships with community groups		

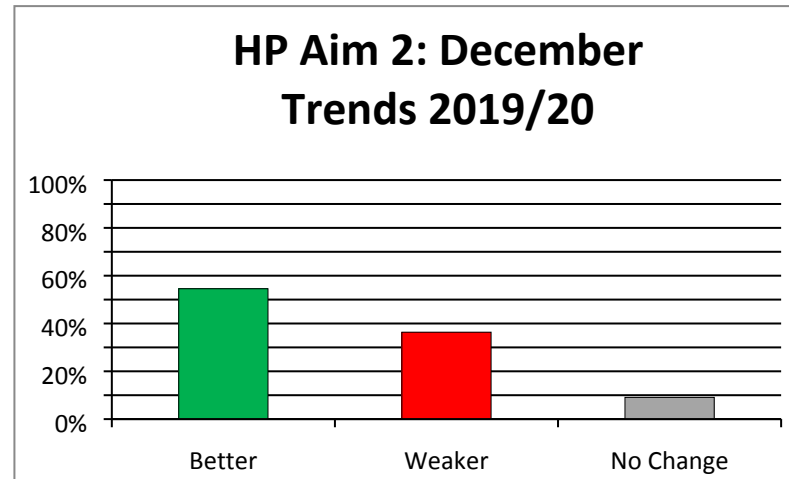
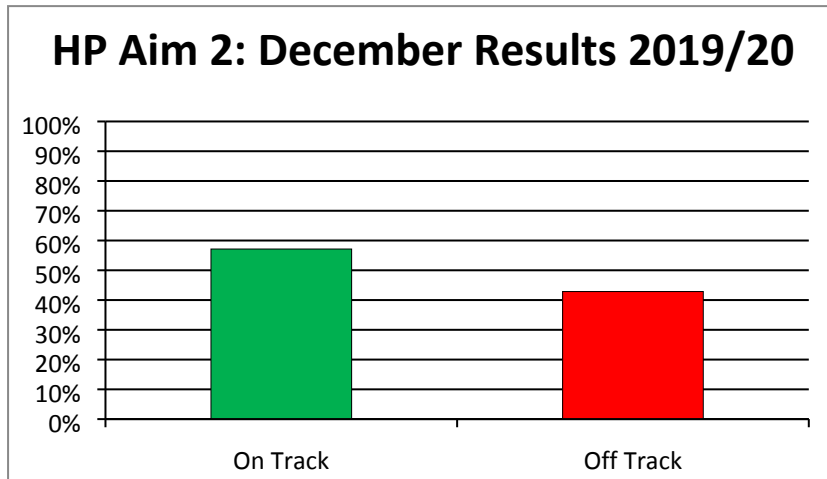
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| ❖ Review the Community Safety Strategy to ensure that the Council is supportive in fighting crime and anti-social behaviour |
| ❖ Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives |
| ❖ Implement the Homelessness Strategy effectively to ensure that voluntary groups and social enterprises that work to tackle the issue are supported effectively |
| ❖ Review the delivery of services to older persons to ensure that they are effective |
| ➤ Dealing with ASB |

Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim One:

- Meeting the increased and changing demands on council services caused by demographic changes in the local population (including an aging population)
- The ability to effectively engage with our communities
- Safeguarding Children and Vulnerable Adults (meeting the legal duty)
- Influencing strategic relationships at county and regional level in support of local area objectives

Aim 2: Meet financial challenges and provide value for money



At High Peak there has been a 5% improvement due to sundry debt levels coming back on track. Trend data is positive under this aim with over half of all measures performing better than last year.

Celebrating Success:

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

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

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary – December
Provide advice and support for residents affected by the rollout of Universal Credit		<p>Phase 2: Universal credit roll out (rents). 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 will take place as soon as this has been implemented A draft agenda has been established for the rents process meeting - the date is to be confirmed.</p>
Continue to embed good information management practices through the ASSURED framework		<p>The GDPR action plan, including audit actions, is on track. Progress is monitored through the Information Governance Group. The online GDPR training package has been rolled out across the organisation; further in-depth training will be arranged for relevant staff. Information Asset Registers have been reviewed and a programme of challenge sessions commenced in October where managers will be invited to attend Information Governance Group to review their registers. Work is ongoing with contractors and 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>All income generation challenge meetings have been completed, a target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21. Updates for various streams:</p> <p>Fees and charges- Next review for 2019/20 budget setting/MTFP. A cash up against efficiency target to be undertaken during 2019/20. Currently finalising the fees and charges templates to be issued to services in the next few weeks. Also including statutory fees review. Focus required on car park charges.</p> <p>Advertising/Sponsorship - A new project group has been established, a meeting took place at the beginning of November and actions and outcomes are now in place to enable the project to progress. Next meeting 17/12/19.</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: 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 80 SM and 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</p>

Continuing Priority Actions	Status	Commentary – December
		<p>action/ assistance would help to effectively bring properties back into use.</p> <p>11 former HPBC properties sold through right to buy have been identified as empty. This is a low proportion equivalent to 1% of all empty properties and <1% of those sold through right to buy. A further report to be produced regarding buying back RTB's.</p>
<p>Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place</p>		<p>Facilities Management: 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.</p>
<p>New Priority Actions - The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.</p>		
<ul style="list-style-type: none"> ❖ Develop an Access to Services Strategy to ensure that Council services are accessible to all 		
<ul style="list-style-type: none"> ❖ Implement the Council's Efficiency and Rationalisation Programme (This will focus on a number of projects including procurement, income generation, trading, advertising and sponsorship, etc.) 		
<ul style="list-style-type: none"> ❖ Develop a new Organisational Development Strategy to ensure effective workforce development and use of apprenticeships 		
<ul style="list-style-type: none"> ❖ Develop a new procurement strategy with a focus on spending money locally 		
<ul style="list-style-type: none"> ❖ Develop a new ICT strategy to enhance and support the delivery of services 		
<ul style="list-style-type: none"> ❖ Refresh the council's Communication Strategy in order to ensure there is a more effective dialogue and engagement with residents 		
<ul style="list-style-type: none"> ❖ Conduct a review of democratic processes and scrutiny arrangements to make the Council as open and transparent as possible. 		
<ul style="list-style-type: none"> ❖ Review the council's Diversity Policies including working with faith and cultural groups to celebrate the traditions and diversity of our community 		
<ul style="list-style-type: none"> ❖ Implement the agreed Housing Revenue Account Business Plan 		

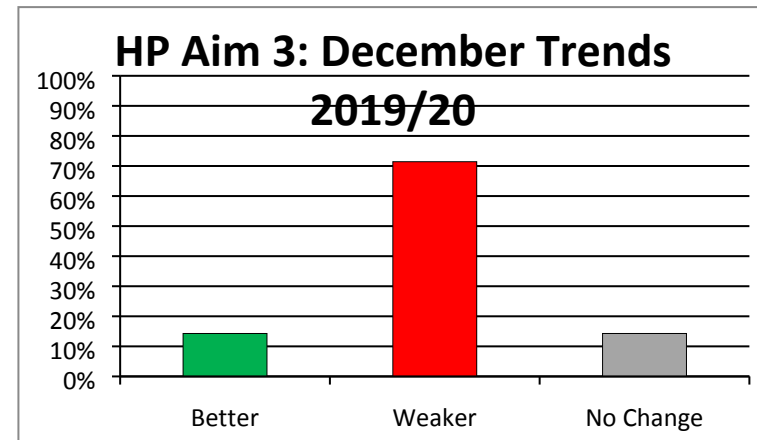
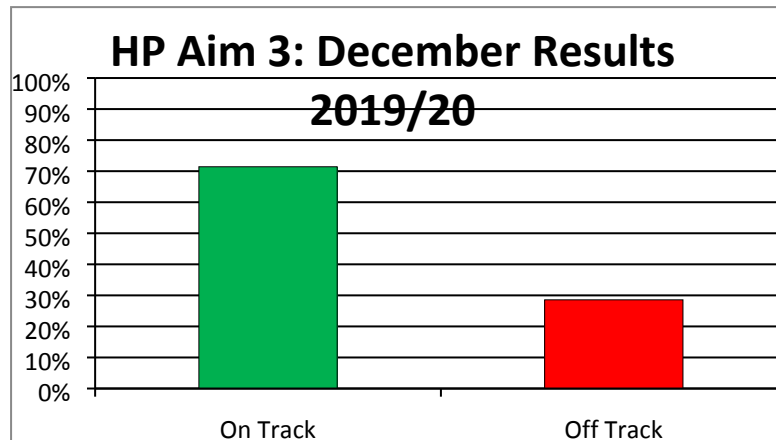
Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim Two:

- Delivery of MTFP through the Efficiency and Rationalisation Strategy
- Staff resources and retention
- Effective contract management
- Effective Information Governance arrangements (breach of data protection regulations)
- Maintenance of Council's portfolio of public buildings assets
- Investment into council assets and long term planning
- Financial and Legislative impacts from world events e.g. Brexit
- Cyber risk and IT Security



Aim 3: Support economic development and regeneration



The Council's result remains unchanged with strong performances under this Aim and all Planning processing targets currently on track. However, there has been an increase in the number of measures showing a worsening trend. High Peak's 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 December 2019 the following performance indicators outstripped their targets:

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

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary - December
Support the development of Glossop Halls		Market Hall Roof: a meeting was held at the end of September with Councillors and project board at the end of November. A HFE bid is being written for Victoria Hall. A report containing recommendations will be produced.
Establish a developer open space contributions plan.		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.
Implement the accelerated business growth and employment programme		<p>Wrens Nest: The optimum scheme on the Wrens nest site has been costed; a proposal is being presented to the Borough Council.</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: A meeting was held at the beginning of October with Derbyshire Police to consider proposals for delivery of a Police hub (serving the north of the Borough) within the masterplan area. Police have appointed a consultant to move the project forward. Access and land ownership issues being considered.</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. The outline business case is nearing completion, once the costs are known; a report will be prepared seeking Council investment. McCarthy & Stone are on site and will construct the access road required for the health hub. Next meeting being held at the beginning of November.</p>
Continuing Influencing Actions		
HP - Work with the private sector on regeneration schemes including The Crescent and Torr Vale Mill		Consultants have been appointed to deliver the branding toolkit. This will see the development of a creative brand, logo and strap line reflecting the vision set out in the Buxton Visitor Economy Strategy. A Visitor Economy Strategy meeting took place in November when an update regarding the branding toolkit is expected. The property will be handed over to the Crescent Trust once completed- a report is being prepared to change the lease arrangements.

New Priority / Influencing Actions - The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.

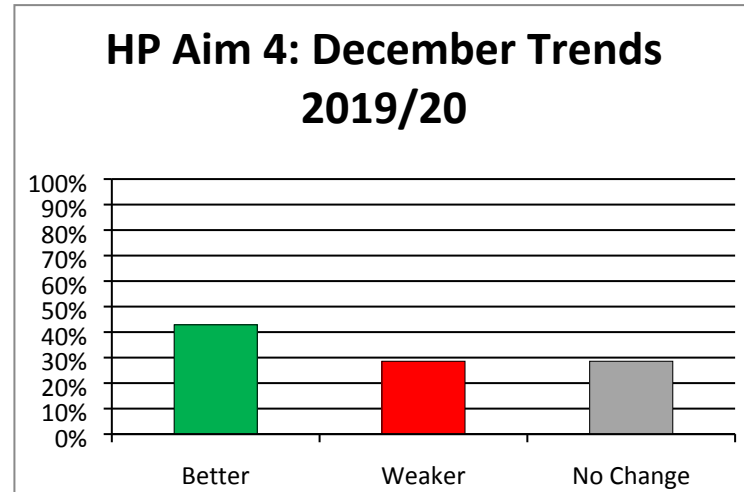
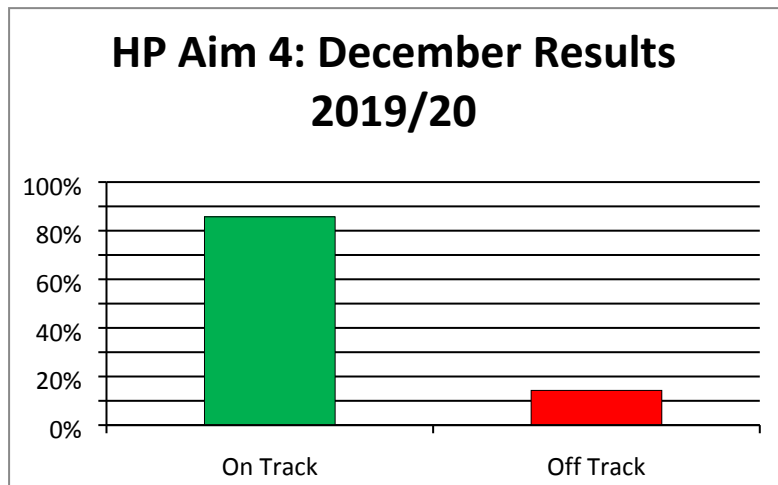
- ❖ Develop a Cultural Strategy to support and celebrate the rich history and culture of the Borough
- ❖ Review the Council's Growth strategy to ensure that it is focused on the effective regeneration of our towns and rural communities
- ❖ Review the implementation of the Local Plan to ensure that the requirements for affordable housing and developer contributions are being met
- Ensure the best use of public assets across the borough by working via the One Public Estate project
- Pressing for more regular and faster rail links, public transport links and essential road infrastructure
- Work with regional partners to extend the Greater Manchester rail offer
- Completion of the off- road route for the Trans Pennine Trail and access to the Monsal and Tissington trails
- Bringing additional funding into the Borough
- Enabling high-speed internet across the Borough

Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim Three:

- External funding for growth / regeneration schemes

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 were successfully challenged with the County Council and revised estimates have now been received for Q3.

Celebrating Success:

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

- ✓ missed bins
- ✓ paper consumption
- ✓ recycling and residual waste tonnages (estimates)

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary – December
<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 we are aiming for 1st March 2020. The last internal AES phase 3 project board meeting took place mid-October, service specification deadline is 30th November and there is a meeting scheduled soon after that on 5th December. The TUPE list is updated monthly; the monthly consultation will start in January 2020.</p>
<p>New Priority / Influencing Actions - The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.</p>		
<p>❖ Develop a climate change strategy and an action plan of response to a declared climate emergency</p>		
<p>❖ Develop a Parks Development Plan to support the widest community use of parks and support community/friends' groups</p>		
<p>❖ Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy</p>		
<p>❖ Review the Environmental Enforcement Policy in order to take steps to further reduce dog fouling and littering</p>		
<p>➤ HP- Develop more cycle routes whilst working with the County Council and residents to ensure harmony amongst road users</p>		
<p>➤ HP- Encourage local organisations and businesses to reduce their carbon footprint</p>		

Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim Four:

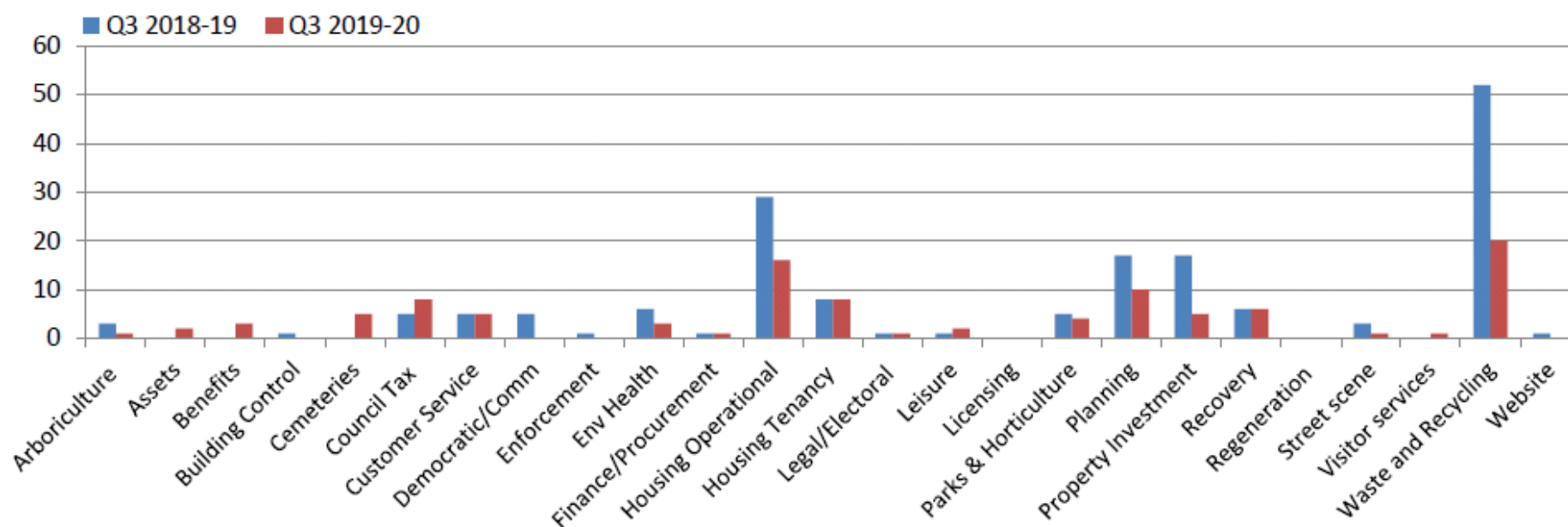
- Meeting the environmental regulatory framework (e.g. air quality and waste regs)
- Energy supply (inc fuel)
- Our ability to protect Buxton's natural thermal spring water

Customer Feedback Complaints

The Council received and closed a total of 102 stage one complaints across 20 service areas during the period April to December 2019. This is a decrease in the total number of complaints compared to the same period last year when we received 167. Waste and Recycling received the greatest proportion (20%) with 20 complaints.

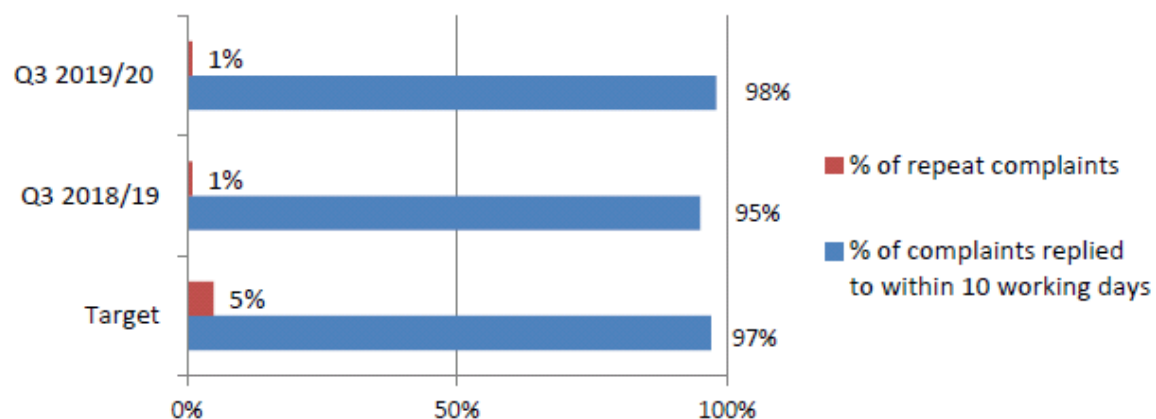
Stage 2 Complaints In Quarter 3 we received 7 Stage 2 complaints:

Service Area	Complaint	Conclusion
Stage 2		
Planning 0466	Incorrect dealing with enquiry	Not upheld- accepted no fault
Housing Operational 0486	Housing repair issues	Not upheld- accepted no fault
Planning 0513	Pre-Planning application	Upheld- accepted at fault
Planning 0530	Disagreement with officer decision	Not upheld- accepted no fault
Council Tax 0538	Unhappy with handling of account	Ongoing
Council Tax 0543	Unhappy with charges	Ongoing
Assets 0562	Car park signage	Ongoing



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:



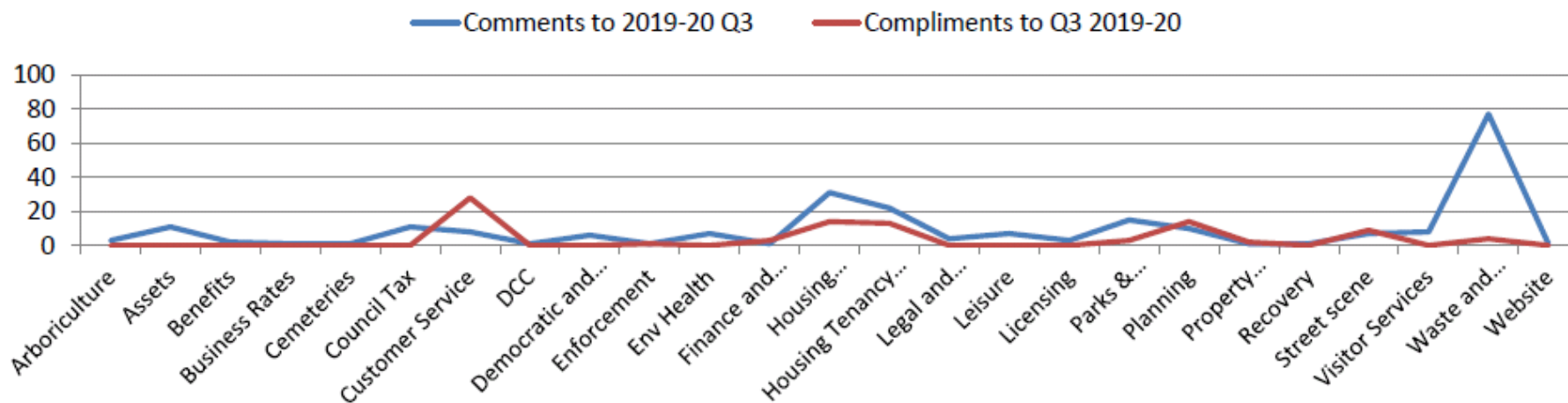
Key Outcomes: Collections were being missed due to long standing roadworks. We monitored the roadworks and sent different/smaller size vehicles to collect the waste.

No repeat issues for Qtr 3

Ombudsman Decisions 4 cases were referred to the Ombudsman in Quarter 3:

2019/20-0304:no evidence to warrant investigation. 2019/20-0486/ 0297/ 0375 ; ongoing (housing).

Compliments and Comments The Council has also captured 240 comments and 91 compliments through its feedback system during the period April to December :



Areas for Improvement: December 2019

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result December 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
Time taken to process change of circumstances	Aim 1: Fit for purpose housing stock that meets the needs of tenants	Assistant Chief Executive	7 days	13.43 days	This figure does remain off track but in December we processed changes in 8.66 days, despite election duties impacting upon staffing numbers
Number of households in temporary accommodation		Assistant Chief Executive	15	21	This PI is Off track by just one case, which given SWEP was active during December is excellent. This is supporting our current prevention rates of 97.07%
a) Number of RTB transactions (applications) & b) % completed within statutory timescales (RTB2)		Head of Legal and Elections	100%	a)43 b) 98%	42 out of 43 applications processed within statutory timescales.
Average time from request to repair (DLO)	Aim 2: More effective use of Council assets	Head of Direct Services	13 days	13.69 days	This PI continues to improve. This quarter the average time was 12.39 days compared to 14.40 days in Q1 and 14.26 in Q2.
NEW: Average number of jobs completed per operative per day		Head of Direct Services	4.7	4.62	This PI is almost on track. The average number of jobs per operative for December was 5.08.
% Rent loss due to vacant stock		Assistant Chief Executive	0.86%	0.87%	Current Rent loss due to vacant stock - £97,385.77. £87,433.49 of this figure is for properties in Marian Court and Church View
Average time taken to re-let Council homes	Aim 2: More effective use of Council assets	Assistant Chief Executive	25 days	32.6 days	Average time excluding hard to let – 15.7 days (Apr-Dec). This month we let four sheltered flats that were over target at 217 days, 70 days and two at 28 days.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result December 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
FOI requests: % responded to within statutory time frame	Aim 2: Easily available services provided right first time	Head of Legal and Elections	95%	80.68%	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%	Change in performance as phones % increased due to Election calls however reduced face to face contact and increased % of self-serve.
Use of contracts register: annual contract spends 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%	Procurement continue to progress the procurement forward plan to achieve higher proportion of contracted supply, service and works arrangements which has improved in this last quarter as contracts procured earlier in the year start and we should see further improvement in Q four to achieve target by end of Q four.
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	8.48 days	Ave days sickness per FTE short term: 2.15 Ave days sickness per FTE long term 6.33. There have been 30 cases of long-term sickness since April 2019, 5 of these are still ongoing and are being dealt with in accordance with the long-term sickness procedure. Year to date this equates to 1480 FTE days, 936 of those days sit within direct services.
Pavilion Gardens : Trip Advisor rating (% good/excellent)	Aim 3: Flourishing town centres that support the local economy	Head of Service Commissioning	93.75%	93.33%	Three reviews were logged in December but only one of these fell into the category of good or excellent.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result December 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 130,000	Q2 121,702	Q3 results in 2018-19 were 115,383. Footfall in this quarter was 6,319 higher than in the same quarter last year. December's footfall was an impressive 10,467 visitors up on the same month in 2018. The most improved month of the year to date
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	196	64 cleared reports this time last year vs current 196 gives the 'weaker' trend. Note the changed reporting method now catching all reports.
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%	63%	During Q three, Procurement undertook review meetings with Service areas to populate the forward plan for the remainder 19/20 and plan for 20/21. It is anticipated that the outcome of these reviews will result in performance improvement to achieve target by the end of Q four. It should be noted that reactive and urgent procurements cannot be eliminated but we endeavour to achieve good communication with Service areas to inform us of planned activity that they have include in their service delivery programmes

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](#)