

SUBJECT: Q4 2018-2019 OPERATIONAL PERFORMANCE REPORT

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

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1. Purpose of Report

- 1.1 To present Executive a summary of the operational performance position for quarter four of the financial year 2018/19 (January to March 2019)
- 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 Directorates 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:

<ul style="list-style-type: none"> ✓ The number of users logged into the self-service system MyInfo has increased from 9,865 Q4 last year to 10,199 Q4 this year ✓ The average time taken to answer a call in customer services has decreased by 12 secs. compared to Q4 last year at 92 secs. ✓ The business rates collection rate has exceeded its upper target of 99.15% at 99.81% ✓ The ave. days taken to process housing benefit claim changes of circumstances has beaten its 5 day target at 4.12 days ✓ The percentage of invoices paid within 30 days has improved from 95.17% in 2018 	<ul style="list-style-type: none"> ✗ The in-year collection rate for council tax has decreased by 0.41% since Q4 last year, out-turning at 96.76%, although just above the lower target ✗ The level of outstanding customer changes in the Revenues team has increased to 437 in Q4 this year, from 121 in Q4 last year ✗ The percentage of waste that is recycled or composted has increased to 34.94% this year, (Lagged Q3 data) but is still below its lower target of 35% ✗ The time to determine a planning
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<p>to 97.79% this year</p> <ul style="list-style-type: none"> ✓ The total number of users of our health and recreation facilities increased by 29,740 users since Q4 last year to 247,921 this year ✓ % of FH&S controls that should have been completed and have been has improved from 82.1% in Q3 to 96.5% in Q4 ✓ Lincoln premises achieve an average food hygiene rating of 4.69 out of a possible 5. ✓ The percentage of Non-Major and Major Planning Applications determined within the government targets are above their 90% targets at 95.03% and 95.83% respectively ✓ The percentage of planning applications approved is above its target of 97% - outturning at 98% ✓ The number of empty homes brought back into use reached 47 in 2018/19 ✓ The rent collected as a proportion of rent owed has surpassed its target of 96.50%, achieving outturn of 99.24% ✓ The final level of tenant arrears is better than the target of 3.50% with an outturn figure of 2.66% ✓ The percentage of reactive repairs completed within target time is above the target of 97.50% at 98.65% 	<p>application has deteriorated from 59.4 days in Q3 to 68.81 days in Q4</p> <ul style="list-style-type: none"> ✗ The satisfaction of PPASB complainants on how the complaint was handled has decreased from 92.7% in Q3 to 81% in Q4 ✗ The average re-let time in calendar days for all dwellings (incl. major works) is outside its lower target of 28 days with a figure of 30.02 days <p><i>Following the introduction of full Universal Credit in March 2018, there has as expected been a lengthening of time taken in most aspects of Housing Benefits work.</i></p> <ul style="list-style-type: none"> ✗ The number of housing benefits and council tax support customers awaiting assessment has increased from 696 last Q4 to 897 this year ✗ The % of risk based quality checks made where the benefit entitlement is correct is below its lower target of 86.50% with a figure of 86.07%
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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.

<ul style="list-style-type: none"> ✓ (V) Face to face enquiries at City Hall have decreased in Q4 to 4,731 compared to 9,826 in Q4 last year ✓ (V) New benefit claims has decreased from 7,296 in Q4 last year to 5,252 in Q4 this year – UC has affected the housing benefit claims, but Council Tax support is also reduced 	<p>Due to the introduction of the Homelessness ACT in April 2018, we are seeing increased numbers of applicants, thus helping more people for longer</p> <ul style="list-style-type: none"> ✗ (V) The number of Homelessness applications progressed within the Housing team has increased from Q4 last year by 429, reporting at 708
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2.3 Key headlines from the corporate measures:

- ✓ The overall sickness data for Quarter 4 is 3.06 days per FTE (excl. apprentices). This brings the cumulative total of sick days to 10.35 days which is 3.27 days less than last year and is the lowest outturn since 2012/13
- ✓ The total number of formal complaints received for the year is 291 which is a decrease of 70 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 7.6 days, which is a decrease of 0.3 days from last year.

The total number of FTE employees (excluding apprentices) at the end of quarter three was 564.63, a decrease of 2.99 FTE. During quarter four, 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 Q4 to 4,731 compared to 9,826 in Q4 last year	V
The number of users logged into the self-service system MyInfo this quarter has increased from 9,865 Q4 last year to 10,199 Q4 this year	
The average time taken to answer a call in customer services has decreased by 12 seconds compared to Q4 last year, at 92 seconds. However this is below the lower target of 50 seconds	
The in-year collection rate for council tax has decreased by 0.41% since Q4 last year, out-turning at 96.76%, although just above the lower target	
The in year collection rate for business rates has surpassed its upper target of 99.15% with a figure of 99.81%	
The level of outstanding customer changes in the Revenues team has increased to 437 in Q4 this year, from 121 in Q4 last year	
The average days taken to process housing benefit claim changes of circumstances has improved on its target of 5 with a figure of 4.12 days	
The number of housing benefits and council tax support customers awaiting assessment has increased from 696 last Q4 to 897 this year	
The % of risk based quality checks made where the benefit entitlement is correct is below its lower target of 86.50% with a figure of 86.07%	
(V) The number of new benefit claims year to date has decreased again from 7,296 in Q4 last year to 5,252 in Q4 this year	V
The percentage of invoices paid within 30 days has improved from 95.17% last year to 97.79% this year	

4.2 Customer Services

Over the last few quarters, focus has been on the increased length of time taken to answer calls to customer service, but we need to look at the whole picture to understand what changes have been happening within this area over the year.

In terms of the volumetric measurements, we have seen a dramatic drop in the number of face to face visitors to City Hall and a lesser drop in the number of telephone enquiries – both affected by the end of the Travel Concession contract that we were handling for the County Council. At the same time we have seen resident use of MyInfo (our self-service system) soar to over 10,000 users this quarter.

As noted - one of the key measures is how long it takes to answer a call to Customer services - this quarter we have seen that average time decrease by 12 seconds to 92 seconds compared to the same quarter last year. However, the measure still outside its target tolerance of 40 – 50 seconds.

The question raised towards the end of the year was – was the target of 40 seconds response time too ambitious with the current staffing levels and call complexity? To answer that we have reviewed the statistics over time as well as the types and lengths of calls now received

Figure 1 (below) shows the gradual drop in the number of calls taken, alongside the increased time taken to answer these calls. An additional factor can be seen through the addition of the Customer Service resource bars at the bottom, where a drop in the number of available staff more or less covers the same period. However it should also be noted that the team have handled a further 4871 calls this quarter for the Housing Solutions team, which do not feature in these figures (numbers or staffing).

There are also extra factors involved here – During the latter half of Q3 and the beginning of Q4 we introduced a new telephony system, which meant that staff had to train and learn different methodologies – losing some valuable time for a short period.

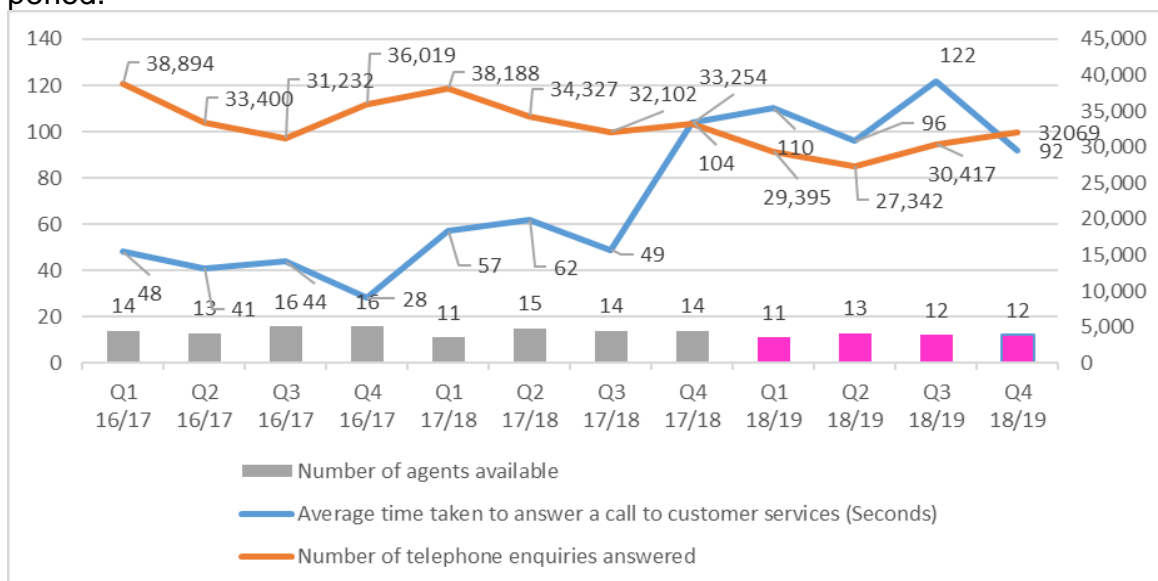


Figure 1 Source : CoLC CS data

More importantly we have identified that the average call times are increasing – see figure 2. Whilst an element of that at the start could be attributed to learning to manage the new telephony, it is believed that the ‘easy calls’ such as green waste renewals, and e-forms availability has meant that the remaining calls are the more complex calls. This is backed up by anecdotal evidence from Customer service team.

2018/19	Average talk time in seconds
Q1	197.2
Q2	190.2
Q3	299.6
Q4	286.7

Figure 2 Source : CoLC CS data

So, going back to the original question – had we set the right target for answering calls. It seems that the answer is it was too low for 2018/19 and will be adjusted to reflect the current situation in 2019/20. This means that we accept that as people move across to electronic contact, those that cannot do so may have either the more complex cases or may be vulnerable and unable to express themselves easily – and thus need more time to do so.

4.3 Revenues Administration

The 2018/19 outturn collection rate for Lincoln Council Tax at 96.76% has dropped below the 97.17% collected last year, but is still within its target boundaries of 96.61% - 97.11%. Whilst decreasing in-year collection by 0.41% compared to the same time last year, the net collectable debit has increased by £2.57m. Also, an additional 501 properties have been added to the tax base in 2018/19.

The 2018/19 collection rate for Lincoln Business Rates has over-achieved its 99.15% target with an outturn of 99.81% which is 0.94% (or £417,915) above that achieved last year. Also, the net collectable debit has increased by £646k, when compared to 2017/18.

This year we have seen a number of impacts that have affected the level of outstanding customer changes throughout the year – which currently stand at 437, significantly higher than the 121 outturn from last year. As well as temporary unforeseen reduction in staffing resources at various points throughout the year, additional workload has been undertaken within the Revenues team compared to last year such as Single Person Discount Review and Student Review. Through the year we have seen an additional 501 properties accepted onto the tax base to maintain and administer.

The outstanding changes figure at 8th March 2019 stood at only 53, and the increase to 437 was due to an influx of documents during the 3 week billing period, this will be managed through quarter one.

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 most new claims now being for Universal Credit instead of Housing Benefit.

Number of new claims processed	Q4 2017/18	Q4 2018/19
Housing Benefits	2920	1403
Council Tax Support	4376	3849

Throughout the year, as expected we have seen a lengthening of time taken in almost all aspects of Housing Benefits work, caused in part by the introduction of full Universal Credit at the beginning of the financial year.

Initially the average time to process new housing benefit claims shot up from just over 24 days to over 30 days, but the team has now brought that back down to 25.82 days which is within the target tolerances.

The average number of days for processing Housing Benefit Changes of Circumstance outturned at 4.12 days, a positive outturn and almost equivalent to the 2017/18 outturn of exactly 4 days.

The biggest issue remains the number of Housing Benefit / Council Tax support customers awaiting assessment which increased significantly from the rollout of Universal Credit Full Service in Lincoln (from March 2018), more than doubling from 696 at the end of last year to almost 1500 at its maximum. However, as the year has progressed, these numbers have been gradually reduced and at year end stand at 897 of which less than half (371) are still waiting for contact from ourselves. For the remaining customers, Benefits Officers have made contact and are now awaiting information from the customer. 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 drop compared to last year. 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. As a result the outturn for 2018/19 stands at 86.07% which is just short of the target boundaries. Training continues to take place and be re-affirmed in respect of Universal Credit –related benefit assessments, so it is expected accuracy will improve going forward.

In summary, the additional workload was expected and planned for as much as possible. The new Universal Credit system has delays built into it which means that we cannot expect to achieve the previous response rates for new customers, but all effort is made to keep the processes running as smoothly as possible.

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 29,740 users since Q4 last year to 247,921 this year	↑
The percentage of waste that is recycled or composted has increased from 33.7% in the same quarter last year to 34.94% this year, (Lagged Q3 data) but is still below its lower target of 35%	↔
The overall percentage utilisation of our car parks is stable at 45%, the same as for Q4 last year however, that is still below the lower target of 60%, but income is significantly up on last year's outturn	↔
The satisfaction of PPASB complainants relating to how the complaint was handled has decreased from 92.7% in Q3 to 81% in Q4 which is below its lower target of 85%	↓
The percentage of FH&S controls that should have been completed and have been has improved from 82.1% in Q3 to 96.5% in Q4	↑
The end to end time to determine a planning application has deteriorated from 59.4 days in Q3 to 68.81 days in Q4	↑
The percentage of Non-Major and Major Planning Applications determined within the government targets are above their 90% targets at 95.03% and 95.83% respectively	↑
The percentage of planning applications approved is above its target of 97% - out-turning at 98%	↑
The number of empty homes brought back into use has reached 47 this year – significantly higher than the 18 achieved last year	↑

4.6 Recreation and Leisure

In comparison to quarter four last year, the total number of users across all of our health and recreation facilities has risen by almost 40,000, reaching an impressive 247,921 as of quarter four outturn this year. We are now seeing regular increases in usage at both leisure centres due to effective marketing between Active Nation and the City of Lincoln Council, promoting the facilities much more.

With the exception of community centres, quarter 4 figures are all up on quarter three, currently standing at:

- Birchwood – 53147
- Yarborough - 176204
- Community Centres – 15,655
- Recreation grounds – 2,915

Community centres are seeing reduced usage compared to last year, as a couple of key users have moved elsewhere. The centres are being promoted and we hope to pick up new users soon.

4.7 Waste & Recycling

Note that the data presented here is as usual lagged and thus refers to quarter three 2018/19.

The percentage of waste recycled or composted has increased from 33.7% in the same quarter last year to 34.94% this quarter. This is just below the lower target of 35%. 16.75% of waste was recycled and 18.19% 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.

4.8 Parking Services

The number of off street parking spaces operated by City of Lincoln Council, stands at 3,621 in quarter four, significantly higher since the opening of the new Central Car Park. Overall utilisation of the car parks has remained at 45%,

Whilst this is below the lower target of 60%, income figures for the car parks in 2018/19 shows a very strong finish in the final quarter with sessional income rising by 15.6%, season tickets by 33.9% and Penalty Charge Notice income by over 100%.

The year end 2018/19 has declared a record achievement in car parking income, which is now achieving in excess of over £5 million pa. This is down primarily to the opening of the Central car park, with other highlights being the return of growth at Tentercroft, higher season ticket sales and improved enforcement activity by staff. Final overall income was returned at £5,049,932 against the previous year of £4,062,947 an increase of £986,985 (plus 24.2%)

4.9 Public Protection and Antisocial Behaviour

The number of service requests has seen an increase, from 587 in quarter four last year to 682 in quarter four this year.

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has dropped from 92.7% in quarter three to 81% in quarter four, which is a little below the lower target of 85%. The customer survey response rate currently represents between 10 - 20% of all service requests received by the team. The surveys are being undertaken by customer services. 81% still represents a high satisfaction rate for an enforcement service.

4.10 Food Health and Safety

The percentage of premises fully or broadly compliant with Food Health & Safety inspection is on target with a figure of 96.4%. The total number of registered food businesses is 1017. Just 37 of those businesses are considered to be non-compliant of which 17 are new businesses.

There has been a strong team effort to increase the number of official FHS controls completed by year end with a highly successful outturn achieved of 96.5%. The team were fully staffed for the last 2 months of this quarter and a number of unsocial hours were worked to carry out inspections that were due of our evening economy businesses which tend to present the greatest risk to public health. A number of these businesses were food hygiene rated 1 and we are now working closely with these businesses to seek the improvements required.

As can be seen in a later section, Lincoln city is the number one place in the East Midlands for food hygiene standards and joint sixth across the UK according to data released by the Food Safety Agency. Lincoln premises achieve an average food hygiene rating of 4.69 out of a possible 5.

4.11 Development Management

Quarter four saw 220 planning applications submitted, a small increase compared to last quarter. Overall the time taken to determine these applications has decreased from 59.40 days in quarter three to 68.81 in quarter four, this is predominantly because the team has been working on some major applications which take a significant amount of time. In particular Western Growth Corridor is likely to affect the timescales for a while longer.

However the key measures now required centrally are 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 well since last quarter, and are still above target of 90%, at 95.03% and 95.93% 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 98% of planning applications were approved. Four planning appeals were submitted of which just one was allowed, showing the quality of the original decisions.

4.12 Key performance areas in Directorate for Housing and Regeneration

The number of properties not decent as a result of tenants refusal to allow work has increased to 213 from 167 last quarter	↑
The rent collected as a proportion of rent owed has surpassed its target of 96.50%, achieving a full year outturn of 99.24%	↑
The final level of tenant arrears is better than the target of 3.50% with an outturn figure of 2.66%	↓
(V) The number of people on the council housing waiting has increased slightly by 77 in Q4 with 1055 applications now on the list	V

(V) The number of Homelessness applications progressed within the Housing team has increased from Q4 last year by 429, reporting at 708	V
The average re-let time in calendar days for all dwellings (incl. major works) is below its lower target of 28 days with a figure of 30.02 days	↑
The percentage of reactive repairs completed within target time is above the target of 97.50% with a figure of 98.65%	↑

4.13 Rent Collection and arrears

At quarter four the cumulative year-end rent collection has risen to 99.24%, which although slightly less than that achieved last year of 99.68%, is well above the adjusted target set of 96.5%, which was amended due to concern over impacts of Universal Credit.

The end of year tenant arrears as a percentage of the annual rent debit has increased from 2.11% last year to 2.66% this year – a sum of £737,513. However as noted above this still falls beneath the adjusted target of 3.5%.

Overall the effects of Universal Credit have not been as impactful as originally anticipated.

4.14 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 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. Outturn for 2018/19 shows that 708 applications have been made, which as expected is significantly higher than the 2017/18 outturn of 279, which was under the old legislation.

The number of people on the housing waiting list has risen to 1055 from 978 last quarter and the team continue to work on ensuring this list is full and accurate.

4.15 Housing Voids

The average re-let time in calendar days for all dwellings (including major works) has increased from last quarter's figure of 28.35 to 30.02 in quarter four. This figure puts the measure two days outside its lower target of 28.

This quarter's figures have been affected once again by the delay in letting our sheltered accommodation and the vast amount of voids in the system at once impacting heavily on repairs.

When comparing ourselves to the latest benchmarking data available (Q3) we are still above median despite our slightly decreased performance against our national peer group (other stock retained councils).

The Q3 2018-19 data in figure 3 shows that we are still above the national average and only very slightly off being in the upper quartile.



Figure 3 Source Housing Management benchmarking data

4.16 Housing Maintenance

The percentage of reactive repairs completed within the target time has seen very strong performance, reaching a figure of 98.65%, 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.

At the same time as seeing this excellent repairs performance we continue to see improvements in both the percentage of repairs fixed first time – moving up from 93.57% to 93.68% and also the appointments kept as a percentage of appointments made has increased from 96.67% to 96.91%.

4.17 OTHER ACHIEVEMENTS DURING THIS QUARTER

4.18 Lincoln's Central Car Park wins the best new car park at the British Parking Awards 2019

The 2019 awards ceremony took place following a gala lunch held in London this March, with the event attracting over 120 entries.

This site-specific award recognises outstanding car park



design and was open to local authority and private car park operators, owners, architects, developers and construction companies. Car parks entered could include multi-storey, underground and surface sites.

The council was also shortlisted in the Parking Team of the Year award and the Front Line Award – but were not winners this year.

4.19 **Visit England awards Lincoln Guildhall the “Best Story Told” Accolade for 2018**

Designed to celebrate excellence within the visitor attraction sector, Visit England’s Accolades showcase those businesses in their quality scheme that go the extra mile to provide a high quality day out, whether through a warm welcome, an engaging story, a delicious lunch or the overall visitor experience. Accolades are given for the following categories: Welcome, Best Told Story, Quality Food & Drink, Hidden Gem and Gold.

City of Lincoln Council has received the award for the **Best Told Story** Accolade 2018.

This is a great success as the Guildhall was the only venue in Lincolnshire to be included across all of the awards.



4.20 **Lincoln ‘To Let’ Board Ban Is Approved**

City of Lincoln Council’s fight against the blight of ‘To Let’ boards has been successful.

In January 2019, government informed the city council that its proposal to ban the display of boards on certain streets in Lincoln has been given consent by the Secretary of State.

The application for the ban came after the council considered the results of several consultations with the public in problem areas, and complaints from residents who were concerned that they were creating an unnecessary eyesore within the historic city. A total of 134 consultation responses were been received by the council, with 85 of those responses calling for a total ban on the boards.

Government has now given the directive to remove the deemed consent for using letting boards in certain areas of the city.



4.21 City of Lincoln shortlisted for three MJ awards

The council has been shortlisted for three of its five entries into this year's Municipal Journal awards.



The categories we are finalists in are:

- Innovation in communications – for the Vision 2020 campaign
- Innovation in finance – for our commercialisation programme
- Innovation in property and asset management – for the Transport Hub project

A winner will be announced from the finalists in each category at the awards night on Wednesday 26 June at the Hilton Hotel London, which is an opportunity for the sector to recognise and praise the vital work local government teams continue to undertake every day

4.22 Lincoln wins £235k funding from the MHCLG

A successful application was made to the Ministry of Housing, Communities and Local Governments (MHCLG) Controlling Migration Fund. This will see £235k invested to support a number of projects in the Sincil Bank area. This work will include:



Ministry of Housing,
Communities &
Local Government

- Events Programme – £50k will be targeted to deliver events aimed at bringing the community together.
- Community Organising – Employed by Lincoln City Foundation, this post will listen to the views of local residents to deliver community led projects.
- Welcome Packs – A directory of local services and social activities in the neighbourhood.
- Rogue Landlord – This will see the continuation of this project until March 2020.
- Steps – A programme of one to one mentoring to support people to find employment
- Volunteer Development Project Officer – To support organisations to develop volunteering programmes
- Parent Support Worker – To support families navigate their way around public services.

4.23 Lincoln tops East Midlands food hygiene standards

Lincoln city is the number one place in the East Midlands for food hygiene standards and joint sixth across the UK according to new data.



The 2019 report was carried out by Hub with data from the Food Safety Agency. The data revealed that the local authority area of Lincoln was the best in the East Midlands with an average food hygiene rating of 4.69 out of a possible 5.

A total of 893 businesses in the Lincoln city area are rated on the Food Standards Agency website (as of April 17, 2019).

- 748 businesses in the local authority area have a five star rating
- 80 businesses were given a rating of four
- 41 have a three star rating
- 13 were given a rating of two
- 11 businesses have a one star rating

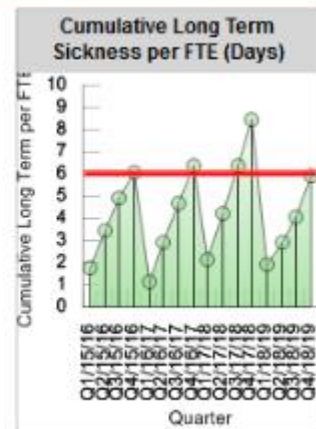
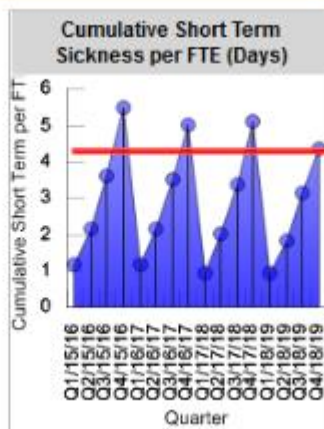
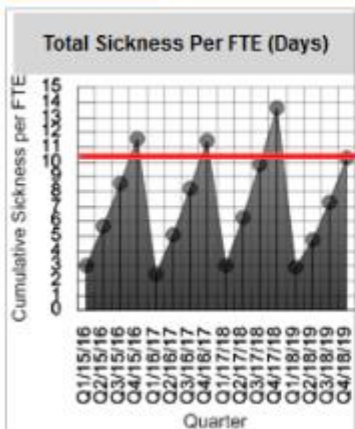
Our Food Health & Safety team are working closely with those business with lower stars

4.24 CORPORATE MEASURES

4.25 Sickness Indicators – Q4 cumulative (Year to date)

In quarter four the average short term sickness total stood at 1.23 days per FTE, and the average long term sickness stood at 1.83 days. The cumulative total sickness per FTE as at the end of March 2019 was 10.35 days (excl. apprentices). This is 3.27 days less per FTE compared to quarter four last year. Notably this is the lowest quarter four outturn since 2012/13, 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)	904.00	1,339.00	2,243.00	185.09	4.50	6.73	11.23
DCE	484.00	768.00	1,252.00	140.40	3.50	5.61	9.11
DMD	3.00	0.00	3.00	7.31	0.27	0.00	0.27
DHI	1,059.00	1,228.00	2,287.00	228.84	4.94	5.80	10.73
TOTAL	2,450.00	3,335.00	5,785.00	561.64	4.38	5.97	10.35



4.26 Apprentices sickness – Q4 cumulative

During quarter four, the apprentices lost a total of 19 days due to short term sickness, which equates to a total of 1.25 days per FTE. This brings the average YTD to 8.61 days

Cumulative sickness to Q4	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	115	16	131	15.22	7.56	1.05	8.61

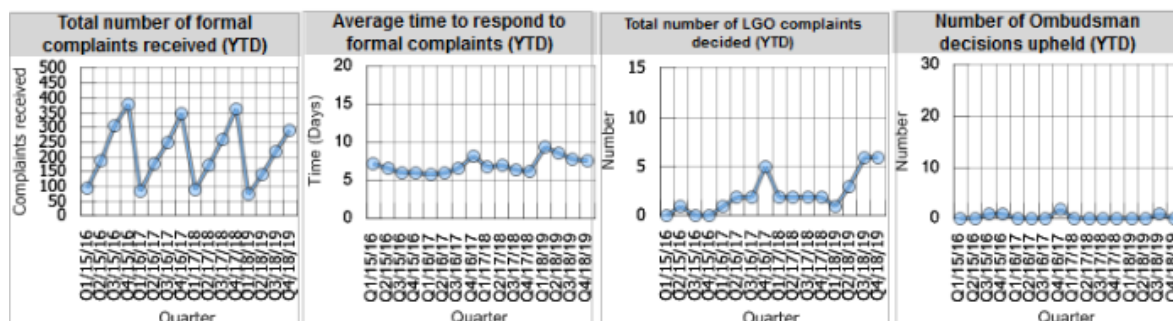
4.27 Corporate Complaints – Q4 cumulative

In quarter four alone there were 71 complaints. The cumulative number of formal complaints received for the year is 291 which is a decrease of 70 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 7.6 days, which is a decrease of 0.3 days compared to the outturn in 2017/18.

In quarter four we had no LGO complaints raised, but two raised in DCE and DHI Directorates, which have yet to be considered.

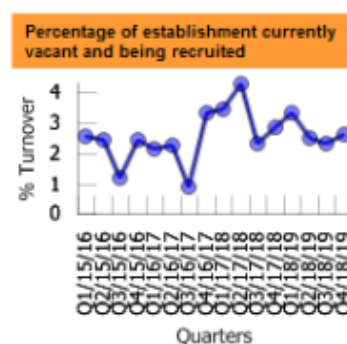
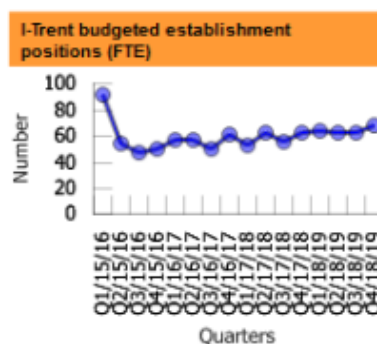
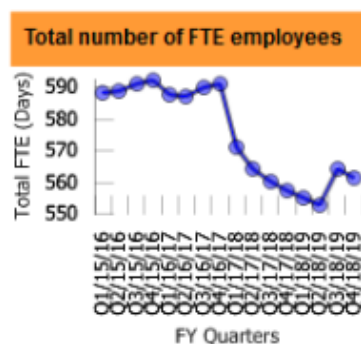
Complaints

	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	51	7.5	0	0	
DCE	77	9.4	2	2	
DHI	154	6.8	4	1	0
DMD	9	7.4	0	0	
TOTALS	291	7.6	6	3	



4.28 Employees (FTE, vacancies and turnover) for Q4

Number of FTE employees (exc. App.s)	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
CX - Number of FTE employees	209.08	210.77	210.08	199.10	185.09
DCE - Number of FTE employees	137.59	133.95	133.05	141.77	140.40
DHI - Number of FTE employees	203.63	203.27	202.71	215.84	228.84
DMD - Number of FTE employees	7.62	0.13	7.42	7.92	7.31
TOTAL	557.92	555.41	553.26	564.63	561.64
Average number of apprentices across the period					15.22
	Q4 2017/2018	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
I-Trent budgeted establishment positions (FTE)			62.69	62.80	69.20
Active vacancies which are being recruited (FTE)	17.00	30.60	29.79	11.00	25.33
	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
Percentage of staff turnover	2.83%	3.31%	2.50%	2.30%	2.64%



The total number of FTE employees (excluding apprentices) at the end of quarter four was 561.64 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 69.2. This figure has slightly increased from that reported at quarter three. It should be noted that the Council are actively recruiting 25.33 FTE (30 positions).

The percentage of staff turnover at the end of quarter one was 2.64% (excluding apprentices). In comparison to the previous quarter, this has increased by 0.34%.

Budgeted establishment vacancy positions by Directorate (FTE)

Directorate	i-Trent Budgeted establishment positions (FTE)
CX	21.8
DCE	12
DHI	35
DMD	0.4
OVERALL	69.2

CMT have commissioned a piece of work to repeat that carried out by officers at the request of PSC in Q1 2017/18, in order to understand the current reasons for

the gap between the establishment positions and those we are recruiting to. This will be reviewed by the High Performing Services Board and reported from Q1 2019/20 as part of this report.

4.29 Appraisal Monitoring for 2018/19 – final figures

Directorate	Percentage of appraisals completed
CX	90%
DCE	100%
DHI	92%
DMD	100%
OVERALL	92.0%

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 Executive is asked to:

a) Comment on the achievements, issues and any future concerns noted this quarter

b) Relevant portfolio holders to ensure management has 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:

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