



**Q1 2019/2020
OPERATIONAL
PERFORMANCE REPORT**

Pat Jukes - Business Manager - Corporate Policy

HOW TO READ THIS REPORT

Let's enhance
our remarkable
place

Measures belonging to Directorate for Communities and Environment under Remarkable Place

Let's deliver
quality
housing

Measures belonging to Directorate for Housing and Investment under Quality Housing

Let's reduce
inequality

Measures belonging to Chief Executives Directorate under Reducing Inequality

Professional,
high performing
service delivery

Corporate measures belonging to the authority under Professional, high performing services

Directorate for Major Developments doesn't monitor its performance through strategic measures, and instead is performance managed by the progress of the various projects DMD owns under "Driving Economic Growth".

The report details all measures by individual directorate grouping, with annual and quarterly measures split separate.

The report also includes data on our corporate measure categories.

- Sickness
- Corporate complaints including Ombudsman rulings
- Resource information

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

R

Below target

A

Acceptable performance - results are within target boundaries

G

At or above target

V

Volumetric/contextual measures that support targeted measures



Performance has improved since last quarter/year



Performance has deteriorated since last quarter/year



Performance has stayed the same since last quarter/year

AUTHORITY WIDE SUMMARY

Q1 2019/2020

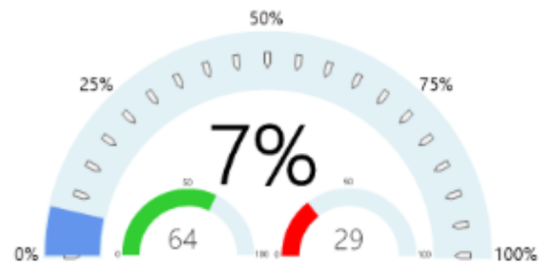
Below shows a summary of the performance measures statuses for each directorate and as an authority. The information is presented as a percentage based on the total number of measures for each directorate and the whole authority.

QUARTERLY

CX - 15 Measures



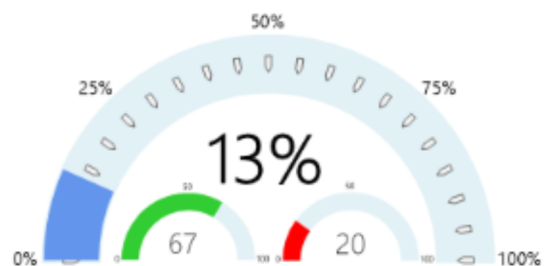
DHI - 14 Measures



DCE - 18 Measures



Authority Wide - 47 Measures



Directorate	Total sickness per FTE	Average time to respond to complaints	Total number of FTE employees
Authority Wide	2.42	6.7	561.64

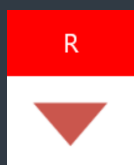
CHIEF EXECUTIVES DIRECTORATE



Quarter one sees a long list of really positive results, with 67% measures above their target. 20% of measures were below target in CX, and whilst a considerable amount of measures' negatively changed in direction, most of these measures still remain above or within target.

Service Area	Measure	Status	Direction
Work Based Learning	Percentage of apprentices completing their qualification on time	G	—
Work Based Learning	Number of new starters on the apprenticeship scheme	G	▼
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	G	—
Customer Services	Number of face to face enquiries in customer services	V	—
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	V	▼
Customer Services	Average time taken to answer a call to customer services	R	▼
Customer Services	Average customer feedback score (face to face enquiries - score out of 10)	A	▼
Customer Services	Customer satisfaction with their phone call to Customer Services	G	▼
Accountancy	Average return on investment portfolio	G	▲
Accountancy	Average interest rate on external borrowing	G	—
Revenues Administration	Council Tax - in year collection rate for Lincoln	R	▼
Revenues Administration	Business Rates - in year collection rate for Lincoln	R	▼
Revenues Administration	Number of outstanding customer changes in the Revenues team	A	▼
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	G	▼
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	G	▼
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	G	▲
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	G	▲
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	V	—

CUSTOMER SERVICES



We have seen a further drop in the number of face to face visitors to City Hall (reflected in increases in our numbers of telephone calls and email/on-line enquiries) – which has been primarily caused by a reduction in the number of customers coming in for housing benefits as more migrate across to Universal Credit; however at the same time, we have seen an increase in the total number of calls taken in Q1 from 29,395 last quarter to 35,994 this quarter. Alongside these changes we can also see resident use of our on-line self-service system increasing to 8,610 from 7,925 in quarter one last year.

One of the key measures is how long it takes to answer a call to Customer services - this quarter we have seen the average time increase by a further 37 seconds to 129 seconds, putting this measure nine seconds over its lower target of 120 seconds. Customer satisfaction with phone calls does however remain high with a figure of 98.50%.

Total	Calls Offered	Calls Answered	% Answered	Average wait	% Answered in 90 seconds	Length of call
April	12947	11931	92.15%	01:51	63.40%	04:55
May	13749	12392	90.13%	02:18	56.70%	05:18
June	13572	11671	85.99%	03:18	46.30%	06:09

In this quarter we have been working at times with seven vacant positions, which has added pressure on existing staff to answer more calls compared to last quarter whilst having less resource to do it. Two customer services assistants are still working elsewhere – one with Housing Solutions in taking their calls (which are not included in the totals mentioned above) and one at the bus station. Although these positions can be recruited to for fixed term contracts – there were insufficient suitable candidates in the last recruitment wave – however we did at least recruit to five full time positions.

Call complexity also adds extra time in the answering, solving and closing of a call. Our current Housing allocation needs are meaning we need to provide council housing to increasing numbers of very vulnerable customers with complex needs and we have noticed that we are experiencing more calls from people who may have, and indeed sometimes openly state they have chronic mental health issues. These calls can be lengthy and will often involve follow-up actions or seeking support from other service areas or outside agencies. As support networks from other public and third (or voluntary) sector organisations decrease we are finding that we are having to deal with an increasing level of complex cases as a result. As always we try to provide an exemplar service, no matter what the level of difficulty the customer is facing – this perfect storm of factors is all contributing towards the longer time to respond to calls.

It should be noted that seven vacancies is a significant proportion of the customer services team – in fact at over 30% this is almost a third, and as these staff only have to give a months' notice, there is often a gap between the leaving date and a new recruit starting. Recruitment is always started immediately after resignation comes in, but the normal process of advertising, shortlisting, interviewing and selecting all takes time – then successful candidates need to have DBS checks completed before they can start. However we have now recruited some excellent staff who have come to us with a range of skills, but there is always a further impact on call answering rates as we go through the process of training new staff in our systems and procedures, as experienced staff members will need to mentor the new staff for a period of time.

HOUSING BENEFIT ADMINISTRATION



In Q1 all targeted measures have surpassed their targets. After a year of expected deteriorations, we are now comparing like with like and can see that progress is being made despite the challenging workload that Universal Credit brings. The average time to process new housing benefit claims has decreased for over a year, and whilst increasing slightly since quarter four, the Q1 figure of 27.10 days is still above target. Throughout Q1, staff have reviewed new claims processes, including the monitoring of individual new claims performance on a weekly basis, as well as a review of lean processes at the point of assessment.

The average number of days for processing Housing Benefit Changes of Circumstance at 5.09 days is a small increase on last quarter but a positive result nonetheless and very close to the 2018/19 Q1 figure of 4.72 days.

One of the biggest issues last year was the number of Housing Benefit/Council Tax support customers awaiting assessment which increased significantly from the rollout of Universal Credit Full Service, more than doubling to almost 1500 at its maximum. However, as the year has progressed, these numbers have been gradually reducing and at year end stood at 897. In quarter one, the figure is below its target of 1300 with a figure of 624, of which only 208 (another decrease since last quarter) are awaiting first contact from us. The percentage of risk based quality checks where benefit entitlement is correct, is above target at 90.41%. Changes introduced to the quality control procedure have increased the number of checks taking place. The team has a number of new starters and there is always the increased risk of error, however staff are being fully supported so that efficiency and quality are balanced.

REVENUES ADMINISTRATION



Two of the three targeted measures within Revenues Administration have unfortunately reported as below target. The collection rate for council tax has reported as below target, with a figure of 26.71%. It is worth noting that this figure is just 0.02% from being in target boundaries and although collection is down by 0.38% (equating to £172,117), the net collectable debit has increased by £3.1m. The reduction we have seen in quarter one is due to £129,222 (0.28% of collection) being received over the weekend of 29 and 30 June 2019 which could not credit accounts in readiness for end of month processing. If this had been included within the June collection, we would be reporting a small reduction of 0.10%.

The collection rate for Lincoln Business Rates is reporting below its lower target of 35.36% with a figure of 34.49%. Collection is down on quarter one 2018/19 by 1.37% - this equates to £617,642. Similar to the above, the reductions seen are due to £424,290 (0.94% of collection) being received over the weekend of 29 and 30 June 2019 which could not credit accounts in readiness for end of month processing. If this has been included within the June collection, we would be reporting a reduction of 0.43%

Whilst the number of outstanding customer changes in the revenues team has increased since quarter four's figure of 437 to 616 in quarter one, this figure is lower than the 659 that were outstanding in quarter one 2018/19. There were an additional 512 properties added to the tax base that need to be maintained, and whilst staffing levels have increased since quarter four we are still advertising two positions that will hopefully help to bring this figure down further in quarter two.

COMMUNITIES AND ENVIRONMENT



Quarter one sees a long list of really positive results, with 56% measures above their target. 11% of measures were below target in DCE, and whilst a considerable amount of measures negatively changed in direction, most of these measures still remain above or within target.

Service Area	Measure	Status	Direction
Food and Health & Safety Enforcement	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	G	▲
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	Data Due	▲
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	A	▼
Development Management (Planning)	Number of applications in the quarter	V	▬
Development Management (Planning)	End to end time to determine a planning application (Days)	A	▲
Development Management (Planning)	Number of live planning applications open	G	▼
Development Management (Planning)	Percentage of applications approved	A	▼
Development Management (Planning)	Percentage of decisions on planning applications that are subsequently overturned on appeal	G	▼
Development Management (Planning)	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	G	▲
Development Management (Planning)	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	G	▲
Private Housing	Number of empty homes brought back into use	V	▼
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	V	▼
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	V	▼
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	G	▼
Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	A	▲
Sport & Leisure	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	G	▲
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19)	A	▼
CCTV	Total number of incidents handled by CCTV operators	V	▬
Waste & Recycling	Percentage of waste recycled or composted	R	▼
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	G	▼
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	G	▼
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	G	▼
Allotments	Percentage occupancy of allotment plots	A	▲
Parking Services	Overall percentage utilisation of all car parks	R	▲
Parking Services	Number of off street charged parking spaces	V	▬
Licensing	Total number of committee referrals (for all licensing functions)	V	▬

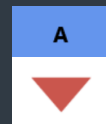
WASTE AND RECYCLING



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

The percentage of waste recycled or composted has increased from 27.40% in the same quarter last year to 28.53% this quarter. This is below the lower target of 35%. 9.70% of waste was composted, and 18.83% of waste was recycled, equating to 28.53% of waste being composted or recycled. 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 (despite our increase this quarter) still falling.

PUBLIC PROTECTION AND ASB



The number of cases received in the ASB team is lower than in previous years, reporting at 739. This may be down to the Intervention Team now leading on "on street" anti social behavior enforcement, that would have previously been reported into the PPASB team based at City Hall.

The number of cases that remain open at the end of the quarter currently stands at 653, which is considered relatively normal by the team. As this is a new measure and well outside of the target boundaries of 220 - 260, we will review the targets to see whether they reflect reality.

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has increased slightly since quarter four but is still within its target boundaries with a figure of 83%. The customer survey response rate currently represents between 10 - 20% of all service requests received by the team. These surveys are being undertaken by our customer services team, with 83% representing a high satisfaction rate for an enforcement service.

FOOD HEALTH AND SAFETY



The percentage of premises fully or broadly compliant with Food Health & Safety inspection is above its target of 97% with a figure of 97.9%. The total number of registered food businesses is 1,031. 22 of those businesses are considered to be non compliant of which 13 food hygiene rated 2 and 9 are rated 1. These are the businesses that we continue to work with to improve food hygiene and safety standards.

There has been slight drop in the percentage of food inspections that should have been completed, decreasing from 96.50% in quarter four to 88.30% in quarter one, although this is still within target boundaries. There are 59 inspections outstanding but none of the overdue ones are high risk food businesses. There are 11 new businesses which are categorised as amber and the remainder are green. There are four evening economy inspections still to be completed. During this quarter, 1 officer had been seconded to the private housing team to assist with the backlog of HMO applications and inspections, and this should be taken into consideration in relation to the small drop of inspections that should have been completed.

DEVELOPMENT MANAGEMENT



Quarter one saw 223 planning applications submitted, very similar to last quarter. Overall, the time taken to determine these applications has decreased from 68.81 days in quarter four to 66.11 in quarter one and we have only 109 planning applications still open. This is predominantly because the team has been working on some major applications which take a significant amount of time. In particular the work related to Western Growth Corridor is likely to affect the timescales for a while longer.

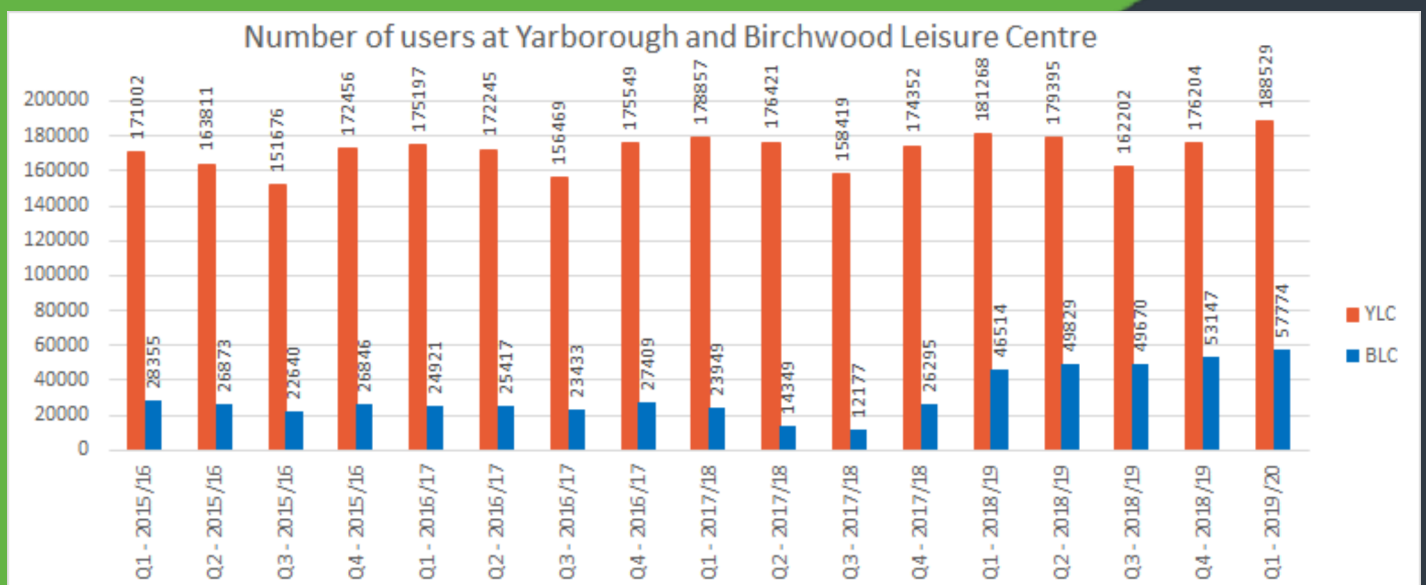
However, the key measures now required centrally are the percentage of non-major and major planning applications determined within the government target (70% in eight weeks and 60% in 13 weeks respectively measured on a two year rolling basis). These have maintained well since last quarter, and are still above target of 90%, at 95.44% and 95.92% respectively. The Development Management team continues to prioritise 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 95% of planning applications were approved, with just 1.9% of all applications subsequently being overturned on appeal.

SPORT AND LEISURE



In comparison to quarter one last year, the total number of users across all of our health and recreation facilities has risen by 18,521, reaching an impressive 246,303 as of quarter one. 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.

The chart below shows steady growth at Yarborough LC with very strong growth in the usage of Birchwood LC



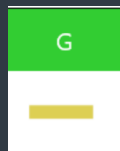
HOUSING AND INVESTMENT



Quarter one sees a long list of really positive results, with 64% measures above their target and 29% of measures below target in DHI. Whilst seven measures negatively changed in direction, three of these remained at or above target

Service Area	Measure	Status	Direction
Housing Investment	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	R	▼
Housing Investment	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	V	—
Housing Investment	Percentage of dwellings with a valid gas safety certificate	G	▲
Control Centre	Percentage of Lincare Housing Assistance calls answered within 60 seconds	G	▲
Rent Collection	Rent collected as a proportion of rent owed	G	▼
Rent Collection	Current tenant arrears as a percentage of the annual rent debit	A	▼
Housing Solutions	The number of people currently on the housing waiting list	V	—
Housing Solutions	The number of people approaching the council as homeless	V	—
Housing Solutions	Successful preventions against total number of homelessness approaches	G	▼
Housing Voids	Percentage of rent lost through dwelling being vacant	R	▼
Housing Voids	Average re-let time calendar days for all dwellings - standard re-lets	R	▼
Housing Voids	Average re-let time calendar days for all dwellings (including major works)	R	▼
Housing Maintenance	Percentage of reactive repairs completed within target time	G	▼
Housing Maintenance	Percentage of repairs fixed first time	G	▲
Housing Maintenance	Percentage of tenants satisfied with repairs and maintenance	G	▼
Housing Maintenance	Appointments kept as a percentage of appointments made	G	▲
Business Development	Number of users logged into the on-line self service system this quarter	G	▼
IT	Number of calls logged to IT helpdesk	V	▼
IT	Percentage of first time fixes	V	▼

HOUSING SOLUTIONS



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 and second 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 approaches received includes everything from triage, advice, under prevention, under relief, successfully prevented and successfully relieved. Quarter one shows that 173 people approached the council as homeless. For quarter one, we have successfully prevented 149 homelessness situations, through activities such as securing accommodation on behalf of the applicant, negotiation and mediation work, Sanctuary Scheme referrals and Private Landlord Scheme referrals. This is a great achievement and is far above the target of 50.

8.5% of homelessness applications have been successfully prevented, however that figure is just based on those applications that have been recorded through Abritas (software used to support housing solutions) Successful reliefs and prevention's together for quarter one is 25%.

The number of people on the housing waiting list has risen to 1,172 from 1,055 last quarter and the team continue to work on ensuring this list is accurate.

RENT COLLECTION



At quarter one, the rent collection has decreased to 98.17%, which although slightly less than that achieved last quarter of 99.24%, is above the recently increased target of 98%. Universal Credit continues to have an impact on our collection rates and at the last count, there were over 1,200 UC claimants, with a high percentage attributing to the total arrears.

Quarter one tenant arrears as a percentage of the annual rent debit has increased from 2.66% last quarter to 3.01% this year – a sum of £846,743. With a target of 3%, this measure is close to being above target, and considering the impacts faced in other services within Housing and Investment its good to see that arrears (whilst slightly increasing since last quarter) is remaining resilient.

HOUSING VOIDS



The average re-let time in calendar days for all dwellings (including major works) is below target and has increased considerably from last quarter's figure of 30.02 to 42.69 in quarter one. This figure puts the measure 11.69 days outside its lower target of 31. The average re-let time for standard re-lets has also reported below target with a figure of 36.05 days. We have had significant unforeseen problems with the changeover in our contractor which has unfortunately caused major problems for the repairs team.

To try and alleviate the issues, HRS are using all resources available to help on void properties but given the high level of properties already in the process this is having minimum effect. The Ready to Let sign up date has been effected by refusals, and the next offer taking some time to come through. It should be noted that offers coming through in general are above target, but this is consumed with the timescales due to the delay on repairs. Consequently, the percentage of rent lost through dwelling being vacant has also seen an increase, rising from 0.92% in quarter four to 1.15% in quarter one. As explained above, the increased re-let time in both standard re-lets and major works has had a significant impact on the rent loss figure. As the re-let time is being seen as the predominant reason for the rise in rent loss, it is hoped that the steps taken above to help alleviate the re-let time will also help this measure return to its substantive performance.

HOUSING MAINTENANCE



The percentage of reactive repairs completed within the target time has maintained very strong performance, with a figure of 98.09%, above the recently increased target of 98%. 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. The contracts team within HRS are also concentrating on longer/planned repairs, it allows the reactive side of the service to solely focus on common short term repairs.

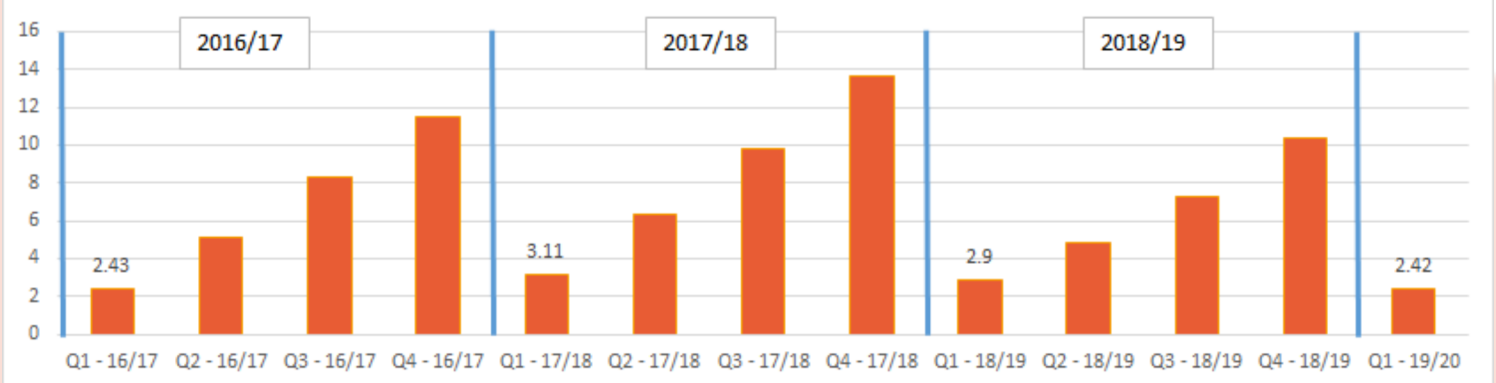
At the same time as seeing this excellent repairs performance we are also continuing to see improvements in both the percentage of repairs fixed first time – moving up from 93.68% to 94.85 and also the appointments kept as a percentage of appointments made has increased from 96.91% to 97.61%. This area of performance has significantly improved from previous years. With better intelligence on the repairs before the visit and improved stock on the fleet, it has allowed us to complete repairs at the first visit without the need to return at a later date to complete.

SICKNESS PERFORMANCE

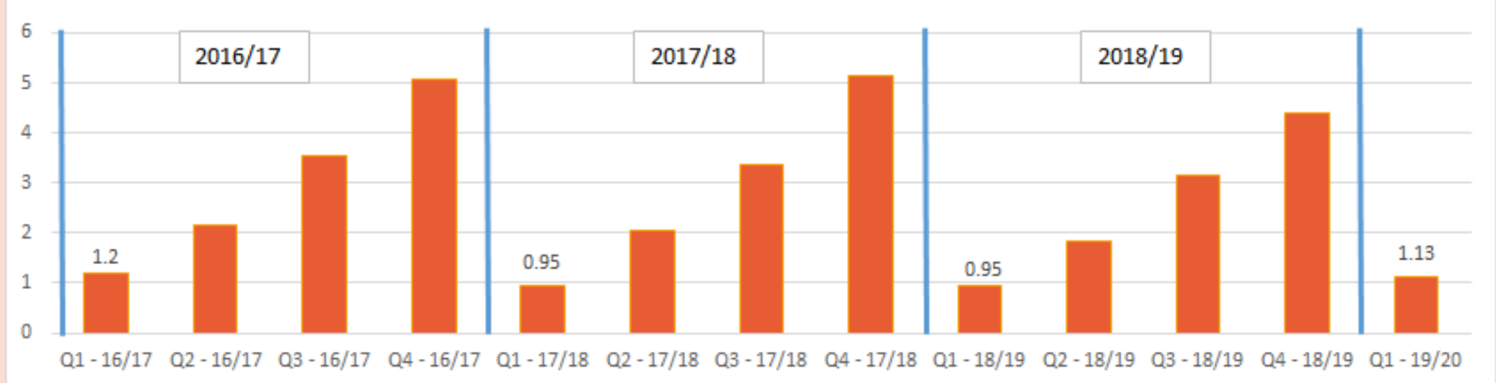
The overall sickness data as at the end of June is 2.42 days per FTE (excl. apprentices), which is significantly lower than the 2.9 days per FTE last Q1. During quarter one, the long term sickness (sickness over 14 days) per FTE stood at 1.29 days, 0.67 days lower than last Q1, whilst short term sickness stood at 1.13 days, which is 0.18 days per FTE higher than the same point last year.

Q1 2019/20							
Directorate	Short Term Days Lost	Long Term Days Lost	Total days lost	Number of FTE	Short Term Days lost per FTE	Long Term Days lost per FTE	Total Days lost per FTE
CX (Excluding Apprentices)	233	362	595	185.28	1.26	1.95	3.21
DCE	120.5	105	225.5	140.64	0.86	0.75	1.60
DMD	2	0	2	7.86	0.25	0.00	0.25
DHI	279	257.5	536.5	227.19	1.23	1.13	2.36
TOTAL (Excluding Apprentices)	634.5	724.5	1359	560.97	1.13	1.29	2.42
Apprentice Sickness	26.5	0	26.5	18.5	1.43	0.00	1.43

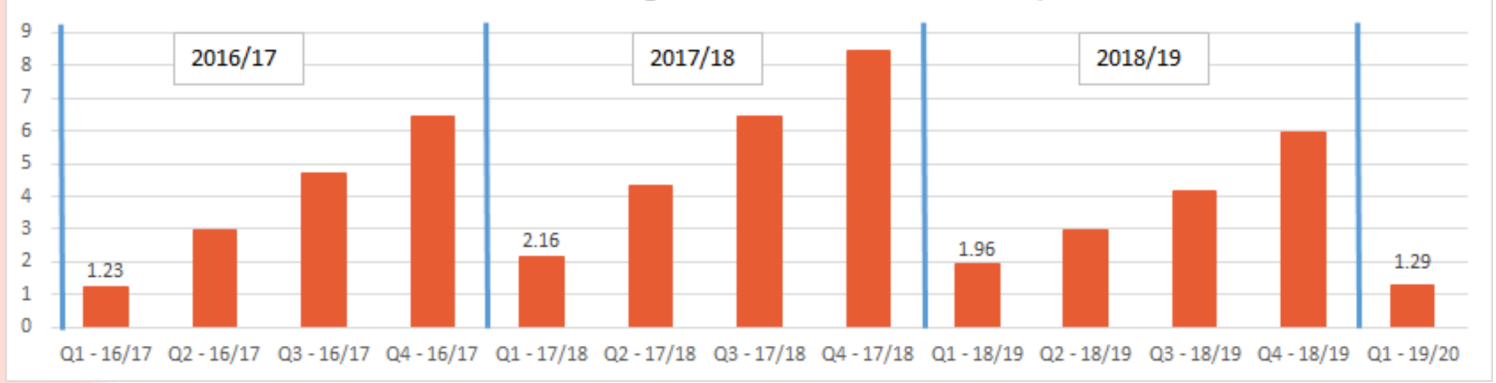
Cumulative Total Sickness Per FTE



Cumulative Short Term Sickness Per FTE



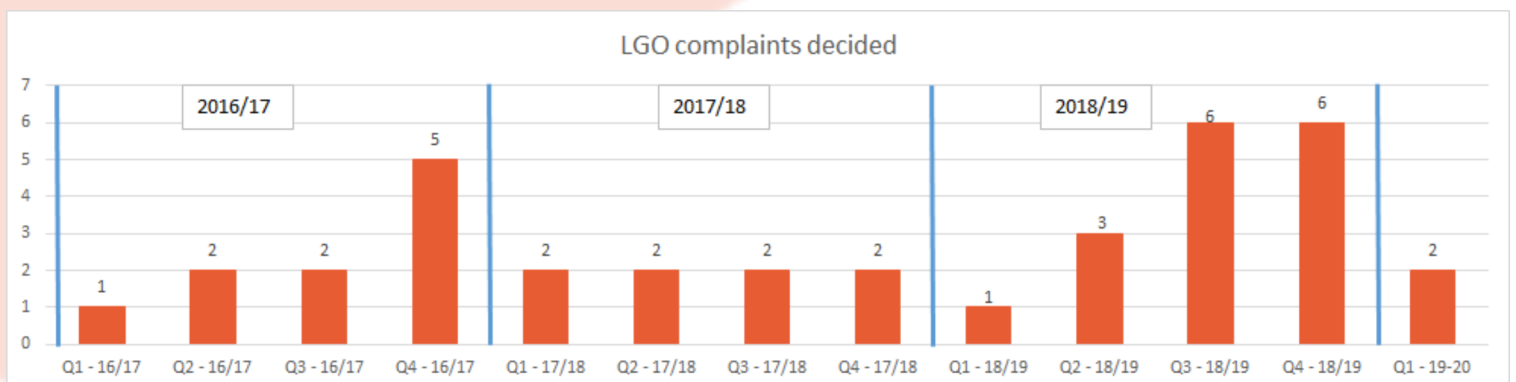
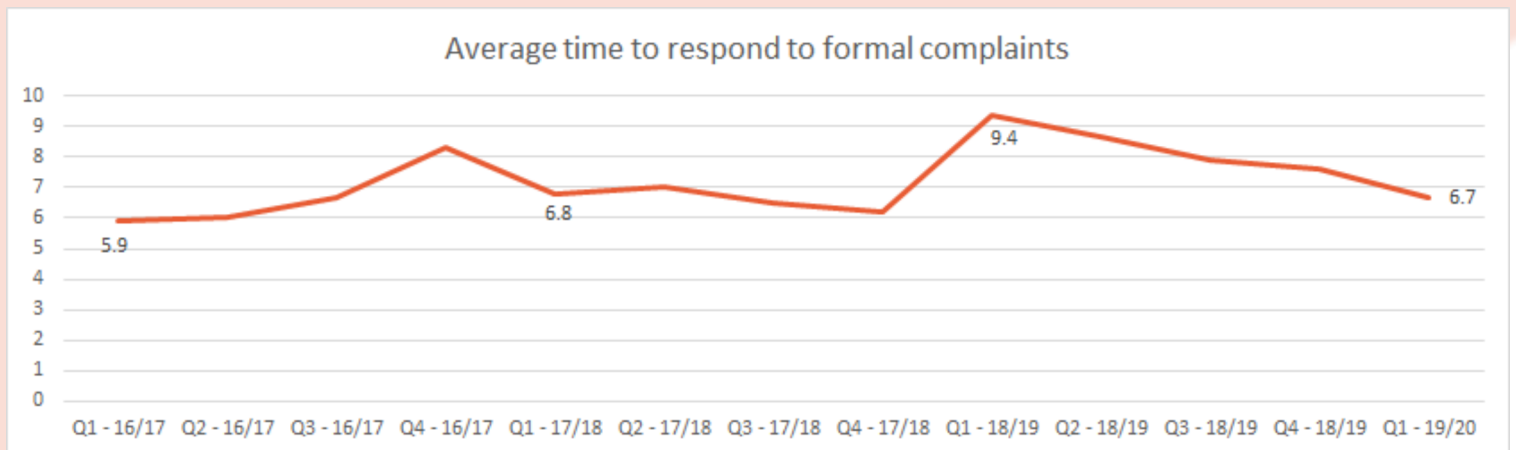
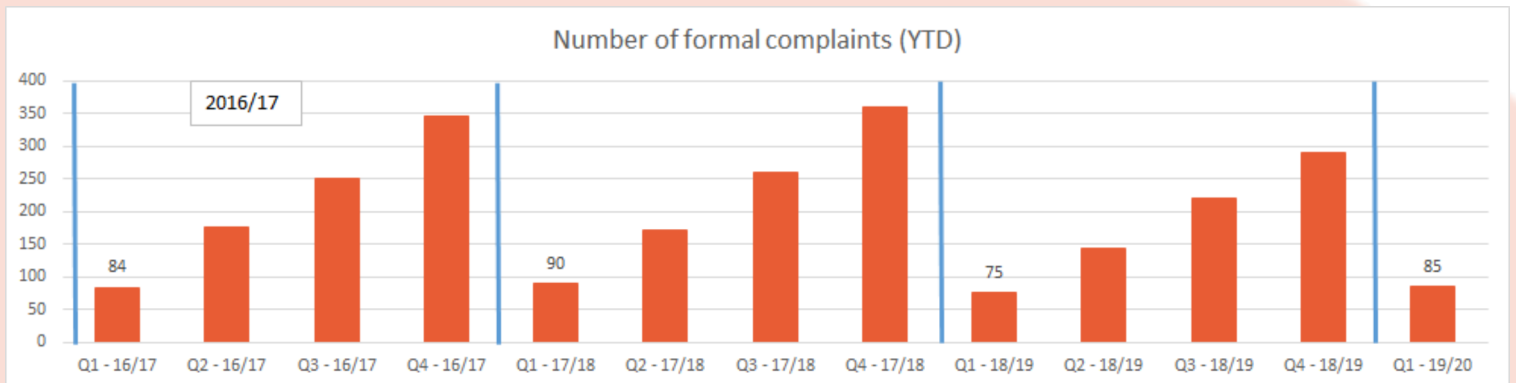
Cumulative Long Term Sickness Per FTE in Days



COMPLAINTS PERFORMANCE

In quarter one there were 85 complaints. The cumulative average time across all directorates to respond to formal complaints was 6.7 days, which is an decrease of 0.9 days compared to the outturn in 2018/19. In quarter one we had two LGO complaints decided - neither of which were upheld.

Q1 2019/20								
Directorate	Number of Formal complaints dealt with this quarter	Formal complaints Upheld this quarter	YTD total number of complaints investigated Cumulative (Q1)	Average response time in days this quarter	LGO complaints decided	Number of ombudsman decisions upheld	YTD Number of Formal complaints Upheld	YTD average response time
CX (Excluding Apprentices)	13	6	13	9.80	2	0	6	9.80
DCE	22	6	22	6.50	0	0	6	6.50
DMD	2	0	2	7.50	0	0	0	7.50
DHI	48	20	48	6.00	0	0	20	6.00
TOTAL (Excluding Apprentices)	85	32	85	6.70	2	0	32	6.70

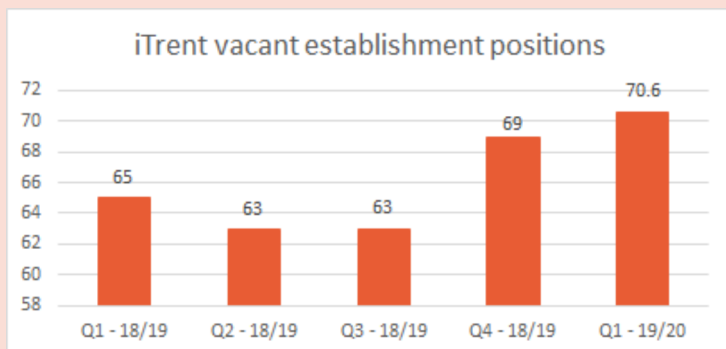


RESOURCE INFORMATION

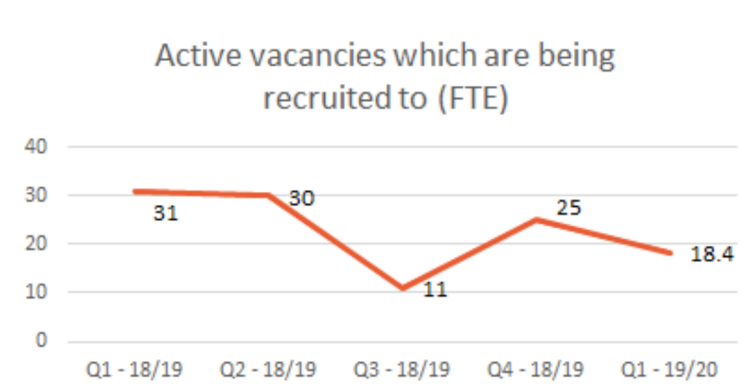
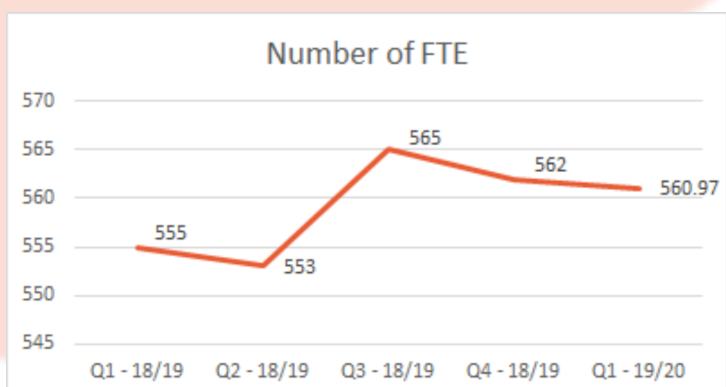
The total number of FTE employees (excluding apprentices) at the end of quarter four was 561.64 with an average of 18.5 apprentices over the period. In terms of the level of vacancies at quarter three - budgeted establishment unfilled positions (FTE) stood at 70.6. This figure has slightly increased from that reported at quarter three. It should be noted that the Council are actively recruiting 18.4 FTE. The percentage of staff turnover at the end of quarter one was 2.73% (excluding apprentices). Appraisal percentages are low in CX and DMD, and investigation shows that many more appraisals have been completed but have not yet been recorded on the iTrent HR system which calculates the below percentages.

Q1 2019/20					
Directorate	Number of FTE employees	Average number of apprentices across the board	Percentage of staff turnover	I-Trent budgeted establishment unfilled positions (FTE)	Active vacancies which are being recruited (FTE)
CX (Excluding Apprentices)	185.28	Authority Wide	Authority Wide	Authority Wide	Authority Wide
DCE	140.64				
DMD	7.86				
DHI	227.19				
TOTAL (Excluding Apprentices)	560.97	18.5	2.73%	70.6	18.40

Breakdown by type of vacancy - Q1 2019/20				
Directorate	On hold for a defined period	Elements of posts previously held but reduced	Posts that are currently or will be recruited to	Total for directorate
CX (Excluding Apprentices)	12.57	1.39	6.6	20.56
DCE	6.2	2	2.8	11
DMD	0.4	0	0	0.4
DHI	32.74	1.15	4.75	38.64
TOTAL (Excluding Apprentices)	51.91	4.54	14.15	70.6



Directorate	% of appraisals completed
CX (Excluding Apprentices)	37%
DCE	88%
DMD	0%
DHI	70%
OVERALL	61%



OUR ACHIEVEMENTS DURING QUARTER ONE

We believe our success is down to our staff - below explores the awards and achievements we think everyone should know about.

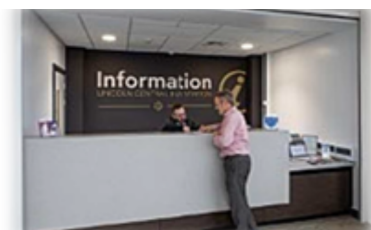
Three Lincoln parks named among country's best

Lincoln's Arboretum, Boultham Park and Hartsholme Park are all celebrating after they won the Green Flag Award. Sites earn the national status if they are judged to be welcoming, safe and well maintained with strong involvement from the local community. Caroline Bird, Community Services manager said: "Lincoln prides itself on having some wonderful open spaces, and the awarding of the Green Flag proves that people in Lincoln are benefitting from green spaces of the highest quality."



Lincoln Food Partnership wins award

The Lincoln Food Partnership (which CoLC is a partner in) has won the University Vice Chancellor's Award for Public Engagement for research. CoLC's role has been to research into fuel poverty and welfare reform.



Lincoln Transport Hub Awards

We are now through to the RIC's national awards having won the East Midlands Category. The first national award was for British Parking Awards which we won in March! The RICs awards grand final will be on Friday 4 October, where they will showcase the most inspirational initiatives and developments in land, real estate, construction and infrastructure.