

<b>SUBJECT:</b>	<b>Q3 2017-2018 OPERATIONAL PERFORMANCE REPORT</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE AND TOWN CLERK</b>
<b>REPORT AUTHOR:</b>	<b>PAT JUKES, BUSINESS MANAGER - POLICY UNIT</b>

## **1. Purpose of Meeting**

- 1.1 To present to Performance Scrutiny Committee a summary of the operational performance position for quarter 3 of the financial year 2017/18 (from October 2017 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.

## 2.2 Key headlines from performance results:

Q3 has seen some exceptional performance results - in Revenues and Benefits, Planning and Rent Collection in particular – mixed with just a few not so positive results. A summary is found below:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>✓ The number of users logged into the self-service system 'MyInfo' this quarter has increased to 6,409, from 5,256 last year</li><li>✓ The in-year collection rate for Lincoln council tax is just above its target of 79.76% at 79.77%</li><li>✓ The in-year collection rate for Lincoln business rates is above its target of 84.82% at 86.43%</li><li>✓ The number of outstanding customer changes in the revenues team is at its lowest ever level of just 80</li><li>✓ The average time to process new housing benefit claims is above target at 23.73 days</li><li>✓ The average time to process housing benefit change of circumstances is above target at 7.93 days</li><li>✓ The percentage of quality checks made where Benefit entitlement is correct has remained above the target of 90%, at 91%</li><li>✓ The number of service requests for PPASB has reduced to 612, from 895 in Q3 last year (<b>V</b>)</li><li>✓ The satisfaction of how ASB complaints were handled has improved to 89% and is above target</li><li>✓ The percentage of premises compliant with Food Health &amp; Safety inspections has risen since Q2 and is above its target of 97% at 98.1%</li><li>✓ The number of live planning applications still incomplete has decreased from 120 in Q2, to just 97 at the end of Q3</li><li>✓ The percentage of both Major and Non-Major Planning Applications determined within the government targets (measured on a 2 year rolling basis) have increased again and are both significantly above their respective targets</li><li>✓ Current tenant arrears stand at 2.22%, a drop from 2.59% last quarter and now within target</li><li>✓ The percentage of reactive repairs completed within target time has increased to 96.98%, higher than the target of 95%.</li></ul> | <ul style="list-style-type: none"><li>✦ The number of face to face enquiries in customer services has increased by 1,411 to 10,388 compared to last Q3 (<b>V</b>)</li><li>✦ The average time for FH&amp;S inspections to achieving compliance has deteriorated from 9.9 days in Q2 to 13.25 days this quarter</li><li>✦ The percentage of FH&amp;S official controls that should have been completed is just below its lower target of 85%, at 84.50%</li><li>✦ The number of Homelessness applications progressed within the Housing team increased from 164 at Q3 last year, to 183 at Q3 this year – however this remains on trend over time</li></ul> |
|--|---|

NOTE: 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'

## 2.3 Key headlines from the corporate measures:

- 2.4 The overall year to date (YTD) sickness data as at the end of December is 9.84 days per FTE (Excl. apprentices). This is 1.57 days more per FTE compared to the same point last year.

- 2.5 The cumulative average time across all directorates to respond to formal complaints was 6.5 days, which is a decrease of 0.2 days than the same point in 2016/17, and still remains below the former target of 15 days.
- 2.6 The reported overall Q3 vacancy level stands at 56.2 FTE, a considerable decrease on that reported in Q2 (63.3 FTE). Of these 25.5 vacancies are being actively recruited to.






### 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 Body of Report











#### 4.1 Key areas of note this quarter

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

#### 4.2 Key performance areas in Chief Executive's

- Once again, all apprentices on the programme have moved into education, employment or further training 
- The average time taken to answer a call to Customer Services in Q3 was 49 seconds, better than the lower target of 50. 
- 6,409 users logged into the self-service system, "MyInfo" this quarter 
- The volume of face to face visits to customer services remained high in Q3 at 10,388 (V) 
- The Council Tax collection rate for Lincoln stands at 79.77% which is just above the agreed target 
- The Business Rates collection rate for Lincoln stands at 86.43% which is above its agreed target for Q3 
- The level of outstanding changes in the revenues team has decreased from 228 in Q3 last year to just 80 in Q3 this year 
- The average time to process new housing benefit claims stands at 23.73 days, which is better than its target of 24 days. 
- The average time to process housing benefit changes of circumstances stands at 7.93 days. This is better than the agreed target of 9 days. 
- Quality checks on benefits claims show that 91% are correct – above the 

90% target

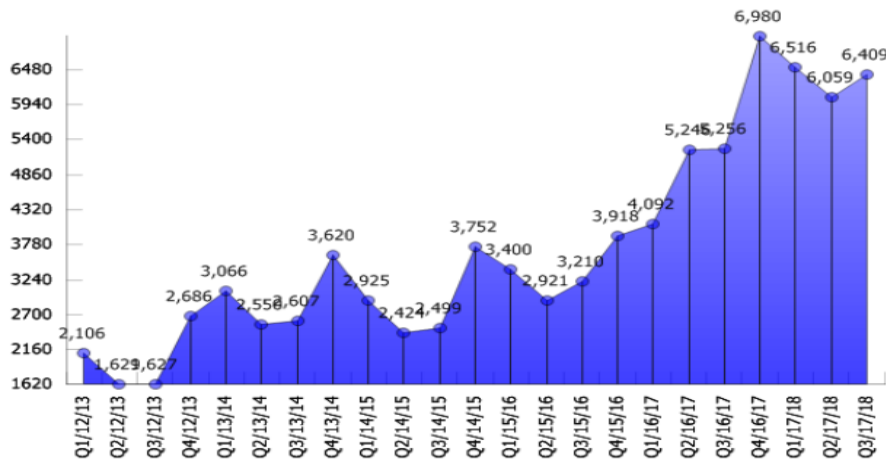
### 4.3 Customer Services

All this year we have been reporting increased levels of face to face enquiries due to the work we undertook for the County on the renewal of all bus passes in 2017. So as expected in Q3, we still had a large amount of face to face enquiries (10,388) which is an increase of 1411 in comparison to last quarter 3. This demand is forecast to reduce in quarter 4 as the vast majority of the passes will have been processed by then.

Despite this increased workload and a consistently high level of telephone calls, the customer service team has still managed to answer calls within their target time, taking an average of 49 seconds to respond.

It is pleasing to report that the number of users who logged into the self-service system MyInfo increased again from 5,256 in Q3 last year to 6,409 this year. We have continued to actively push e-billing wherever possible. The chart below shows visually how successful this has been, particularly over the last year

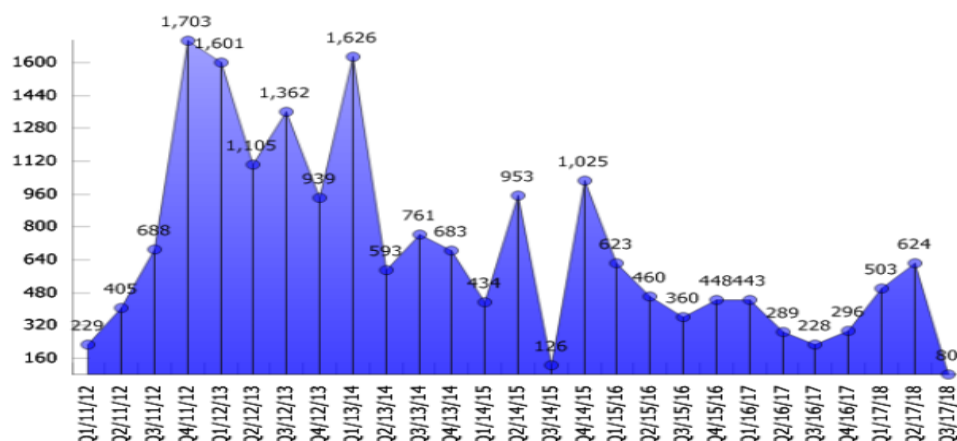
**Number of users logged into Myinfo by Q3**



### 4.4 Revenues Administration

The lowest ever level of outstanding customer changes was reported at just 80 in Q3, compared to 228 in the same quarter last year. This is a significant improvement, which is primarily due to the introduction of interactive on-line self-service application forms (see 4.3 above) as well as refined working practices.

### Level of outstanding customer changes in the Revenues team



The in-year collection rate for Lincoln Council Tax and Business Rates are both above their targets, achieving 79.77% and 86.43% respectively. Council Tax was just a little above Q3 last year (0.05%), but that equates to an extra £19,633 collected; whilst Business Rates was 1.15% higher than in Q3 last year – a significant £505,144 extra collected.

#### 4.5 Housing Benefit Administration

The number of new benefit claims to date has increased somewhat from 5,212 in Q3 last year to 5,513 in Q3 this year. Most of this increase is coming from Council Tax support benefit claims which have increased by 233 (7.5%) since the same time last year, which is believed to be due to growth within the city. (see table below)






##### The number of new Housing Benefits and Council Tax Support claims

	Q3 2016/17	Q3 2017/18
Housing Benefits	2122	2190
Council Tax Support benefit	3090	3323

The percentage of risk based quality checks made where Benefit entitlement is correct has also remained above the target of 90%, at 91%. Compared to Q3's figure of 88% last year, it has increased by 3%. This figure has remained at a consistent level throughout the year, despite increasing to a significantly higher level of focused checking this quarter, covering errors that have been identified over the last year.

#### 4.6 Key performance areas in Directorate for Communities and Environment

- 38.23% of waste collection reported this quarter was recycled or composted ⇄
- There are now 2880 off street charged parking spaces owned by CoLC ↑
- There were just 612 requests for PPASB service in Q3 – down on the 895 last year ↓
- Satisfaction with the way PPASB complaints were handled has taken a big jump from 68% to 89% this quarter ↑
- 98.1% of premises were fully or broadly compliant with FH&S standard ↑

- The average time to achieve FH&S compliance has dropped from 9.9 days to 13.25 days this quarter 
- 84.50% of Food H&S controls that should have been completed are done, an increase of 3.40% on the same quarter last year, but is still just under target 
- There were just 97 live planning applications still open at the end of Q3 
- 95% of non-major planning applications were determined within the government target measured on a 2 year rolling basis 
- 98.28% of major planning applications were determined within the government target measured on a 2 year rolling basis 

#### 4.7 Parking Services

The number of off street parking spaces operated by CoLC (2880) has increased by 639 spaces this quarter, due to the opening of the first three floors of the brand new Lincoln Central Car Park. This compares to the previous figure of 2,241. The final number of parking spaces the council operates in the city will be available in Q4.

#### 4.8 Development Management

Q3 saw significant increases in workload, with a total of 552 applications submitted this quarter, however, most of this was an influx of Article 4 related applications for flexible HMO/dwelling uses, also with requests for Certificates of Lawful Use for the same properties, mainly from a single applicant ahead of the new fee chargeable from January 13th 2018. However, as this was a (one off) very high level of much quicker work than 'normal', we have treated this work as outliers and have reported on standard workload alone. This means that we actually saw 264 standard planning applications, which this quarter were dealt with in an average 58.04 days – meaning both measures came in as 'maintaining'

Despite receiving this high number of HMO/Certificates of Lawful Use applications, the team has been able to reduce the outstanding workload figures from 120 in Q2 to just 97 this quarter, a very commendable outcome which resulted in an 'improved' status.

The percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis has increased again since last quarter, and is above its target of 70% at 95%. In addition, the percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis has increased since last quarter now sitting at 98.28%, much higher than its target of 60%.

Finally this additional workload was completed against a background where 95% of planning applications were accepted and just a single planning appeal was allowed, emphasising that our approach of helping to get the applications right first time is working for the city.

#### 4.9 Public Protection and Antisocial Behaviour

The number of service requests for Public Protection and ASB has dropped again by a further 206 from the last quarter, and by 283 since the same point last year. It is common to see a reduction in cases in quarter 3, however this year the figures are particularly low. This is due to a large reduction in fly tipping cases being notified, as well as lower ASB cases this time of year.

Customer satisfaction return rates have seen a big increase. Where only 68% were satisfied last quarter, 89% were satisfied this quarter. Following the poor return rates encountered last quarter, customer satisfaction surveys are now being measured via telephone surveys, completed by Customer Services. This is giving a greater sample size and as they are being completed by officers not involved with the cases, respondents also have a neutral person collecting the data.

#### 4.10 Food Health & Safety (FHS) Enforcement







Although there were two red statuses showing, the resources within the service are being actively managed to ensure that we have the best possible outcome against the planned inspection programme by the end of quarter 4.

The average time from actual date of inspection to achieving compliance has deteriorated from 9.90 days last quarter, to 13.25 at the end of Q3. An increase in this measure is not unusual and can be linked directly to the staff resources available. During this quarter, there was a reduction in resource by 1FTE. The Christmas Market and the busy Christmas period has also impacted on the time taken to revisit businesses.

The Food Health and Safety Team has achieved its best percentage of premises fully or broadly compliant with Food Health & Safety inspection, sitting above its target of 97% at a figure of 98.1%. This is an improving trend over the last five quarters of monitoring. The total number of registered food businesses is 1005. Just 19 businesses are considered to be non-compliant of which 7 of those are new businesses. This is a considerable improvement and demonstrates the commitment of the service to direct resources to those businesses that are the greater risk to public health.

The percentage of official controls that should have been completed and have been in that time period is very slightly below its lower target of 85%, sitting at 84.50%. There are 60 inspections outstanding. There are no high risk red inspections overdue, 12 are amber risk of which 7 are new businesses and 2 are evening economy the remainder are lower risk greens.

#### 4.11 Key performance areas in Directorate for Housing and Regeneration

- 99.27% of rent owed was collected, which is back within target 
- The Q3 tenant arrears have significantly decreased compared to Q2 and now stand at 2.22% - within target boundaries 
- The number of homelessness applications progressed has increased from 164 last Q3, to 183 this year 
- 27.48% of households approaching the council considering themselves homeless had their situation resolved by the team, this is still significantly below the lower target of 56%. 
- The average re-let time for all dwellings out-turned at 27.16 days, which is now within target boundaries. 
- 96.98% of reactive repairs were completed within their target time, which is above the target of 95%. 

#### 4.12

##### Rent Collection and arrears

The current tenant arrears as a percentage of the annual rent debit has been reduced this quarter to 2.22%, down from 2.59% in the last quarter. During the Christmas period, there were two rent free weeks in which the team still collected rent which has helped reduced the arrears and bring the figure closer to target of 2.15%.

As a result we have seen the level of rent collection rise to 99.27% which is also back within target boundaries.

#### **4.13 Homelessness**

The year to date number of homelessness applications being progressed within the Housing Solutions team has increased from 164 in Q3 last year, to 183 in Q3 this year - 56 of which were in Quarter 3. Comparisons externally have shown that this is in line with the National average and not a Lincoln phenomenon.

Homelessness presentations over the last 5 years have seen relatively similar trends with the exception of 2014/15. The current financial year is at present in line to outturn within the expected trend for this measure.

It is important to note that Homelessness overall is measured through a basket of four indicators:

- Time taken to process applications – which at 20+ days normally, we are well within the National guideline of 33 days
- Average time spent in Bed and Breakfast – currently averaging 3.55 weeks which is under the 4 weeks target
- Average time spent in temporary accommodation – currently averaging 9.58 weeks which is under the 12 weeks target
- Percentage of households that have approached us, helped – consultation with other LA's has indicated that we should re-set this as a numerical target not a % as we are currently excluding many cases that we support with swift solutions that do not require a full formal case opening, but only measuring the latter. We are currently showing 24.58% supported, which is lower than target – but does exclude these swift cases.

Preparations are underway to meet the new Homelessness Reduction Act that is coming in force from April 2018 which will require a review of the measures.

It is also worth noting that whilst the number of people on the waiting list is at an all-time low, due to resource issues in that area there is a bottleneck of applications waiting to be processed which could mean this level rises a little next quarter once these are dealt with.

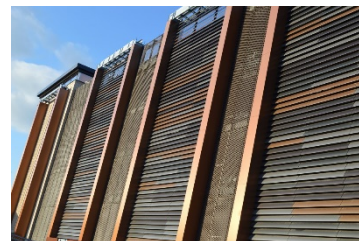
### **5. OTHER ACHIEVEMENTS DURING THIS QUARTER**



## 5.1 **Lincoln Central hits the mark!**

Lincoln's newest car park has already won its first accolade – the prestigious Park Mark Award for safe car parking, putting it in the top 25 per cent safest car parks in the UK.

To achieve the award, the car park underwent a series of rigorous tests by specially trained police assessors. Car parks are assessed on several factors such as location, personal safety, lighting, absence of graffiti, ability to find a space easily and more.



The Lincolnshire Police Crime Prevention Design Advisor said: "The standards that have been set and achieved by City of Lincoln Council in this new development are really impressive and set the benchmark in terms of standards that are very high, so it has been very easy to make this award. "It is an exemplary multi-storey car park and will be a safe, secure and convenient location to park your vehicle and located right in the centre of Lincoln"

## 5.2 **Quiet Nights in the West End**

At the last meeting of the Carholme Community Forum, representatives from a range of local groups and organisations heard reports of a big reduction in night time noise in the West End of Lincoln. Night time noise, both within individual houses and on the streets as revelers walk into the City Centre or return home, has been the major concern of local people for a number of years.

The Chair of the Carholme Community Forum said 'I want to pay tribute to the work of the many agencies involved and to the responsible young people in the West End who have brought about this much needed improvement'

A spokesperson for the West End Residents Association commented 'The residents of the West End have been very appreciative of the efforts of the Police, Council, Students Union and the University in working to reduce noise and anti-social behaviour and we hope that this will continue in the coming years'

City of Lincoln Council has been a key member player in initially bringing together the right partners and has in the past run campaigns such as the 'Shush' campaign and more lately 'Proud to be Lincoln'.

## **Council Claws RSPCA Award**

5.3

Recent changes to the animal policy have led to the City of Lincoln Council being awarded a Bronze in the Animal Activity Licensing Footprint run by the RSPCA.



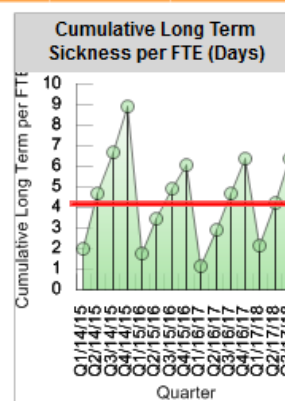
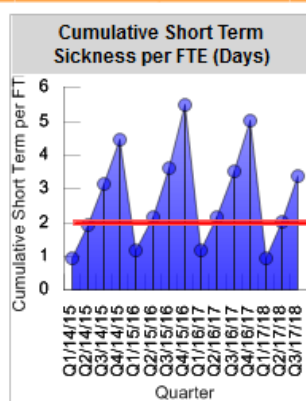
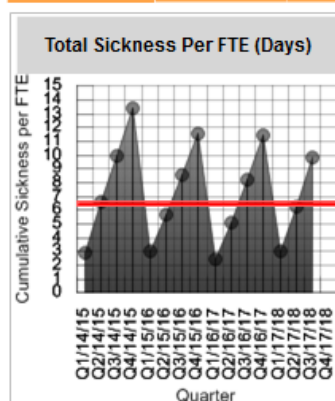
The RSPCA recognises the importance of good practice and procedure being developed by local authorities when licensing animal establishments. The licensing of establishments is essential to animal welfare; from service delivery and dealing with complaints to conditions made as part of the licence issued.

## 6. **CORPORATE MEASURES**

## 6.1 Sickness Indicators – Q3 cumulative (Year to date)

The overall year to date (YTD) sickness data as at the end of December is 9.84 days per FTE (Excl. apprentices). This is 1.57 days more per FTE compared to the same point last year. In Q3 alone, we saw sickness levels of 3.49 days per FTE.

	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)	654.00	830.00	1,484.00	209.46	3.10	3.94	7.04
DCE	440.00	792.50	1,232.50	139.18	3.15	5.65	8.80
DMD	7.00	0.00	7.00	7.81	0.90	0.00	0.90
DHR	797.00	2,017.00	2,814.00	204.18	3.91	9.89	13.80
TOTAL	1,899.00	3,626.00	5,535.50	560.63	3.38	6.46	9.84



### Q3 (only) data

During Q3, the long term sickness (i.e. sickness over 14 days) per FTE stood at 2.16 days. This is 0.05 days more than at the same point last year and brings the cumulative total to 6.46 days YTD.

In terms of short term sickness the Q3 figure stood at 1.34 days. This is 0.16 days fewer than at the same point last year and brings the cumulative total to 3.38 days YTD.

In Q3 there were a total of 1210.5 long term days lost, and the main cause of the long term sickness was Personal Stress/Depression with 291 days lost. The total number of short term days lost by Q3 amounted to 748.5 days and the main cause of short term absence was Cold with 119 days lost.

Both the Sickness and Stress Policies have been updated to ensure our managers have the appropriate support and processes in place to effectively manage any sickness and/or stress issues. The HR team will also be rolling out Sickness and Stress Management Training to our managers by the end of the year.

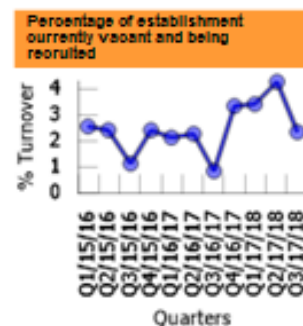
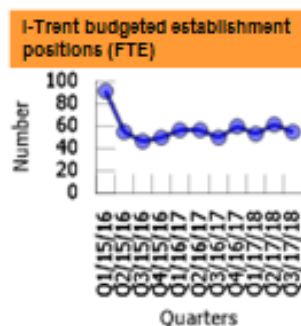
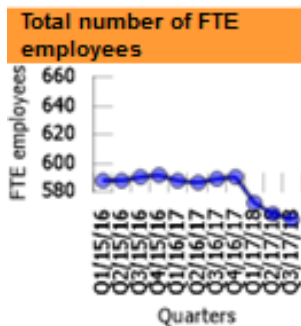
## 6.2 Apprentices sickness – Q3 cumulative

During Q3, the apprentices lost 29 days due to short term sickness, which equates to 1.41 days per FTE. The cumulative YTD totals are shown in the table below:

<u>Cumulative</u> 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	72	16	88	20.5	3.71	0.8	4.51

### 6.3 Employees (FTE, vacancies and turnover) for Q3

Number of FTE employees (exc.	Q3 2016/17	Q4 2016/17	Q1 2016/17	Q2 2017/18	Q3 2017/18
CX - Number of FTE employees	197.98	210.50	216.20	211.85	209.48
DCE - Number of FTE employees	148.32	146.18	142.67	140.67	139.18
DHR - Number of FTE employees	243.48	227.41	205.22	203.91	204.18
DMD - Number of FTE employees	0.00		7.31	7.81	7.81
<b>TOTAL</b>	589.76	590.90	571.40	564.24	560.63
Average number of apprentices across the period					20.50
	Q3 2016/17	Q4 2016/17	Q1 2016/17	Q2 2017/18	Q3 2017/18
I-Trent budgeted establishment positions (FTE)			54.16	63.30	56.20
Active vacancies which are being recruited (FTE)	6.21	26.90	22.00	20.80	25.50
	Q3 2016/17	Q4 2016/17	Q1 2016/17	Q2 2017/18	Q3 2017/18
Percentage of staff turnover	0.91%	3.35%	3.43%	4.24%	2.35%



The total number of FTE employees (excl. apprentices) at the end of Q3 was 560.63 FTE employees. In terms of the level of vacancies at Q3 - budgeted establishment unfilled positions (FTE) stands at 56.2FTE. This figure has slightly decreased from that reported at Q2 (63.3). However it should be noted that we are actively recruiting to 25.5 FTE positions. The percentage of staff turnover at the end of Q3 was 2.35%. In comparison to the previous quarter, this has decreased from 4.24%.

The table below provides a breakdown of vacancies by directorate identifying I Trent budgeted unfilled FTE and those which are being actively recruited to.

Directorate	I Trent budgeted unfilled FTE	FTE actively recruiting to
CX	17	9.5
DCE	13.5	4
DHR	25.7	12
DMD	0	0

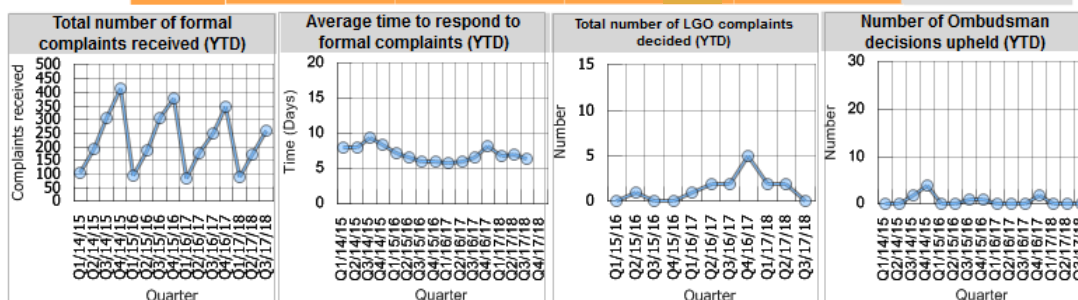
## 6.4 Corporate Complaints – Q3 cumulative

The cumulative number of formal complaints received by Q3 was 260 which is an increase of 10 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 6.5 days, which is a decrease of 0.2 days than the same point in 2016/17, and remains below the former target of 15 days.

There were no LGO complaints decided this quarter, which means the YTD total remains at two. No complaints have been upheld yet this year.

### 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	40	8.4	0	0	
DCE	56	6.0	1	0	
DHR	152	6.0	1	0	0
DMD	12	8.3	0	0	
TOTALS	260	6.5	2	0	



## 7. Strategic Priorities

- 7.1 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 effects on Strategic Priorities, although clearly the better the performance the more services can contribute towards priorities.

## 8. Organisational Impacts

- 8.1 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.
- 8.2 Legal Implications including Procurement Rules – There are no direct legal implications
- 8.3 Equality, Diversity & Human Rights - There are no direct equality implications from this report

## 9. Risk Implications

- 9.1 (i) Options Explored – not applicable

9.2 (ii) Key risks associated with the preferred approach – not applicable

**10. 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

**List of Background Papers:**

None

**Lead Officer:**

Pat Jukes: Business Manager,  
Policy Unit Ext 3657