



**High Peak Performance and Customer Feedback Report: 2017/18 (Q2)**

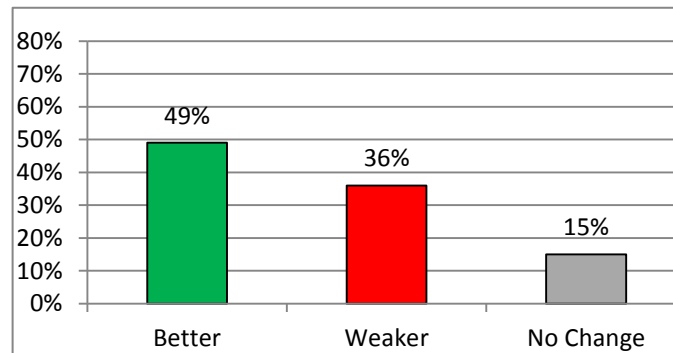
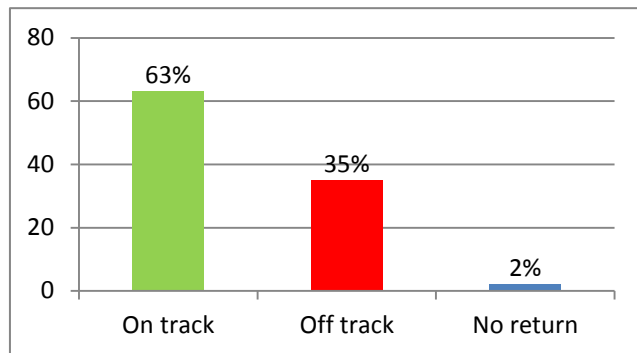
## High Peak Q2 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to September 2017 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 126 'monthly', 'quarterly' and 'annual only' reported performance measures at High Peak, which represents a reduction on last year. The chart below shows the results for quarter two against 46 indicators. The actions being taken to address the 'off track' measures are detailed at the end of this report.

The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the revised 2017-2019 Corporate Plan. The table below right explains the colour coding used to describe the current status of these actions / projects.

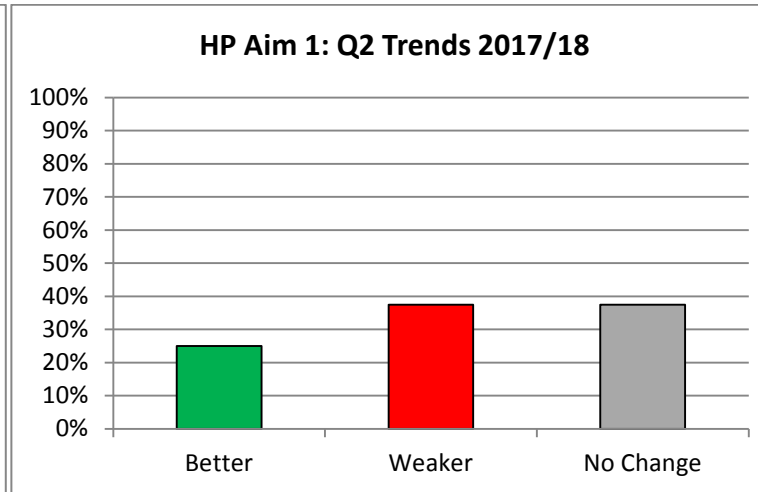
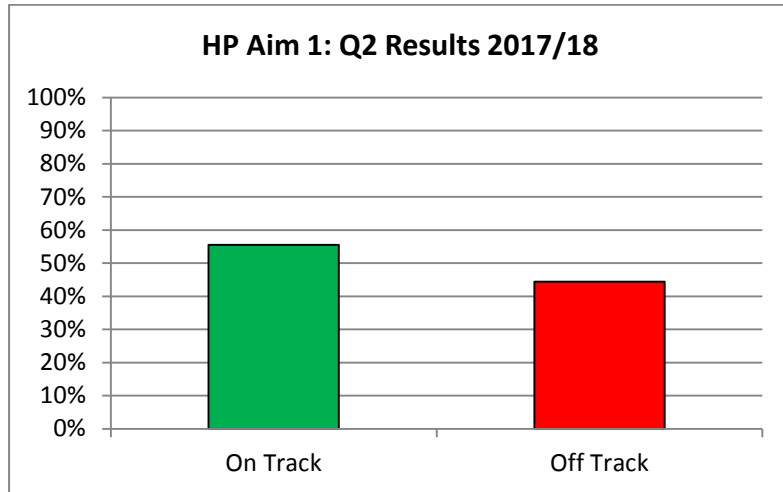


	Off Track
	In danger of going off Track
	On Track
	Not yet started
	Complete / Closed

### Customer Feedback Overview

The targets for low levels of repeat complaints and responding to complaints within 10 days are both on track as at the close of quarter two and there has been a significant decrease in the number of stage 1 complaints compared to Q2 last year (-33%). A project looking at how we define, handle and learn from complaints is well underway and should be completed this financial year.

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



Housing Benefit processing times for new claims and changes of circumstance remain 'off track' but have improved each month. Under aim one the Council also has 'off track' performance for the number of households in temporary accommodation and one delayed right to buy transaction.

### **Celebrating Success:**

At the close of Quarter Two the following performance indicators outstripped their targets:

- ✓ The prevention of homelessness (cases assisted)

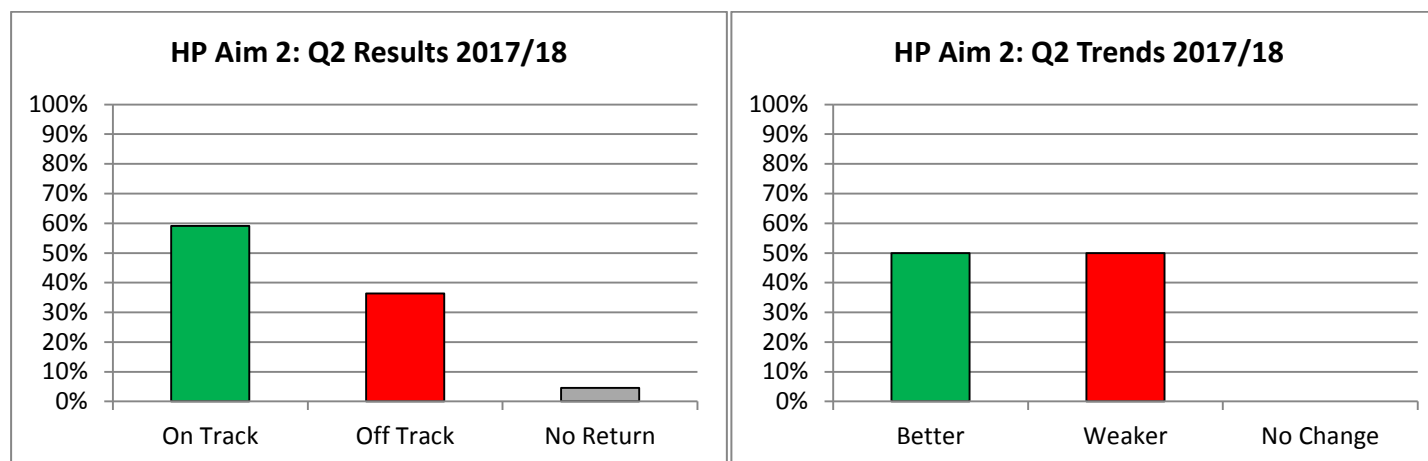
## Corporate Plan Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Continue to influence the provision of accessible health and social care services through the Council’s Scrutiny work programme		<p><u>High Peak:</u>            North Derbyshire CCG – CCG attended Aug meeting to outline the results of “Better Care Closer to Home” consultation, committee response to the outcome sent to CCG.            Tameside and Glossop CCG provided an update re Care Together Programme, consultation launched around proposals.            Social Services Adult Care - no update.            Future of NHS in Derbyshire - watching brief            Blythe House- Hospice and Home project- presentation to be made to members            Derbyshire connect- new community transport arrangements.</p>
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Housing Benefit processing		<p>Corporate Plan Priorities and Annual report findings shared with senior managers at the June Managers Forum. This has kick started the benchmarking activities and the Information Team have provided background data packs to facilitate process benchmarking by Managers in conjunction with their Finance Business Partners. Service is members of a county-wide manager’s forum looking at benefits performance and measures. Post service review our costs have greatly reduced and when the latest figures are available will be completing site visits to partners.</p>
Complete and implement a Housing Management and Revenue Plan		<p>Housing review emerging savings have been incorporated into the Feb 2017 Medium Term Financial Plan (approx. £1.4m to date). Based on the Financial Improvement Plan and under spends achieved in 2016/17, it is likely that this deficit will be reduced significantly when updating the MTFP in November (risk around the outcome of the stock condition survey results). The 30 year plan shows that currently, balances are drawn and borrowing is increased to the imposed debt cap. The current plan is not sustainable and further savings are required. Systems Review completed including all Housing systems, with</p>

Priority Action	Status	Commentary – September
		<p>recommendations for future IT systems to ensure efficiency to be proposed. The systems review is being done in conjunction with a review of tasks and functions in repairs/assets/housing management to streamline processes and ensure teams work together effectively. Recommendations for system rationalisation/improvement to be presented to next HRA working group.</p> <p>External support engaged focusing on service charges and prioritising the finalisation of a rent policy report to be presented for approval during 2017, changes to be in place for April 2018 to allow time for appropriate consultation. Agreed timetable to ensure Rent Policy is ready for inclusion in the MTFP Feb 18.</p> <p>HRA Working Group to continue; work programme drawn up and issued for future meetings. Stock condition survey progressing.</p>
<p>Implement the Council's new sport and physical activity strategy and carry out research into nil cost facility provision being achieved by other councils; in order to achieve improved health and value for money outcomes</p>		<p>The procurement process for recruiting consultancy support has been completed and FMG Business Consulting Ltd was appointed at the beginning of June. Inception meetings have taken place between FMG and key officers. They will deliver a two stage programme between June and October 2017 that will cover supply and demand analysis, options appraisals and delivery models for future provision of sport and leisure facilities for both Councils. Lead consultant presented stage one assessment to AMT on 2nd August.</p>
<p>Review and improve our relationships with Strategic Partners</p>		<p>Initial exercise reported, additional partnerships identified for consideration. The report has been to AMT and a decision made to engage an external person to check the report findings and undertake some benchmarking with other authorities (expected to commence in September 2017).</p>
<p>Undertake a review of the current CCTV system to look at its cost-effectiveness in preparation for the expiry of the maintenance contract in early 2018</p>		<p>SGW Consultants have completed their initial review of the Councils' CCTV systems and have presented the Council with their report. There has been some variation to the initial project requirements (such as no longer including the Council's internal</p>

<b>Priority Action</b>	<b>Status</b>	<b>Commentary – September</b>
		cameras within the review). The next phase has now been agreed with the consultants who have produced a draft report detailing various options for presentation to Councillors.

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



Aim two is the home of our 'effective use of assets' objective and therefore the home of our housing stock measures. Several of these are off track, including average re-let times due to the effects of major voids and hard to let properties. Performance is also below target for sickness absence (long term cases) and sundry debt levels, which are expected to reduce. The 'no return' measure relates to the DCC FM contract for which no performance data has been received in 2017/18; the Assets Manager has now escalated this issue to Director-level at the County.

### **Celebrating Success:**

At the close of Quarter Two the following performance indicators outstripped their targets:

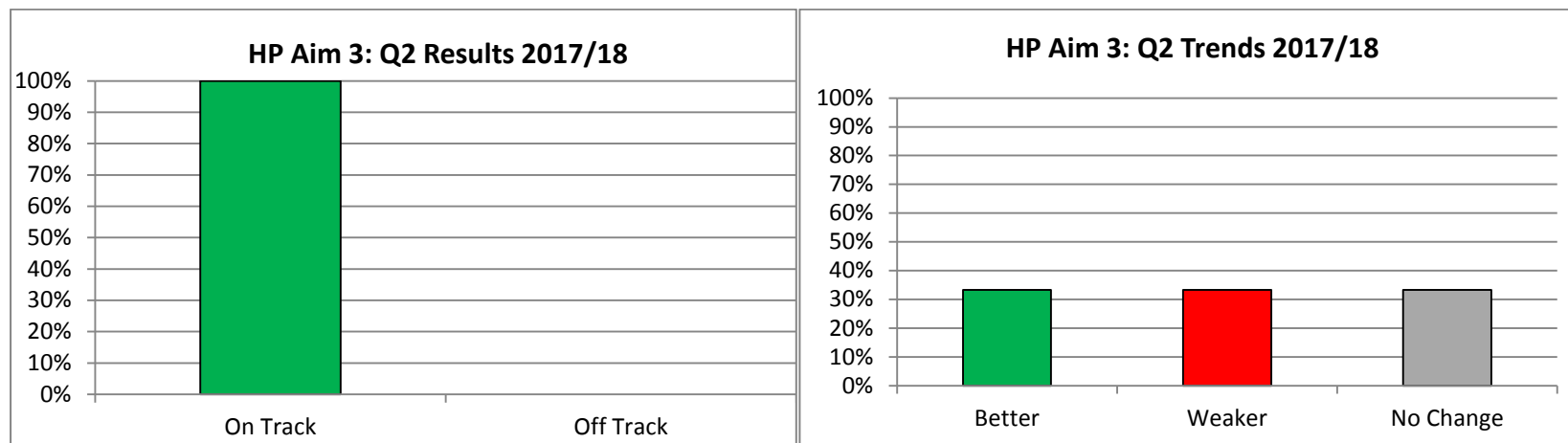
- ✓ IT system and network availability
- ✓ Procurement activity on forward plan
- ✓ FOI requests dealt with on time, repeat complaint levels and complaints dealt with within 10 working days
- ✓ Non-priority repairs undertaken by appointment
- ✓ Internal audit recommendations implemented on time

## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary - September
Deliver the Channel Shift Programme		<p>Digital Portal Launched July 2017 and CRM now switched off. Data archive set up so that historical CRM data is retained.</p> <p>Approximately 70% of service requests have now been removed from the CRM, with advisors being signposted to the web forms. All general contact forms are now available in the new software.</p> <p>Single Person Discount reviews are now underway and are progressing on track as planned. Housing Benefit Risk Based Verification is live for all online applications and changes. Changes to HB enquiries/ referencing are now in place and we are implementing a dedicated resource to the front line to ensure a 'right first time approach'</p> <p>Timeline developed to roll out the portal to more service areas with phase 2 commenced 17th July and now underway. The ican communications plan has been approved and implementation began in September, formal launch on 04/10 as part of National Customer Services Week.</p>
Benchmark and review the Council's approach to customer complaints as part of the introduction of a new automated management system for complaint handling and reporting		Complaints system configuration is complete with all enhancements/improvements now in place. Final testing to be undertaken to enable sign off whereupon a programme will be devised for system launch and training.
Develop and implement a plan to identify new and innovative ways of generating income		<p>All income generation challenge meetings have been completed, initial review/scoping of ideas has taken place, awaiting further development based on the various streams i.e. commercial properties, fees and charges, affordable housing, advertising. Car Parking income review to be undertaken with recommendations for increases/new charging policy over the MTFP period.</p> <p>A target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21.</p>
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Meeting to take place re 30 yr. asset management plan. Working group to be established and new approach to be agreed. The improvement programme will be produced prior to the MTFP in Feb 18.



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



The Council is performing very strongly against its aim three performance measures with ‘on track’ performance across the board. 100% of major planning applications have been determined on time. Footfall at the Pavilion Gardens and its trip advisor ratings are also on track this quarter, albeit against reduced targets.

#### **Celebrating Success:**

At the close of Quarter Two the following performance indicators outstripped their targets:

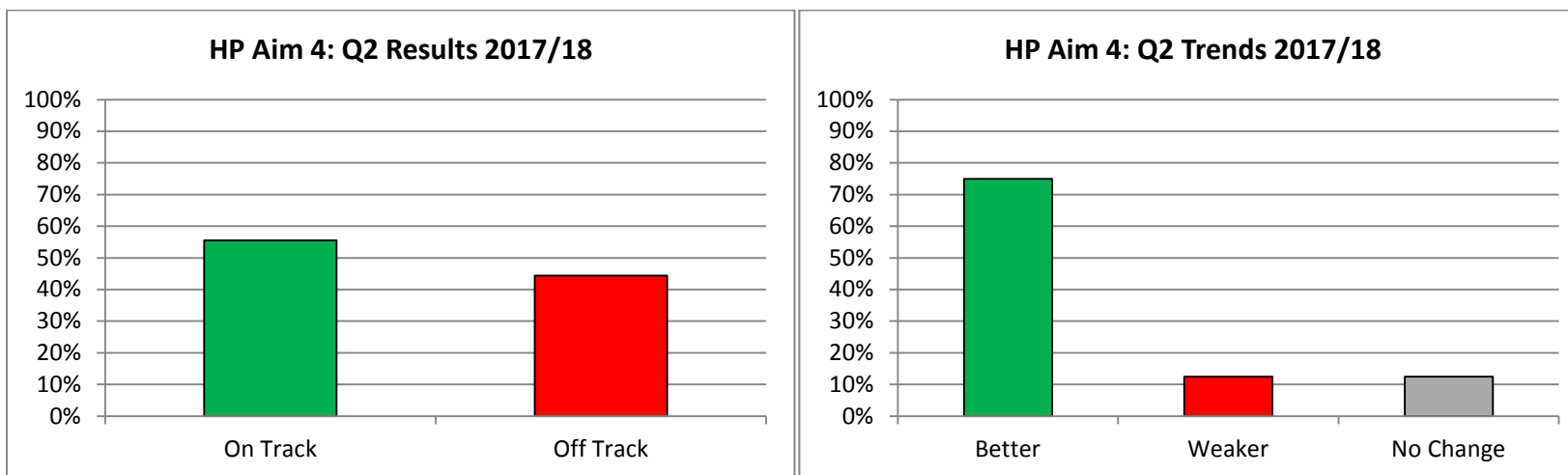
- ✓ Major, Minor and other planning applications processed on time
- ✓ Planning appeals defended
- ✓ Pavilion Gardens footfall and trip advisor rating

## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Market test the commercial operation of the Pavilion Gardens, including a review of the Tourist Information Centre and Tourism Service	On Track	The project is ongoing and the concessions' procurement specification is nearing completion.
Together with partners work for the delivery of the Buxton Crescent development	On Track	The Crescent Trust is now operational. Work on the Pump Room has been completed. The main contract work is ongoing but due to more extensive structural problems, will be subject to contract extensions. 3 month delay.
Support the development of Glossop Halls	On Track	HLF application submitted with result expected in late September/early October. The partnership steering group has met and identified further areas of development for the project. A meeting with market traders was planned for 23rd August, a briefing for Glossop Councillors and media release about the detail of the plans submitted to HLF. Glossopdale Trust are using the Town Hall sessions event to highlight the plans and engage with the wider community. (Note: HLF application was unsuccessful. The Council is using the feedback given by the HLF to prepare a Development Plan).
Support the development of Torr Vale Mill	At Risk	Officers from HPBC and DCC have met with the Trust and the owner a few times to discuss and agree a way forward. It is proposed to prepare a feasibility study and for all parties to enter into a memorandum of understanding (MoU), setting out the terms and scope of the study. Subject to the Building Preservation Trust agreeing to this proposed way forward, a draft MoU will be circulated.
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Planning application processing	On Track	Corporate Plan Priorities and Annual Report findings shared with senior managers at the June Managers Forum. This has kick started the benchmarking activities and the Information Team have provided background data packs to facilitate process benchmarking by Managers in conjunction with their Finance Business Partners.
Implement the accelerated housing delivery programme	On Track	BE Group Consultants appointed May 2017 to support Accelerated Housing Delivery programme. Consultation with Exec AMT is ongoing regarding the masterplans and delivery mechanism. Masterplans were presented to the Economy and Growth Select Committee in September to update the members on progress so far. All final reports will be submitted to the Council by mid November. Funding discussions are on going with partner organisations and house builders.

<b>Priority Action</b>	<b>Status</b>	<b>Commentary – September</b>
Implement the accelerated business growth and employment programme		Programme of Business support being delivered in partnership with D2N2 Growth Hub. A series of events have been organised in partnership with the Growth Hub including one providing guidance on 'access to finance' to businesses in Glossop and a workshop on family succession & selling/buying a business in Buxton. Grant support has been secured for High Peak businesses through Invest to Grow, D2EGF and LEADER funding. Delivery of employment sites allocated in Local Plan is being progressed in discussion with land owners, developers and local businesses.

## ***Aim 4: Protect and Improve the Environment***



Performance has dipped against our aim four priorities in September. The Council is now off track for enforcement actions in relation to enviro-crime, fixed penalty notice issued, missed bin collections and fly-tipping levels and associated follow up action.

### **Celebrating Success:**

At the close of Quarter Two the following performance indicators outstripped their targets:

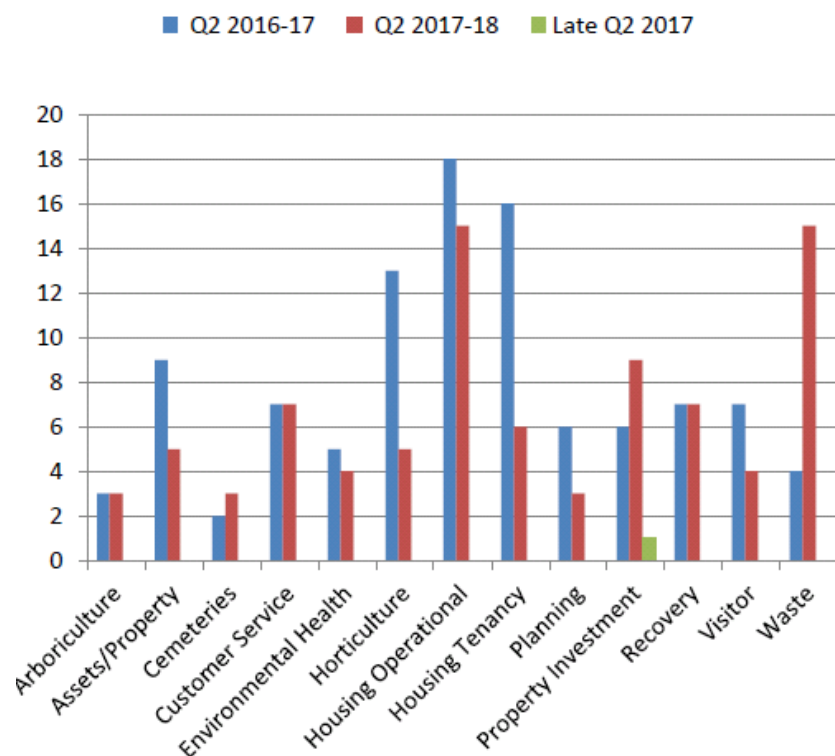
- ✓ Paper consumption
- ✓ Residual household waste levels and recycling rates (estimated)

## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Work with ANSA and Cheshire East to launch Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and grounds maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.		Alliance Environmental Services has been established and phase 1 (the transfer of current Veolia contract to AES) is complete. A plan for phase 2 is being developed with a meeting planned for late September, which will focus on vehicles and SMDC waste.
Establish a developer open space contributions plan		Majority of S106 updates are on track.

## Customer Feedback Complaints

The Council received a total of 94 stage one complaints across 13 service areas during the period July to September 2017. This is a decrease in the total number of complaints compared to the same period last year when we received 141. Housing Operational and Waste received the greatest proportion (16%) with 15 complaints each. We have set a de minimus of < 3 for complaint reporting. Shown below are the service areas exceeding this level:



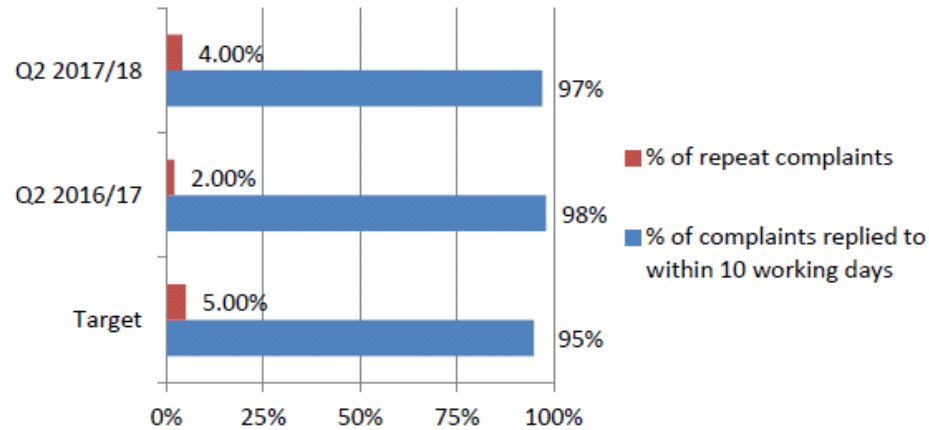
## Stage 2 & 3 Complaints

In Quarter 2, 14 complaints were dealt with at Stage 2 (examples below) and 1 at Stage 3 .

Stage 2	Complaint	Comments	Upheld?
Housing Tenancy	Unhappy that will not replace fence posts.	All processes followed correctly	Stage 1 rejected
Housing Operational	Issues with kitchen, been going on for 2 years ,not getting any feedback.	All processes followed correctly	Stage 1 upheld
Waste	Unhappy with charge for new/replacement bins	All processes followed correctly	Stage 1 upheld
Horticulture	Ongoing issues with damaged rendering caused by lawnmower	Rendering was completed by contractor but not to standard. Replacement contractor found and operation altered near property	Stage 1 upheld
Leisure	Complaint about sex discrimination re same sex swimming at Buxton pool	All processes followed correctly	Stage 1 upheld
Assets	Unhappy with lack of communication around buying freehold site	All processes followed correctly	Stage 1 upheld
<b>Stage 3</b>			
Recovery	Received summons , did not receive any reminders and previously had weekly arrangement	All processes followed correctly	Stage 2 upheld

## Performance

Shown in the table below is the current performance together with the performance for the same period last year. Trends have deteriorated slightly for response rates and repeat complaints.



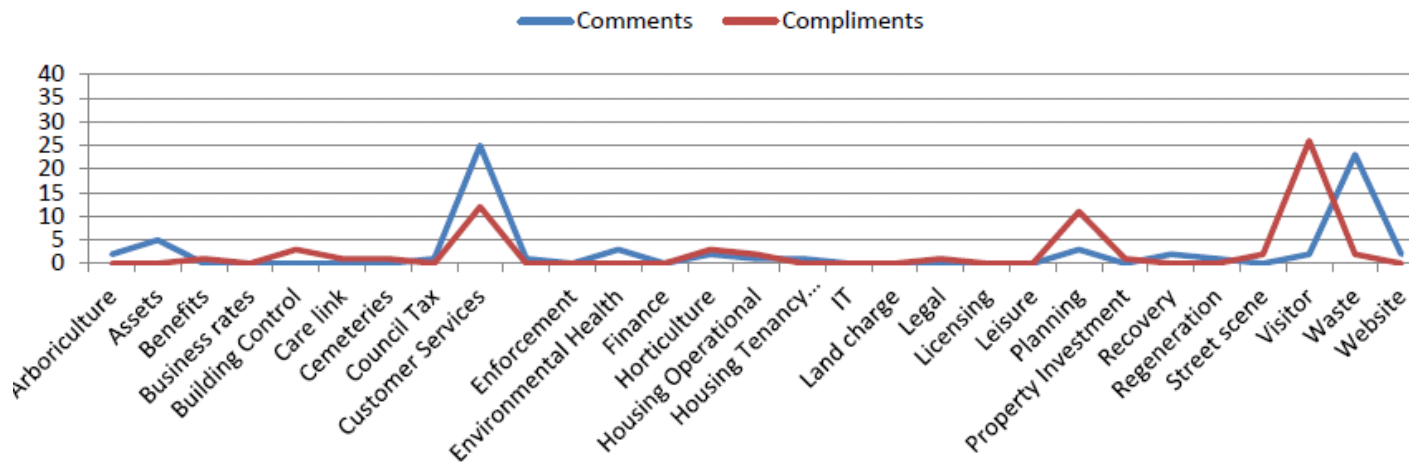
## Key Outcomes

Brown bin quality identified as being faulty and therefore customers requesting replacement bins do not have to pay the £30 fee.



**Ombudsman Decisions** The Council received no Local Government Ombudsman decisions in Quarter 2 and 2 Housing Ombudsman decisions: 1. The Ombudsman found that there was a service failure by the Council on the basis of its poor complaint handling. 2. No maladministration

**Compliments and Comments** There were 74 comments and 66 compliments captured during Q2.



## Key Repeat issues for Qtr 2:



Waste bins not returned to collection point



## Areas for Improvement: September 2017 (Q2)

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Q2 Result 2017	Service Manager Commentary (reasons for performance / SMART actions to improve)
Time taken to process new housing benefit claims	Aim 1: Fit for purpose housing stock that meets the needs of tenants	Head of Customer Services	18 days	19.98 days	With the introduction of online forms, risk based verification and the progress steps on the customer portal the processes are being reviewed and the target is expected to be met (September New Claims 18.26 days / Changes 8.78 days).
Time taken to process housing benefit change of circumstances			7 days	9.87 days	
Households in temporary accommodation			10	15	
RTB transactions (applications) completed within statutory timescales (RTB2)		Legal and Elections Manager	100%	96.55%	28 out of 29 applications were completed within timescale.
Average days sickness absence per FTE	Aim 2: A high performing and well motivated workforce	OD & Transformation Manager	7 days	5.55 days	There have been a number of long term sickness cases that have impacted the figure year to date. However, all but 2 have now returned to work so the result should even out as the year progresses.
% of responsive repairs for which an appointment was made and kept	Aim 2: More effective use of Council assets	Head of Operational Services	100%	99.35%	This PI is below target due to 18 out of 2776 appointments being missed year to date. In September, only 3 appointments out of 393 were missed.
Average time from request to repair (DLO)			12 days	13.34 days	This PI remains off track but has improved by 1.65 days since the end of Quarter 1 and is expected to meet its target by year end.
Average re-let times for council homes		Head of Customer Services	28 days	31 days	Average time excluding hard to let – 23.6 days.



Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Q2 Result 2017	Service Manager Commentary (reasons for performance / SMART actions to improve)
% Rent loss due to vacant stock			0.86%	1.02%	Current Rent loss due to vacant stock - £166,731.43. £150,829.40 of this figure is for properties on hold (Marian Ct, Alma Square, Padfield Main Road, Torr Top Street, Church View).
Collection rates: Rent	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	98.85%	94.65%	Only 0.04% behind trend. However, the target was missed marginally in 2016/17 and therefore we will continue to monitor this position with a view to implementing action with the aim of improving performance.
Value of sundry debt (over 60 days old)			5% reduction	£267k	£10k DCC invoice & £6k HPBC invoice outstanding which will be settled shortly.
Contracts register: contract spend as % of exp budget			72%	71%	There has been a targeted improvement during quarter 2, there are a number of key priority areas for supplies later in the year for the housing repairs service, which will contribute to an increase in on-contract spend.
a) number of fly tips (exc sec 46 waste) b) number where further enforcement action taken	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Democratic and Community Services Manager (newly transferred from Env Services)	a) 380 b) 5	a)218 b) 1	Further promotional work and new fly tipping campaigns are planned to encourage responsible waste disposal.
Missed bins per 100,000 collections (exc customer error)		Head of Operational Services	35.5	38.85	This PI remains off track but is a better result than at this time last year (41.79). The number of missed collections increased in September to 115 from 100 in August. It is still difficult to isolate cases where customer fault is the cause of the missed bin due to changes in the way service requests are reported. The web forms will continue to be monitored in order to further address this issue.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Q2 Result 2017	Service Manager Commentary (reasons for performance / SMART actions to improve)
Environmental Fixed Penalty Notices issued		Democratic and Community Services Manager (newly transferred from Env Services)	40	9	Combined enforcement and promotion in targeted areas.
Number of enviro-crime enforcements undertaken (i.e. Abandoned Vehicles, Duty of Care etc.)			400	182	Targeted events and enforcements to be scheduled over the next quarter.

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.

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