

SUBJECT:	Q2 2018-2019 OPERATIONAL PERFORMANCE REPORT
DIRECTORATE:	CHIEF EXECUTIVE & TOWN CLERK
REPORT AUTHOR:	PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY

1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee a summary of the operational performance position for quarter two of the financial year 2018/19 (from July 2018 to September 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.

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'

2.2 Key Headlines from Performance Results:

A summary of the key headlines are found below:

<ul style="list-style-type: none"> ✓ The number of users logged into the self-service system has increased again to 7,298 from 6,059 in Q2 last year ✓ The total number of users of our health and recreation facilities has increased by 38,487 since Q2 last year. ✓ The standard of service as provided by Birchwood LC has improved back up to 87.7% ✓ The percentage of Non-Major and Major Planning Applications determined within the government targets are above their targets at 95.05% and 98.04% respectively. ✓ The cumulative number of affordable homes delivered has increased by 20 since Q2 last year, now reporting at 41, and is only slightly below its lower target of 45 ✓ The rent collected as a proportion of rent owed has surpassed its target of 96.50% with a figure of 98.19% ✓ The current level of tenant arrears is above the target of 3.50% with a figure of 2.95% (low is good) ✓ The percentage of reactive repairs completed within target time is above the target of 97.50% with a figure of 99.36% 	<ul style="list-style-type: none"> ✗ The average time taken to answer a call in customer services has increased by 36 seconds compared to Q2 last year, at 96 seconds which is below the lower target of 50 seconds ✗ The level of outstanding customer changes in the Revenues team has increased to 749 in Q2 this year, from 624 in Q2 last year <p><i>As expected, following the introduction of full Universal Credit from March this year, there has been a lengthening of time taken in almost all aspects of Housing Benefits work.</i></p> <ul style="list-style-type: none"> ✗ The average (YTD) days to process new housing benefit claims is below the target of 24 days at 28.16 days. ✗ The number of Housing Benefits/ Council Tax support customers awaiting assessment has increased from 810 in Q2 last year to 1,491 in Q2 this year ✗ The percentage of Benefit quality checks made where the entitlement is correct has decreased from 87.50% in Q1 to 84% in Q2, and is below the target of 91.50%. ✗ The percentage of FH&S controls that should have been completed has decreased by 8.4% since Q1, now reporting at 81.60%. This is also below its target of 97%.
<p>The following indicators are VOLUMETRIC ones (V). 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"> ✓ (V)The number of face to face enquiries in Customer Services has decreased to 4,873 from 12,123 in Q2 last year 	<p>As expected due to the introduction of the Homelessness ACT in April 2018, we are seeing increased numbers of applicants, and thus helping more people for longer</p>
<ul style="list-style-type: none"> ✓ (V)The number of telephone enquiries answered has decreased again to 27,342 from 34,327 in Q2 last year 	<ul style="list-style-type: none"> ✗ (V) The number of Homelessness applications progressed within the Housing team has increased from Q2 last year by 241, now reporting at 368.
<ul style="list-style-type: none"> ✓ (V) The total number of CCTV incidents handled by operators has increased by 877 since Q1, now reporting at 4,068. 	

2.3 Key Headlines from the Corporate Measures:

The overall sickness data as at the end of September is 1.93 days per FTE (excl. apprentices). This is 0.97 days less compared to quarter one and brings the cumulative total of sick days to 4.83 days which is 1.51 days less than last year and is the lowest Q2 average in the last 6 years.

The cumulative average time across all directorates to respond to formal complaints was 8.7 days, which is an increase of 1.7 days from Q2 2017/18.

The total number of FTE employees (excluding apprentices) at the end of quarter one was 553.26. During Q2, there was also an average of 16.43 apprentices.

84% of all staff appraisals were completed by Q2 in the year 2018/19

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

<ul style="list-style-type: none"> The number of new starters on the apprenticeship programme has decreased to nine in Q2 this year from 18 in Q2 last year. 	
<ul style="list-style-type: none"> (V)The number of face to face enquiries has decreased to 4,873 from 12,123 in Q2 last year 	
<ul style="list-style-type: none"> (V)The number of telephone enquiries answered has decreased again to 27,342 from 34,327 in Q2 last year 	
<ul style="list-style-type: none"> The number of users logged into the self-service system has increased again to 7,298 from 6,059 in quarter two last year 	
<ul style="list-style-type: none"> The average time taken to answer a call in customer services has increased by 36 seconds compared to Q2 last year, now reporting at 96 seconds which is below its lower target of 50 seconds 	
<ul style="list-style-type: none"> The in year collection rate for Council Tax is 52.80%, 0.37% lower than the figure of 53.17% reported in Q2 last year, but on target 	
<ul style="list-style-type: none"> The in year collection rate for Business Rates has decreased this quarter to 60.57% from 61.13% in Q2 last year. It is however above its target of 58.69%. 	

<ul style="list-style-type: none"> The level of outstanding customer changes in the Revenues team has increased to 749 in Q2 this year, from 624 in Q2 last year 	↑
<ul style="list-style-type: none"> The average (YTD) days to process new housing benefit claims is below its target of 24 days with a figure of 28.16 days. 	↑
<ul style="list-style-type: none"> The number of Housing Benefits/ Council Tax support customers awaiting assessment has increased from 810 in quarter two last year to 1,491 in quarter two this year 	↑
<ul style="list-style-type: none"> The percentage of risk-based quality checks made where Benefit entitlement is correct has decreased from 87.50% in quarter one to 84% in quarter two, also below its target of 91.50%. 	↓

4.2 Apprenticeship Programme

Numbers from Q2 last year are actually inflated due to a delay in starting learners that should have ideally started in Q1. The reason for the delay in starting was due to the introduction of the new Digital Apprenticeship Service which meant we were unable to start at least 8 progressions from level 2 to level 3 any earlier. If we had progressed earlier, numbers would have been more evenly distributed across Q's 1 and 2 and would have been more comparable to this year's figures. We have not reduced our internal apprenticeship numbers and are not struggling to recruit at present, in fact we have recruited 3 new apprentices within the last 2 weeks, which will show in Q3.

4.3 Customer Services

Although we are seeing less face to face and telephone demand following the end of the concessions contract, the Customer Services team is 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.

The average time to answer a call in Customer Services has seen a small decrease from last quarter's figure of 110 seconds, decreasing this quarter to 96 seconds. This is still higher than the figure reported at the same time last year of 62 seconds, and the measure has not yet reached its lower target of 50 seconds.

There was slightly less demand in customer services during quarter two compared to the last quarter with 677 less customers visiting to make a face to face enquiry and 2,053 less calls answered (mainly due to a reduction in Revenues and Benefits calls). One customer services assistant has been transferred to assist Housing Solutions in taking their calls (which are not included in these totals).

The average length of call times in quarter two has increased to 189 seconds compared to quarter one when calls took an average of 175 seconds. As customers with straightforward queries or actions are more and more accessing the council via electronic means (see below) this means that our agents are dealing with the more complex issues, which naturally take longer to resolve. However, this is in line with the council's policy of encouraging direct usage of the website wherever possible, so that agents can help the more vulnerable customers or those with more complex issues.

To confirm the point made above, it is pleasing to report that yet again the number of users who logged into the self-service system 'MyInfo' has increased; from 6,059

in quarter two last year to 7,298 in quarter two this year. A more proactive approach to the marketing and delivery of the MyInfo service is paying off, with a further decrease in the number of face to face and telephone enquiries. Just 4,873 people came to City Hall in quarter two, a drop of 7,250 compared to the same point last year with the lack of the travel concession contract contributing significantly to this change. 6,985 less customers called in quarter two this year, reducing from 34,327 in quarter two last year to 27,342 in quarter two this year. Again, this can be primarily explained due to the lack of the travel concessions contract.

4.4 Revenues Administration

The in-year collection rate for Lincoln Council Tax at 52.8% has dropped below that collected by the same time last year, but is still within its target of 52.39% to 53.19%. Whilst decreasing by 0.37% in quarter two this year compared to quarter two last year, meaning a reduction of £146,107 collected, in fact our total net receipt has actually increased from the same point last year by £2,454,530.

In a similar way, although the in-year collection rate for Lincoln Business Rates has decreased by 0.56% in quarter two this year compared to quarter two last year, it still remains above its Q2 target of 58.69% with a figure of 60.57%. Whilst less has been collected (- £246,903), our total net receipt has increased by £955,861 from the same point last year.

Outstanding revenues customer changes have increased from 624 in quarter two last year to 749 in quarter two this year, an increase of 125. This has partially been caused by an increase in workload compared to last quarter.

4.5 Housing Benefit Administration

The number of Housing Benefit and Council Tax Support claims processed has decreased 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	Q2 2017/18	Q2 2018/19
Housing Benefits	1,476	711
Council Tax Support	2,255	2,149

There is now a lengthening of time taken in almost all aspects of Housing Benefits work, caused by the introduction of Universal Credit earlier this year.

The average cumulative days to process housing benefit claim changes of circumstances remains relatively stable at 8.09 days compared to 7.62 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 30.13 in quarter one this year to 28.16 in quarter two. Processing delays are mainly due to delays in income details for Housing Benefit customers being transferred over to Universal Credit, the figure of 28.16 is still below its target of between 24 - 26 days.

Universal Credit changes are also time limited, whereby a two week grace period on any overpayment has been given, therefore, priority is being given to this piece of work – resulting in the time taken to process changes being reduced. In addition, whilst the number of new claims is reducing, those claims that are being received are for the Universal Credit customers where Housing Benefit is still to be claimed (exempt categories). The housing costs are covered by Housing Benefit. As a result, Local Authorities are having to wait for the Universal Credit decision to be made, which is taking around 6 weeks, before an assessment decision can be taken on the Housing Benefit entitlement. This delay by Department for Work and Pensions (DWP) has contributed to the 5 day increase for new claims.

The number of Housing Benefit / Council Tax support customers awaiting assessment has increased significantly from 810 at quarter two last year to 1,491 in quarter two this year. Of these customers, 1,157 are awaiting a first contact from a Benefits Officer. For the remaining 334 customers, Benefits Officers have made contact and are now awaiting information from the customer.

Although the amount of outstanding Housing Benefit work has increased, there has been a proactive action plan put in place which has turned round significantly the 'oldest date' of work not yet processed – on 30th September 2018 the oldest item was dated 20th August (6 weeks old) – and as at 31st October the outstanding work figure had decreased to 1,119 – with the oldest item being dated 10th October – i.e. 3 weeks old. This shows positive progress. It is also important to note that as we have a number of 'lean processes' to assess at the point of contact wherever possible – so this does not mean whatsoever that every item of work is taking 3 weeks to process.

The percentage of risk based quality checks where benefit entitlement is correct, has seen a 3.5% decrease from quarter ones figure of 87.50%, now reporting at 84%. New 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.

4.6 Key Performance Areas in Directorate for Communities and Environment

(V) The total number of CCTV incidents handled by operators has increased by 877 since Q1, now reporting at 4,068.	↑
The total number of users at our health and recreation facilities has increased by 38,487 since Q2 last year, now reporting at 247,762	↑
The overall percentage utilisation of all car parks has decreased from 68% in Q2 last year to 45% in Q2 this year, which is below its 60% target	↓
The number of off-street charged car parking spaces has increased from 2,241 in Q2 last year to 3,621 in Q2 this year.	↑
The satisfaction of complainants relating to how the complaint was handled is below its target of 87.50% with a figure of 80.30%.	↓

The percentage of official FH&S controls completed has decreased by 8.4% since Q1, now reporting at 81.60% - below the target of 97%.	↓
Non-Major and Major Planning applications determined within g'vment targets are above target at 95.05% and 98.04% respectively.	↑
% satisfaction with the standard of service by Birchwood Leisure Centre has improved to 87.71% from 78.85% last year	↑

4.7 **CCTV**

The total number of CCTV incidents handled by our operators has seen a large increase from quarter ones figure of 3,191 with a figure in quarter two of 4,068. Our upgraded CCTV system with its brand new technology has allowed us to view in superior detail crimes and incidents taking place in the City. This has allowed our operators to report more to the police consequently allowing the police to use our footage evidentially in a number of cases.

4.8 **Recreation and Leisure**

In comparison to quarter two last year, the total number of users of our health and recreation facilities has risen by a substantial 38,478, now totalling an impressive 247,762 as of quarter two this year. With the new improved facilities at Birchwood Leisure Centre now fully open for the second quarter, customers have been able to return to the facility and indeed this has been the case with an increase of 35,480 users this quarter. 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.

In addition we can see customer satisfaction start to improve again at Birchwood, with a significant improvement of almost 7%

4.9 **Parking Services**

The number of off street parking spaces operated by City of Lincoln Council (now standing at 3621) is 1,380 above the same point last year.

Overall utilisation of the car parks has decreased from 68% in quarter two last year (before the new multi-storey was built) to 45% in quarter two 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 two quarters of 2018/19 show a 23.5% increase (plus £431,888.). Season tickets are also at a 26.5% increase (plus £47,355), whilst penalty charges show a decrease of 35% (minus £11,595). 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 as we approach a full year's opening.

4.10 **Public Protection and Anti-Social Behaviour**

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has remained relatively stable compared to quarter one – achieving 80.3%, 0.3 % up on last quarter.

Whilst this is below its lower target of 85%, it should be recognised that an

achievement of over 80% in an enforcement service is actually very positive. During July, August and September; 70, 68 and 59 surveys were attempted respectively by Customer Services team. 6 people refused to reply in July, 11 in August and 6 in September. 38 people didn't answer the phone during July, 41 during August and 26 in September. For those that don't answer the phone, a postal survey is also sent.

4.11 Food Health and Safety

The percentage of official controls that should have been completed and have been in Q2 has decreased by 8.4% since quarter one. With a figure of 81.6%, this measure is also below its lower target of 90%.

During Quarter two we had been running with one vacancy, although this post has now been filled, but this will have impacted on the number of inspections that were achieved, alongside dealing with a number of complex cases. A further resignation has been received which will mean the team will be reduced by one again in December, and the potential time to recruit into this post over the Christmas period could impact into next quarter. There are 94 inspections outstanding with no high risk red inspections overdue. However there are seven amber inspections over due of which five are evening economy visits, 18 are new businesses and the 69 remaining are green.

4.12 Development Management

Quarter two saw 229 standard planning applications submitted, a small decrease of just 18 compared to last quarter. They were dealt with in a marginally slower average of 56.25 days, compared to the 57.44 days in quarter one.

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 95.05% and 98.04% 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 93% of planning applications were accepted. Five planning appeals were submitted of which just two were allowed.

The teams' performance results remain high due to efficient work management and prioritisation, but it is worth noting that this could be affected in the coming months due to the new requirements introduced by the National Planning Policy Framework where the team will have to seek agreement with the applicants of all pre-commencement conditions prior to determination.

4.13 Affordable Housing

The number of affordable homes delivered by the council stands at a cumulative total of 41 homes this year. However, it is worth noting that this figure will increase considerably in 2018/19 final figures, when housing developments are completed.

City of Lincoln Council will deliver 172 properties with partners over the next six months to meet the demand for much-needed affordable housing in the city.

The new stock is being block purchased directly from developments that are being delivered by Waterloo Housing Group and Westleigh Partnerships Ltd, and aims to reduce the waiting list for affordable housing by transferring current council tenants to the new properties, which in turn, will vacate existing properties to be let to applicants on the Housing Register.

The new properties are located on Allenby Close near Monks Road, Lytton Street in the Stamp End area, Ingleby Crescent in the Ermine area and the former school site on Westwick Drive in the Boutham area. The properties have been built to a minimum standard to raise the quality of housing in Lincoln.

4.14 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 a figure of 98.19%	↑
The current tenant arrears as a percentage of the annual rent debit is above its target of 3.50% with a figure of 2.95% (low is good)	↓
The number of Homelessness applications progressed within the Housing team has increased from Q2 last year by 241, now at 368.	↑
The percentage of reactive repairs completed within target time is above its target of 97.50% with a figure of 99.36%	↑

4.15 Rent Collection and Arrears

In quarter two the level of rent collection increased slightly from 97.56% in Q1 to 98.19% this quarter and it is still above its target of 96.50%. 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 £13,901,594 in rent.

The current tenant arrears as a percentage of the annual rent debit has increased slightly again this quarter to 2.95%, up from 2.72% in the last quarter, with arrears now standing at £802,050. This is however still above its target of 3.5%. Since January, our arrears have increased by over £135,000. A major factor of this increase is the rollout of full service Universal Credit which has played a significant role in our arrears and rent collection and this will continue further moving forward. To date, we have over 800 Universal Credit cases that we are aware of and the associated arrears from these cases equates to around 35% of our total arrears.

4.16 Housing Solutions (Homelessness)

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 Q2 this number was 368 - this is a considerable increase of 241 more than in quarter two 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. We have successfully prevented 95 homeless cases and successfully relieved 63 since April 2018.

4.17 Housing Maintenance

The percentage of reactive repairs completed within the target time has seen its strongest performance for many years, reaching a figure of 99.36%, 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 IRRV Performance Awards 2018



We are pleased to announce that our joint revenues and benefits service has this year been awarded the Institute of Revenues Rating and Valuation (IRRV) award for Excellence in Partnership Working 2018.

The council has been shortlisted in the past many times – securing a ‘final four’ place as ‘Benefits Team of the Year’ in 2004, and winning the ‘Revenues Team of the Year’ in 2007 and shortlisted for Excellence in Social Inclusion (for our Welfare Team) in 2008.

Congratulations to all who helped us achieve this magnificent achievement.

4.20 City of Lincoln Council delivering more than 170 new homes in first phase of new build rollout



City of Lincoln Council is delivering 172 properties with partners over the next six months to meet the demand for much-needed affordable housing in the city. The distribution of the properties will be done in accordance to the size and type of each unit, matched with an applicant's current needs.

The introduction of these properties is just the beginning of City of Lincoln Council's new build programme as it works toward the Vision 2020 target of 400 new homes

by 2020.

4.21 LABC Awards 2018

As reported in Q1 the Building Control team together with partners won two regional awards for the Best Educational Building – Isaac Newton Building and the Non-residential Construction Professional of the year – Rachel Casey with Ian Rainbow for the Sarah Swift Building Lincoln University.



As a result of these regional successes, the two winning teams were considered as part of the National Award Grand Finals in early November, but in this case were not the overall winners. However, well done on the Regional achievements

4.22 Apprentice of the Year Award

The Lincolnshire Public Service Apprentice of the Year Awards is taking place on Friday 30 November at the University of Lincoln. There are three apprenticeship categories:-

1. Level 2 Apprentices
2. Level 3 Apprentices
3. Higher Apprentices



A number of CoLC apprentices (both past and present) were nominated by WBL Assessors and Department Managers. We are extremely proud to announce that two of our employees have been shortlisted for the Lincolnshire Public Service Apprentice of the Year:

Ali Thacker (HR Team Leader) – Higher Apprentice category

Laura Armstrong (Community Services Contract Officer) - Level 3 Apprentice
Congratulations and good luck both for the finals

4.23 Breaking News

City of Lincoln Council has just been told that it has been shortlisted for three awards in the national Local Government Chronicle



Awards for 2019. The awards are the biggest and most prestigious for the local government sector, recognising the best of local government innovation and service delivery, so this is a fantastic achievement.

We have been shortlisted in the **Entrepreneurial Council** category which focuses on how local government is innovating, to generate income to respond to the challenging financial environment in which we operate. The award recognises that councils increasingly operate with a private sector mentality, successfully trading their expertise whilst demonstrating an understanding of the risks involved

In addition to this, we have two members of staff shortlisted in the **Rising Stars** category. This new category aims to highlight young officers and professionals who are currently not in corporate management team roles but are making change happen and preparing to deliver excellent local government in the future.

We have also been shortlisted for a partnership award along with North Kesteven, West Lindsey and East Lindsey.

All shortlisted councils will now be interviewed by judges in January before the winners are announced at a ceremony on 13 March 2019 held in London

4.24 **City of Lincoln Council Launches Social Responsibility Charter**

The Lincoln Social Responsibility Charter has been launched by City of Lincoln Council to showcase star employers in Lincoln who go above and beyond to support their employees and the local community.



Through undertaking a range of socially responsible activities, employers can expect to reap rewards for their organisation such as increased staff retention, reduced recruitment costs, a more productive workforce, better brand recognition, improved business reputation, increase in profits, customer loyalty and recognition as an ethical employer.

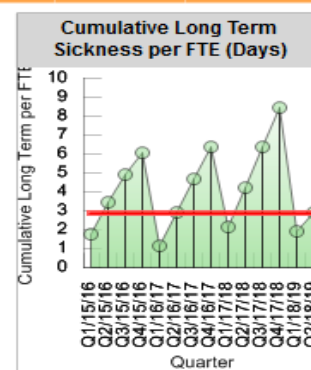
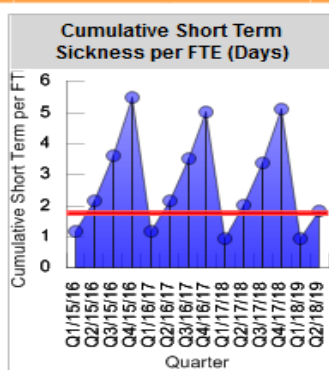
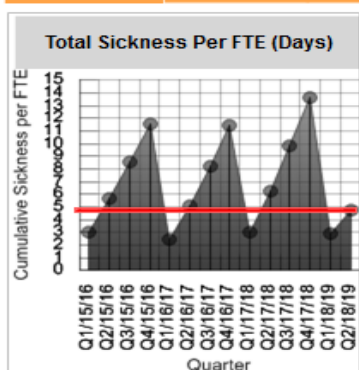
In turn, employees can expect to receive a range of benefits from their employer which can make a real difference, including such things as fair pay, career breaks, holiday purchase schemes, additional training and development, walk/cycle to work initiatives, staff recognition schemes and health support.

4.25 **CORPORATE MEASURES**

4.26 **Sickness Indicators – Q2 Cumulative (Year to date)**

In Q2 the average short term total stood at 0.9 days/FTE, and the average long term sickness stood at 1.03 days. The cumulative total sickness per FTE as at the end of September is now 4.83 days (excl. apprentices). This is 1.51 days less per FTE compared to quarter two last year, with the biggest reduction seen in long term sickness. Notably this is the lowest Q2 average in the last 6 years, however CMT continues 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)	442.00	619.00	1,061.00	210.08	2.10	2.94	5.04
DCE	171.00	417.00	588.00	133.05	1.28	3.11	4.39
DMD	3.00	0.00	3.00	7.42	0.27	0.00	0.27
DHR	407.50	622.50	1,030.00	202.71	2.01	3.07	5.07
TOTAL	1,023.50	1,658.50	2,682.00	553.26	1.85	2.99	4.83



4.27 Apprentices Sickness – Q2 Cumulative

During quarter two alone, the apprentices lost a total of 42 days due to short term sickness, which equates to a total of 2.56 days per FTE. This brings the average YTD to 4.97 days

Cumulative sickness to Q2	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	16.43	4.13	0.84	4.97

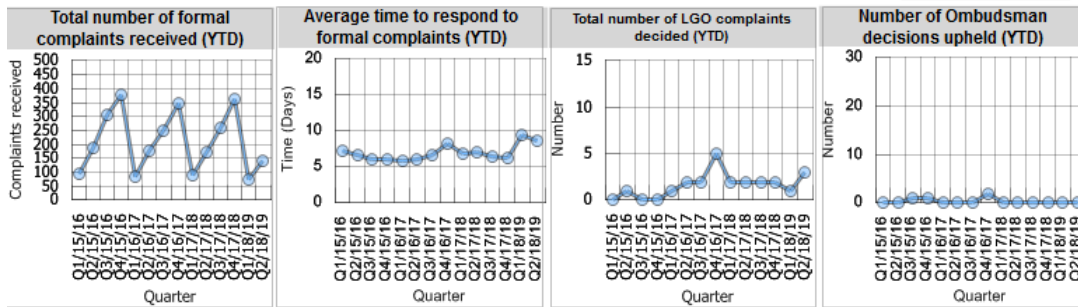
4.28 Corporate Complaints – Q2 Cumulative

In Q2 alone there were 69 complaints of which 21 were upheld. The average time to resolve these complaints (Q2 alone) was 6.5 days

The cumulative number of formal complaints received up to quarter two was 144 which is a decrease of 27 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 8.7 days, which is an increase of 1.7 days compared to the same point in 2017/18.

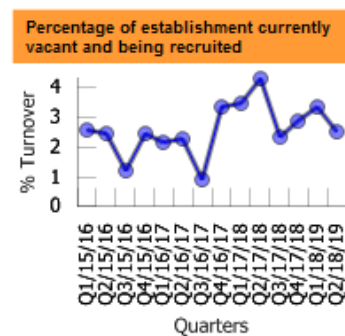
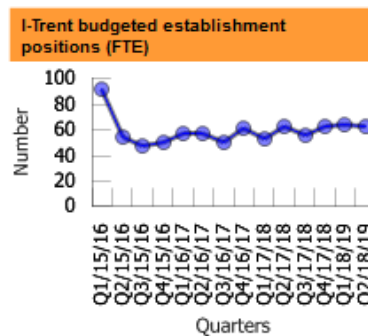
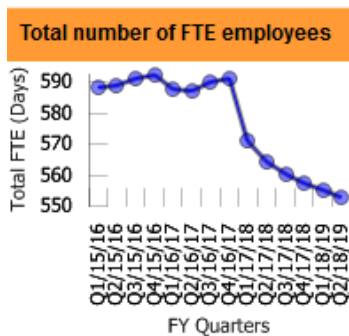
In Q2 we had one LGO complaint raised for DCE Directorate, and two raised in DHR Directorate, which have yet to be considered.

	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	21	8.9	0	0	
DCE	41	13.6	1	0	
DHR	81	6.2	2	0	0
DMD	1	3.0	0	0	
TOTALS	144	8.7	3	0	



4.29 Employees (FTE, Vacancies and Turnover) for Q2

Number of FTE employees (exc. App.s)	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
CX - Number of FTE employees	211.85	209.46	209.08	210.77	210.08
DCE - Number of FTE employees	140.67	139.18	137.59	133.95	133.05
DHR - Number of FTE employees	203.91	204.18	203.63	203.27	202.71
DMD - Number of FTE employees	7.81	0.90	7.62	7.42	7.42
TOTAL	564.24	560.63	557.92	555.41	553.26
Average number of apprentices across the period					16.43
	Q2 2017/2018	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
I-Trent budgeted establishment positions (FTE)			63.00	64.50	62.69
Active vacancies which are being recruited (FTE)	20.80	25.50	17.00	30.60	29.79
	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Percentage of staff turnover	4.24%	2.35%	2.83%	3.31%	2.50%



The total number of FTE employees (excluding apprentices) at the end of quarter one was 553.26 with an average of 16.43 apprentices over the period.

In terms of the level of vacancies at quarter two - budgeted establishment unfilled positions (FTE) stood at 62.69 FTE. This figure has decreased from that reported at quarter one. It should be noted that the Council are actively recruiting to 29.79 FTE positions, also a small decrease over quarter one.

The percentage of staff turnover at the end of quarter one was 2.5%. In comparison to the previous quarter, this has decreased by 0.81%.

Budgeted establishment vacancy positions by Directorate (FTE)

Directorate	i-Trent Budgeted establishment positions (FTE)
CX	22.5
DCE	11.2
DHR	0.39
DMD	28.6
OVERALL	62.69

4.30 Appraisal Monitoring

Directorate	Percentage of appraisals completed
CX	81%
DCE	83%
DHR	92%
DMD	50%
OVERALL	84%

The overall completed appraisal percentage as entered into the HR i-Trent system shows that 84% of appraisals have been completed. It is accepted that it is almost impossible 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 measures

List of Background Papers:

None

Lead Officer:

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