

**SUBJECT: Q3 2018-2019 OPERATIONAL PERFORMANCE REPORT**

**DIRECTORATE: CHIEF EXECUTIVE'S**

**REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY**

## **1. Purpose of Report**

- 1.1 To present to Performance Scrutiny a summary of the operational performance position for quarter three of the financial year 2018/19 (Sept to December 2018).
- 1.2 The report is in the following format:
- Executive Summary – highlighting key points of note
  - Background – recent changes to the report
  - Operational performance overview – issues and successes
  - Appendix A details all measures by individual directorate grouping – with annual and quarterly measures split separately

## **2. Executive Summary**

- 2.1 The report includes four corporate measures:
- Sickness – split by long and short term
  - Corporate complaints including Ombudsman rulings
  - Employee FTE headcount, vacancies & turnover.
  - Staff appraisals completed

In addition, key headlines from operational measures collected and reported by Directorate are summarised below and reported in full in section 4.

Some measures throughout this report are considered 'volumetric' measures e.g. The number of claims...They are needed to set the context of performance, but cannot be changed by the performance of the team – these are marked as 'V'

## 2.2 Key Headlines from Performance Results:

A summary of the key headlines are found below:

<ul style="list-style-type: none"> <li>✓ The number of users logged into the self-service system MyInfo this quarter has increased from 6,409 Q3 last year to 7,651 Q3 this year</li> <li>✓ The in year collection rate for business rates has surpassed its upper target of 84.22% at a figure of 86.23%</li> <li>✓ The total number of users of our health and recreation facilities has increased by 55,176 users since Q3 last year</li> <li>✓ The satisfaction of PPASB complainants relating to how the complaint was handled has seen a large increase of 12.4%, increasing from 80.3% last quarter to 92.7% in Q3</li> <li>✓ The percentage of premises that are full or broadly compliant with food health and safety inspections has improved on its target of 97% with a figure of 97.6%</li> <li>✓ The percentage of Non-Major and Major Planning Applications determined within the government targets are above their targets at 94.51% and 97.96% respectively</li> <li>✓ The rent collected as a proportion of rent owed has surpassed its target of 96.50% at 99.83%</li> <li>✓ The current level of tenant arrears is better than the target of 3.50% with a figure of 2.47% - but is still a little higher than at the same time last year (2.22%)</li> <li>✓ The percentage of reactive repairs completed within target time is above the target of 97.50% with a figure of 98.51%</li> </ul>	<ul style="list-style-type: none"> <li>✗ The average time taken to answer a call in customer services has increased by 73 seconds compared to Q3 last year, at 122 seconds, below the lower target of 50 seconds</li> <li>✗ The level of outstanding customer changes in the Revenues team has increased to 401 in Q3 this year, from 80 in Q3 last year</li> <li>✗ The % of waste recycled or composted has decreased from 38.20% in last year to 34.70% in this year, below its lower target of 35% ( lagged Q2 data)</li> <li>✗ The average re-let time calendar days for all dwellings (including major works) is slightly below its lower target of 28 with a figure of 28.35</li> <li>✗ The % of rent lost through dwellings being vacant has deteriorated 0.14% to 0.84% this quarter</li> </ul> <p><b><i>Following the introduction of full Universal Credit in March 2018, there has been a lengthening of time taken in most aspects of Housing Benefits work.</i></b></p> <ul style="list-style-type: none"> <li>✗ The average days taken to process new housing benefit claims has decreased slightly since Q2 but is still below its lower target of 26 at 27 days</li> <li>✗ The average days taken to process housing benefit claim changes of circumstances is outside its lower target of 6 with a figure of 8.03</li> <li>✗ The number of housing benefits and council tax support customers awaiting assessment has increased from last year's Q3 figure of 556, now at 1,339</li> <li>✗</li> </ul>
<p><b>The following indicators are VOLUMETRIC ones (V).</b> This means that they are important to report, as they provide contextual data to support the performance data above. None of these will have a target allocated as it is not true performance– as in the team cannot affect the numbers coming in directly.</p>	
<ul style="list-style-type: none"> <li>✓ (V) The number of face to face enquiries at city hall has decreased again in Q3 to 4,893, compared to 10,388 in Q3 last year</li> </ul>	<p><b>Due to the introduction of the Homelessness ACT in April 2018, we are seeing increased numbers of applicants, thus helping more people for longer</b></p> <ul style="list-style-type: none"> <li>✗ (V) The number of Homelessness applications progressed within the Housing team has increased from Q3 last year by 343, now reporting at 526.</li> </ul>

### 2.3 Key Headlines from the Corporate Measures:

- ✓ The overall sickness data for Quarter 3 is 2.45 days per FTE (excl. apprentices). This brings the cumulative total of sick days to 7.28 days which is 2.56 days less than last year and is the lowest quarter three average in the last 5 years.
- The cumulative average time across all directorates to respond to formal complaints was 7.9 days, which is an increase of 1.4 days from quarter two 2017/18.
- ✓ 90.2% of all staff appraisals were completed by Q3 in the year 2018/19.

The total number of FTE employees (excluding apprentices) at the end of quarter three was 564.63, an increase of 11.37 FTE. During quarter three, there was also an average of 15.22 apprentices.

### 3. Background

3.1 Regular monitoring of the Council's operational performance is a key component of the Local Performance Management Framework. This report covers key service performance measures identified by Members and CMT as of strategic importance.

### 4. Main Performance Achievements

**Please note the icons used in the summary highlight the trend performance of the measure.**



The figure is improving  
(high is good)



The figure is improving  
(low is good)



The figure is worsening  
(low is good)



The figure is worsening  
(high is good)



The figure is maintaining

The report will predominantly report on improving and declining performance.

#### 4.1 Key Performance areas in Chief Executives Directorate

The number of apprentices moving into Education, Employment or Training has achieved its target of 100%	
(V) The number of face to face enquiries at City Hall has decreased again in Q3 to 4,893, compared to 10,388 in Q3 last year	
The number of users logged into the self-service system MyInfo this quarter has increased from 6,409 Q3 last year to 7,651 Q3 this year	
The average time taken to answer a call in customer services has increased by 73 seconds compared to Q3 last year, at 122 seconds, which is also below the lower target of 50 seconds	
The average interest rate on external borrowing has decreased from 4.07% Q3 last year to 3.55% Q3 this year	
The in year collection rate for council tax has decreased by 0.30% since Q3 last year, now reporting at 79.47%, which is still on target	
The in year collection rate for business rates has surpassed its upper target of 84.22% with a figure of 86.23%	

The level of outstanding customer changes in the Revenues team has increased to 401 in Q3 this year, from 80 in Q3 last year	↑
The average days taken to process new housing benefit claims from date received has decreased slightly since Q2 but is still below its lower target of 26 with a figure of 27	↑
The average days taken to process housing benefit claim changes of circumstances from date received is below its lower target of 6 with a figure of 8.03	↑
The number of housing benefits and council tax support customers awaiting assessment has increased by 783 from last year's Q3 figure of 556, now at 1,339	↑
The percentage of risk based quality checks made where the benefit entitlement is correct is below its lower target of 86.50% with a figure of 86.34%	↓
The number of new benefit claims year to date has decreased again from 5,513 in Q3 last year to 4,058 Q3 this year	↓

## 4.2 Customer Services

The average time to answer a call in Customer Services has seen an increase from last quarter's figure of 96 seconds, increasing this quarter to 122 seconds. This is higher than the figure reported at the same time last year of 49 seconds, and the measure is outside its lower target of 50 seconds.

There was a marginal increase in demand in customer services during quarter three compared to the last quarter with just 20 more customers visiting to make a face to face enquiry and 3,075 more calls answered. One customer services assistant has been transferred to assist Housing Solutions in taking their calls (which are not included in these totals).

Although the length of calls across all skillsets is getting longer, a contributing factor in this has been the problems we have had in changing IT systems. The issue has been raised with the Business Development and IT Manager. Future investment in infrastructure should alleviate these issues and in the meantime a number of short term interventions have helped

It is pleasing to report that yet again the number of users who logged into the self-service system 'MyInfo' has increased; from 6,409 in quarter three last year to 7,651 in quarter three this year. 4,893 people came to City Hall in quarter three, a drop of 5,495 compared to the same point last year, with the lack of the travel concession contract contributing significantly to this decrease. 1,685 less customers called in quarter three this year, reducing from 32,102 in quarter three last year to 30,417 in quarter three this year. Again, this can be primarily explained due to the lack of the travel concessions contract.

Although we are seeing less face to face demand following the end of the concessions contract, the Customer Services team is still running below previous staffing levels with one vacancy, a 0.6 FTE drop in team leader time and reduced apprentice capacity alongside increased responsibilities in Housing areas.

### 4.3 Revenues Administration

The in-year collection rate for Lincoln Council Tax at 79.47% has dropped below that collected by the same time last year, but is still within its target of 78.56% - 79.76%. Whilst decreasing by 0.30% in quarter three this year compared to quarter three last year, meaning a reduction of £125,330 collected, our total net receipt has in fact increased from the same point last year by £2,550,282.

In a similar way, although the in-year collection rate for Lincoln Business Rates has maintained its direction with a figure of 86.23% in quarter three this year compared to the quarter three figure of 86.43% last year, it still remains above its quarter three target of 84.22%. Whilst the collection rate is lower, our total net receipt has increased by £1,039,217 from the same point last year, and in turn we have actually collected an additional £870,678.

Outstanding revenues customer changes have increased from the record low of 80 in quarter three last year to 401 in quarter three this year, an increase of 321. It should be noted that as well as temporary unseen reduction in staffing resources, additional workload has been undertaken within the Revenues team compared to quarter three last year such as Single Person Discount Review and Student Review. During Q1 and Q2, reduced staffing resulted in this increase in outstanding workload – but the team has since decreased this level by 258 and continues to work on the backlog.

### 4.4 Housing Benefit Administration

The number of Housing Benefit and Council Tax Support claims processed has continued to decrease compared to the same quarter in 2017/18, - in particular Housing Benefit, which is not unexpected due to some new claims now being for Universal Credit instead of Housing Benefit. Resources in the Benefits Service has been re-allocated to take account of new demands on the team.

Number of new claims processed	Q3 2017/18	Q3 2018/19
Housing Benefits	2,190	1,063
Council Tax Support	3,323	2,295

There is now an expected lengthening of time taken in almost all aspects of Housing Benefits work, caused by the introduction of full Universal Credit earlier this year. The average cumulative days to process housing benefit claim changes of circumstances remains relatively stable at 8.03 days compared to 7.93 days last year. A reallocation of resource in the team to try and decrease the outstanding workload related to Universal Credit (UC) claims, the number of UC related documents requiring assessment, as well as diversion to other key areas of benefits administration (such as fraud and error) is impacting on the time taken to process housing benefit changes.

It is worth noting that the average cumulative days to process new housing benefit claims has decreased slightly from 28.16 in quarter two this year to 27 in quarter three, however, the figure of 27 is still below its target of between 24 and 26 days.

The number of Housing Benefit / Council Tax support customers awaiting assessment has increased significantly from 556 at quarter three last year to 1,339

in quarter three this year. Of these customers, 968 are awaiting a first contact from a Benefits Officer. For the remaining 371 customers, Benefits Officers have made contact and are now awaiting information from the customer.

Although the amount of outstanding Housing Benefit work has increased, this is predominantly due to the volume of Universal Credit related documents, of the outstanding items, only 300 of these are non-Universal Credit related work. Since the end of quarter 3, officers have reviewed the work allocations and as a result, the oldest date is now 7 January 2019. Allocation of work is continuing to be reviewed and will continue to be monitored daily by management.

The percentage of risk based quality checks where benefit entitlement is correct, has seen a 2.34% increase from the quarter two figure of 84%, now reporting at 86.34%. Whilst it has increased slightly, this is still just below the lower target of 86.50%. It is worth noting that changes introduced to the quality control procedure has increased the number of checks taking place and also now includes Universal Credit assessments being checked. The changes are much more complex, and require more time to be taken to ensure accurate processing.

#### 4.5 Key Performance Areas in Directorate for Communities and Environment

The total number of users of our health and recreation facilities has increased by a sizeable 55,176 users since Q3 last year	↑
The percentage of waste that is recycled or composted has decreased from 38.20% in the same quarter last year to 34.70% this year. (Lagged Q2 data)	↓
The number of off street charged parking spaces now stands at 3,621	↑
The overall percentage utilisation at our car parks has decreased from 70% in Q3 last year to 52% in Q3 this year, and is below the lower target of 60%	↓
The satisfaction of complainants relating to how the complaint was handled has increased from 80.3% in Q2 to 92.7% in Q3 which is above its upper target of 87.5%	↑
The percentage of premises that are full or broadly with food health and safety inspections has beaten its target of 97% with a figure of 97.6%	↑
The percentage of Non-Major and Major Planning Applications determined within the government targets are above their targets at 94.51% and 97.96% respectively	↑
The percentage of planning applications approved met its target of 97%	↑

#### 4.6 CCTV

The total number of CCTV incidents handled by our operators (Volumetric measure) has seen a decrease from the record high 4,068 reported in quarter two to 3,326 in quarter three. It is worth noting that quarter two included the period of sustained police activity to deal with the drug issues within the city centre. As a part of that initiative the unit shifted focus to gather the required data that would provide police with the necessary information for the operation, both prior to police commencement of the operation and during the operational period which is still ongoing. This data gathering was only possible because of the significantly increased technology and functionality of the upgraded CCTV system. The continuing success of the Police operation is now reflected in the reduced number of operator driven activity in quarter three.

#### **4.7 Recreation and Leisure**

In comparison to quarter three last year, the total number of users across all of our health and recreation facilities has risen by a significant 55,176, totalling an impressive 245,374 as of quarter three this year. With the new improved facilities at Birchwood Leisure Centre now fully open for the third quarter, customers have been able to return to the facility and indeed this has been the case with an increase of 37,493 users this quarter compared to quarter three last year. The continuation of effective marketing between Active Nation and the City of Lincoln Council has also promoted the facility much better than ever before, and is proving to be a success with residents across the city. As of the July 2018 Citizens Panel the satisfaction of the standard of service at Birchwood Leisure Centre was 86%.

However, Birchwood is not the only leisure centre with higher usage rates. Yarborough Leisure Centre has also increased its usage by 3783 on Q3 last year.

#### **4.8 Waste & Recycling**

Note that the data presented here is as usual lagged and thus refers to quarter two 2018/19. The percentage of waste recycled or composted has decreased from 38.2% in quarter two last year to 34.7% in quarter two this year. This is also below the lower target of 35%. 17.35% of waste was recycled and 17.35% was composted. We are continuing work with Lincolnshire County Council to encourage recycling, however the lower figure is not unique to Lincoln and reflects the national recycling rates, which are also falling.

#### **4.9 Parking Services**

The number of off street parking spaces operated by City of Lincoln Council (now standing at 3,621) is 741 spaces above the same point last year. Overall utilisation of the car parks has decreased from 70% in quarter three last year (before the new multi-storey was built) to 52% in quarter three this year, which is not a drop in total usage, but the effect of having more spaces available. Whilst this is below the lower target of 60%, income figures for the car parks first three quarters show a 27.3% increase (plus £766,471.) with season tickets also at a 23.6% increase (plus £54,597.) Although penalty charges show a decrease of 23% (minus £10,800.) The extra capacity at the Lincoln Central car park and the return of cars to Tentercroft Street car park has boosted income. The Lincoln Central car park continues to show a growing usage, which we will continue to closely monitor.

#### **4.10 Public Protection and Antisocial Behaviour**

The number of service requests has seen a large increase, from 612 in quarter three last year to 836 in quarter three this year. There has been strong Police activity over the summer and Autumn, so this may have prompted an increase in reporting

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has seen a significant 12.4% increase, rising from 80.3% in quarter two to 92.7% in quarter three. It is worth noting that not all of the service requests relate to vagrancy and begging, and are a spread of different types of PPASB incidents.



#### 4.11 Food Health and Safety

The percentage of premises fully or broadly compliant with Food Health & Safety inspection has again surpassed its target with a figure of 97.6%, which is also slightly higher than the figure of 96.8% in quarter two. The total number of registered food businesses is 1033. Just 25 of those businesses are considered to be non-compliant of which seven of those are new businesses.

A watchful brief will to be kept on the number of official FHS controls that should be completed by year end. There are currently 94 inspections outstanding. There are no high risk red inspections overdue, however there are 10 amber inspections overdue of which 7 are evening economy visits, 3 are new businesses and the remainder (84) are green.

#### 4.12 Development Management

Quarter three saw 211 standard planning applications submitted, a small decrease of just 18 compared to last quarter. They were dealt with in a marginally slower average of 59.40 days, compared to the 56.25 days in quarter two.

The percentage of non-major and major planning applications determined within the government target (70% in eight weeks and 60% in 13 weeks respectively ) measured on a two year rolling basis have maintained since last quarter, and are still above target of 90%, at 94.51% and 97.96% respectively. The Development Management team prioritises Major Developments and manages the timescales effectively with the applicant to ensure that this level of performance is maintained. This workload was completed against a background where 97% of planning applications were accepted. Five planning appeals were submitted of which just two were allowed.

It is pleasing to see that despite the new requirements introduced by the National Planning Policy Framework (where the team now has to seek agreement with the applicants of all pre-commencement conditions prior to determination), no Development Management measures have deteriorated in quarter three.

#### 4.13 Key Performance Areas in Directorate for Housing and Regeneration

The rent collected as a proportion of rent owed has surpassed its target of 96.50% with an almost perfect figure of 99.83%	↑
The current level of tenant arrears is above the target of 3.50% with a figure of 2.47% (low is good)	↓
The number of people on the council housing waiting has decreased considerably since Q3 last year's figure of 1,653, with a figure of 978 in Q3 this year	↓
(V) The number of Homelessness applications progressed within the Housing team has increased from Q3 last year by 343, reporting at 526.	↑
Percentage of rent lost through dwellings being vacant has increased from 0.7% to 0.84%	↑
The average re-let time calendar days for all dwellings (including major works) is slightly below its lower target of 28 with a figure of 28.35	↑
The percentage of reactive repairs completed within target time is above the target of 97.50% with a figure of 98.51%	↑



#### **4.14 Rent Collection and Arrears**

In quarter three the level of rent collection increased again slightly from 98.19% in quarter two to a high level figure of 99.83% this quarter and is still above its target of 96.50%. Despite having two rent free weeks over the Christmas period we still collected £557,167 in rent during that time. Outstanding workload in relation to Universal Credit (existing tenants experiencing delays in receiving their first payment) has been reduced, and at this stage in the financial year, we have collected £20,754,564 in rent. The current tenant arrears as a percentage of the annual rent debit has decreased this quarter to 2.47%, down from 2.95% in the last quarter, with arrears now standing at £682,178.28. This is however still well above its target of 3.5%.

#### **4.15 Housing Solutions (Homelessness and Housing Waiting List)**

Due to the Homelessness Reduction Act changes which came into force in April 2018, we must now open a homeless application/case for anyone eligible, threatened with homelessness within 56 days or is already homeless. The revised focus is to prevent homelessness and to help support people to find and secure accommodation. This means the Council has a duty to start working with people who approach for help and advice, at an earlier stage and help should initially be offered regardless of whether the person has a local connection to Lincoln or a priority need for assistance. It is therefore almost certain that homelessness presentations will increase in the first year but the number of cases where homelessness is prevented should also increase. The team has been working to ensure that the service complies with legislation and over the next few months more work will take place to further develop and enhance the services offered. The team have also introduced changes to the Allocations Policy which means that they can secure accommodation for those households who are statutory homeless, more quickly.

The number of homeless applications received includes everything from triage, advice, under prevention, under relief, successfully prevented and successfully relieved. For quarter three this year, the number was 526 - this is a considerable increase of 343 more than in quarter three last year, but is expected as explained above. Comparisons externally have shown that this is in line with national averages and not a Lincoln phenomenon.

#### **4.16 Housing Voids**

The average re-let time in calendar days for all dwellings (including major works) has increased from last quarter's figure of 26.47 to 28.35 this quarter. This figure puts the measure slightly outside its lower target of 28. The re-let time for all voids at the end of December was 28.4 days, against a target of 25 days. The number of void properties within the process has significantly increased due to the New Build Project and an increased amount of evictions taking place, which in turn has increased the workload and pressures on all areas within voids. Receiving offers on available properties from applicants is a contributing factor for the delay on the overall void time. Work is continuing within the Housing Solutions team to remedy the situation and in the coming months, we will be reviewing the voids letting standard in order to improve processes and further streamline the service.

#### 4.17 Housing Maintenance

Despite a small decrease, the percentage of reactive repairs completed within the target time is still seeing very strong performance, reaching a figure of 98.51%, above the target of 97.5%. With the new repair task codes implemented, along with making sure the team are identifying the repairs correctly at the first point of contact, it is allowing the team to complete repairs in a more efficient timeframe.

#### 4.18 OTHER ACHIEVEMENTS DURING THIS QUARTER

#### 4.19 #OurDay – what a day for CoLC!

We had more than 50 members of staff attend our photoshoots at Hamilton House and City Hall, ensuring we were able to present a broad cross-section of our services to the public.



The day was a massive success for local government. There were more than 33,000 tweets sent out using the Our Day hashtag from more than 9,000 contributors. The hashtag trended at number one in the UK throughout the day and even got as high as number four in the world at one point.

However, most impressively of all was the success of our tweets which were liked more than 340 times from twitter users as far away as Australia and Canada. It was a great opportunity to show people locally, regionally, nationally and internationally exactly what we do and to put faces to an organisation which can sometimes be viewed as faceless. However, saving the best for last, by far the biggest surprise of the day was just how popular some of our tweets performed. In fact, out of the 33,000 #OurDay tweets sent out on the day, four of ours made the Top 50 in the table of the most interacted.

#### 4.20 **LINCOLN** Lincoln Social Responsibility Charter

SOCIAL RESPONSIBILITY CHARTER

- There are currently 30 businesses signed up to the charter
- Plus recent expressions of interest that include Barclays, Globe Consultants and Stokes with work ongoing to get these businesses formally signed up
- The Charter has been promoted in a number of ways
  - o It was promoted in the December 18 & January 19 Business supplement of the Lincolnshire Echo
  - o It was promoted on the Transport Hub TV screen during mid-January listing all signees to the charter
  - o It was also promoted at the January Lincolnshire Business Expo event
- Following the above promotion, this resulted in media interest from the Lincolnshire Echo and Siren FM with subsequent news stories run by both

#### 4.21 Lincoln Transport Hub Awards

The Transport Hub has won another award – this time for the Development Project (Over £5 million) at the Greater Lincolnshire Property Awards 2019



Over 350 people gathered to celebrate the Construction and Property sector in Lincolnshire, which took place at the Doubletree by Hilton in Lincoln on February 5 2019.



The Lincoln Transport Hub has also been shortlisted for a further award – this time in the Regeneration and Infrastructure categories at the RICS (Royal Institute of Chartered Surveyors) Awards 2019, East Midlands.

Judges will visit the Lincoln site in early March to make final decisions, which will then be announced at an award dinner in Leicester in May 2019

#### 4.22 Lincoln Community Fund Lottery

The Lottery is currently supporting 70 local good causes in and around the city:

- Average number of tickets entered into each draw is 800
- 660 people have won prizes in the draw, including 4 x £250's
- Currently on target to raise around £43k in the first year for local good causes
- Of the above, it is estimated £5,000-£6,000 will be raised in the community fund pot which will be allocated by the lottery Member panel
- Some good causes are raising as much as £300 each month for themselves
- The council is actively encouraging new good causes to sign up
- To help boost ticket sales, the council is continuing to offer bolt on prizes during times of expected low ticket sales



#### 4.23 Housing Teams are Shortlisted

Our Housing teams have been shortlisted for an award at the UK Housing Awards 2019 for the "Homebuilder of the year –



less than 1000 programme”. These awards are seen as the symbol of excellence in the housing sector.

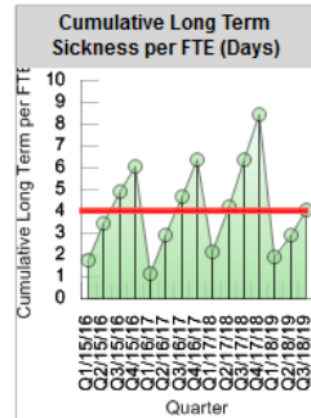
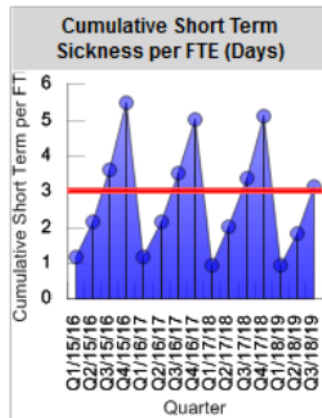
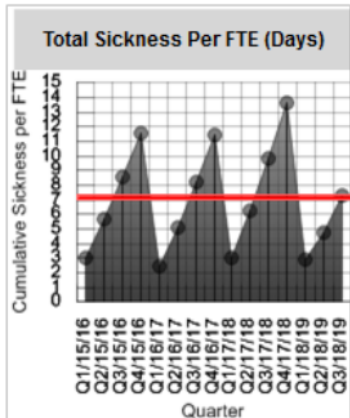
We have been invited to a further meeting on 14<sup>th</sup> March this year to pitch our case for why we should be the overall winners. The final decision will then be announced at an event on May 1<sup>st</sup> 2019

#### 4.24 Corporate Measures

#### 4.25 Sickness Indicators – Q3 Cumulative (Year to Date)

In quarter three the average short term total stood at 1.30 days per FTE, and the average long term sickness stood at 1.15 days. The cumulative total sickness per FTE as at the end of December 2018 was 7.28 days (excl. apprentices). This is 2.56 days less per FTE compared to quarter three last year. Notably this is the lowest quarter three average in the last 5 years, however CMT will continue to place a keen focus on these levels.

	Short Term Sickness	Long Term Sickness	Total Sickness	No. of FTE Employees	Short Term Per FTE	Long Term Per FTE	Total Sickness per FTE
CX (exc.appr's)	702.00	882.00	1,584.00	199.10	3.41	4.26	7.67
DCE	328.50	479.00	807.50	141.77	2.39	3.55	5.94
DMD	3.00	0.00	3.00	7.92	0.27	0.00	0.27
DHI	724.50	944.50	1,669.00	215.84	3.48	4.56	8.03
<b>TOTAL</b>	<b>1,758.00</b>	<b>2,305.50</b>	<b>4,063.50</b>	<b>564.63</b>	<b>3.15</b>	<b>4.14</b>	<b>7.28</b>



#### 4.26 Apprentices Sickness – Q3 Cumulative

During quarter three, the apprentices lost a total of 24 days due to short term sickness, which equates to a total of 1.58 days per FTE. This brings the average YTD to 6.55 days

Cumulative sickness to Q3	Short term days lost	Long term days lost	Total days lost	Average Number of FTE this Q	Short term days lost per FTE	Long term days lost per FTE	Total days lost per FTE
Apprentice sickness	96	16	12	15.22	5.71	0.84	6.55

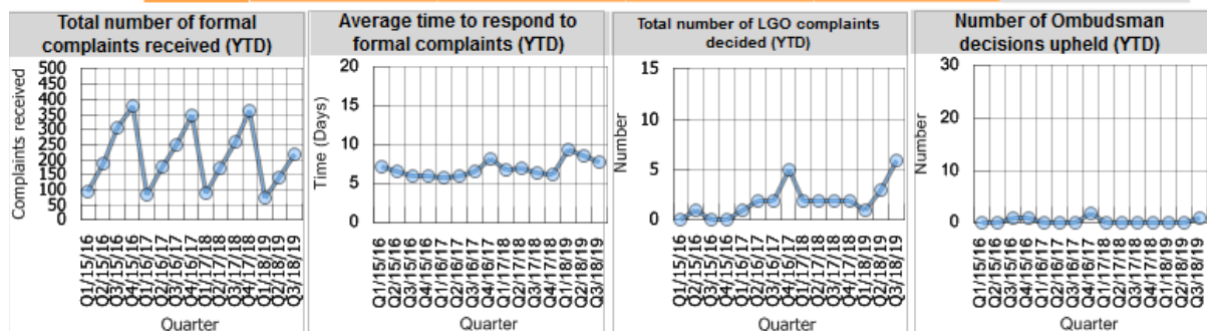
#### 4.27 Corporate Complaints – Q3 Cumulative

In quarter three alone there were 76 complaints of which 25 were upheld. The cumulative number of formal complaints received up to quarter three was 220 which is a decrease of 40 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 7.9 days, which is an increase of 1.4 days compared to the same point in 2017/18.

In quarter three we had one LGO complaint raised for DCE Directorate, and two raised in DHI Directorate, which have yet to be considered.

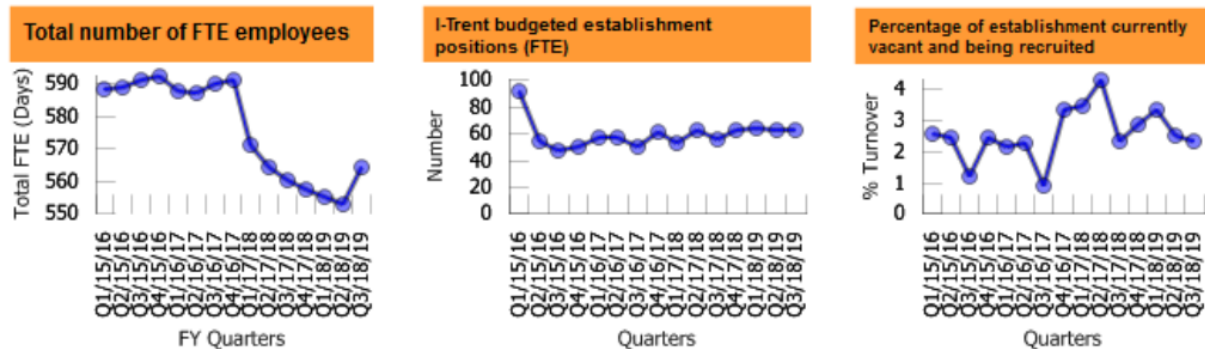
##### Complaints

	Number of Formal Complaints Received (YTD)	Average time to respond to Formal complaints (Days) (YTD)	LGO complaints decided (YTD)	Number of Ombudsman decisions upheld (YTD)	LHO complaints decided (YTD)
CX	42	7.3	0	0	
DCE	56	11.5	2	1	
DHI	120	6.5	4	0	0
DMD	2	2.0	0	0	
<b>TOTALS</b>	<b>220</b>	<b>7.9</b>	<b>6</b>	<b>1</b>	



#### 4.28 Employees (FTE, Vacancies and Turnover) for Q3

Number of FTE employees (exc. App.s)	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
CX - Number of FTE employees	209.46	209.08	210.77	210.08	199.10
DCE - Number of FTE employees	139.18	137.59	133.95	133.05	141.77
DHI - Number of FTE employees	204.18	203.63	203.27	202.71	215.84
DMD - Number of FTE employees	7.81	1.82	7.42	7.42	7.92
<b>TOTAL</b>	<b>560.63</b>	<b>557.92</b>	<b>555.41</b>	<b>553.26</b>	<b>564.63</b>
Average number of apprentices across the period					15.22
	<b>Q3 2017/2018</b>	<b>Q4 2017/18</b>	<b>Q1 2018/19</b>	<b>Q2 2018/19</b>	<b>Q3 2018/19</b>
I-Trent budgeted establishment positions (FTE)			64.50	62.69	62.80
Active vacancies which are being recruited (FTE)	25.50	17.00	30.60	29.79	11.00
	<b>Q3 2017/18</b>	<b>Q4 2017/18</b>	<b>Q1 2018/19</b>	<b>Q2 2018/19</b>	<b>Q3 2018/19</b>
Percentage of staff turnover	2.35%	2.83%	3.31%	2.50%	2.30%



The total number of FTE employees (excluding apprentices) at the end of quarter three was 564.63 with an average of 15.22 apprentices over the period.

In terms of the level of vacancies at quarter three - budgeted establishment unfilled positions (FTE) stood at 62.80. This figure has slightly increased from that reported at quarter two. It should be noted that the Council are actively recruiting to 11 FTE positions.

The percentage of staff turnover at the end of quarter one was 2.30% (excluding apprentices). In comparison to the previous quarter, this has decreased by 0.20%.

#### Budgeted Establishment Vacancy Positions by Directorate (FTE)

Directorate	i-Trent Budgeted establishment positions (FTE)
CX	21
DCE	11.8
DHI	29.5
DMD	0.5
<b>OVERALL</b>	<b>62.8</b>



## 4.29 Appraisal Monitoring

Directorate	Percentage of appraisals completed
<b>CX</b>	88%
<b>DCE</b>	100%
<b>DHI</b>	92%
<b>DMD</b>	50%
<b>OVERALL</b>	<b>90.2%</b>

The overall completed appraisal percentage as entered into the HR i-Trent system shows that 90.2% of appraisals have been completed. It is accepted that it is difficult to complete 100% as there will be cases of Maternity Leave, long term sickness and resignations which cannot be covered.

## 5. Strategic Priorities

Let's drive economic growth; Let's reduce inequality; Let's deliver quality housing; Let's enhance our remarkable place – As this report is purely concerned with service performance there are no direct impacts on Strategic Priorities, although the better the performance the more services can contribute towards priorities.

## 6. Organisational Impacts

- 6.1 Finance (including whole life costs where applicable) - there are no direct financial implications as a result of this report. Further details on the Council's financial position can be found in the financial performance quarterly report elsewhere on the agenda.
- 6.2 Legal Implications including Procurement Rules - there are no direct implications
- 6.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

Any impact of poor performance on individual groups is the responsibility of the relevant service area to consider. This report is simply a summary monitoring tool. However, should implications be seen when considering the data - they will be passed to services for resolution.

- 6.4 Human Resources - there are no direct implications
- 6.5 Land, Property and Accommodation - there are no direct implications
- 6.6 Significant Community Impact - there are no direct implications
- 6.7 Corporate Health and Safety Implications - there are no direct implications

**7. Risk Implications**

- 7.1 (i) Options Explored – not applicable
- 7.2 (ii) Key Risks Associated with the Preferred Approach – not applicable

**8. Recommendations**

**8.1 Members are asked to:**

- a) Comment on the achievements, issues and future concerns noted this quarter
- b) Highlight any area for which they want to look at performance in more detail at a future meeting
- c) Refer the report to Executive to ensure relevant portfolio holders are placing a local focus on those highlighted areas showing deteriorating performance

**Is this a key decision?**

No

**Do the exempt information categories apply?**

No

**Does Rule 15 of the Scrutiny Procedure Rules apply?**

No

**How many appendices does the report contain?**

One – Appendix A: table of relevant quarterly and annual strategic measures

**List of Background Papers:**

None

**Lead Officer:**

Nathan Walker, Senior Corporate Performance & Engagement Officer. Telephone (01522) 873315