

# Cabinet

Agenda Item: 15

**Ward:** District wide

**Portfolio:** Cross cutting

**FROM:** Cllr John Parham,  
Portfolio Holder for  
Finance, Governance  
and Corporate Services  
**Date:** 5 December 2016

**SUBJECT: Performance Management Report Quarter 2 2016/17 as at 30th September 2016.**

Internal Use Only: Please complete sign off boxes below prior to submission to Democratic Services			
	Seen by:	Name	Date
<b>Report Sign off</b>	Deputy Chief Executive(s) / Chief Executive	Tracy Aarons	14/11/2016
	Legal	Lesley Dolan	11/11/2016
	Finance	Paul Deal	10/11/2016
	Group Manager	Sara Skirton	08/11/2016
	Portfolio Holder	Cllr John Parham	17/11/2016
	Ward Member(s)	N/A	
	<b>Summary:</b>	This report provides an overview of the Council's performance up to the end of Quarter 2 (30 September 2016) relating to the strategic priorities and objectives of the Corporate Plan, and key delivery enablers. It sets out progress so far against the new objectives contained in the plan. It continues the move towards a more concise and targeted style of reporting. This is part of a new performance management framework which, over the coming months, will evolve to include reporting on key service indicators.	
<b>Recommendation:</b>	Members are asked to: <ol style="list-style-type: none"><li>1. Consider and comment on the information contained within this report</li><li>2. Consider and comment on the format of the report and levels of detail provided</li><li>3. Identify any issues or performance exceptions that the committee wish to highlight as a concern to Cabinet</li><li>4. Where performance exceptions are identified consider whether the proposed actions are adequate to improve performance to the desired level and take actions to address concerns as appropriate.</li></ol>		
<b>Direct and/or indirect impact on service delivery to our customers and communities:</b>	Performance Management and effective Complaints Management links to all priorities within the Corporate Plan and cuts across all service areas. This report summarises performance against achievement of the priorities and what actions are needed to ensure continuous improvement.		

## Corporate Performance Management Report 2016/2017 Quarter 2

<b>Impact on Service Plans:</b>	The new performance and improvement framework includes business planning. Over the next quarter, managers will be developing new Group Plans, to include measures and targets which, when taken in the round, will enable effective management of performance in all key areas of the council's business, from corporate projects through to how contracts are managed, how the council evaluates its return on investment in partnerships, to how individual performance contributes to wider objectives.
<b>Financial Implications:</b>	There are no direct financial implications arising from this report. However, if performance is not at the expected or desired level, then resources may need to be reviewed to enable improved performance.
<b>Legal Implications:</b>	There are no direct legal implications arising from this report. However, if performance is not at satisfactory level, the risk of legal issues arising increases.
<b>Crime and Disorder Implications:</b>	None
<b>Equalities Implications:</b>	Customer feedback can help the Council identify any groups of people who may potentially be experiencing our services differently to the majority of our customers. When reviewing performance and making recommendations Members should be minded to consider how services might impact on different sections of the community.
<b>Risk Assessment and Adverse Impact on Corporate Actions:</b>	Any areas at risk of missing target are highlighted within this report. Members are asked to consider these areas and take appropriate action. Each Group Plan will have its own risk register, to ensure that service risks are managed at an operational level. Corporate risks will continue to form part of the Corporate Performance reporting. Corporate projects will have their own risk registers, with significant risks being included on the Corporate Risk Register.
<b>Scrutiny Recommendation (if any)</b>	The Scrutiny Board is considering this report on 28 <sup>th</sup> November 2016, a verbal update will be given to the Cabinet.

### INTRODUCTION

Managing performance is essential to ensuring that the Council is achieving locally important objectives, driving improvement and delivering value for money. The local priorities and objectives are set out in the Council's Corporate Plan 2015/2019. This plan came fully into operation on 1 April 2016.

The Corporate Performance Management Report 2016/2017 Quarter 2 provides an overview of the Council's performance against the Corporate Plan's priorities, aims and objectives for the period up to 30 September 2016.

The Performance and Improvement Team is continuing to work with Group Managers to improve how the council manages performance data, with a view to increasing the number of quantitative key performance indicators. The purpose of doing this is to improve the quality of management information to underpin decision making, increase public transparency, make it easier to compare with other councils, and demonstrate value for money to our communities.

- Appendix A Performance Dashboard A visual and brief progress summary of the Corporate Aims and Objectives
- Appendix B Finance Dashboard A brief summary of Financial enablers
- Appendix C Customer Feedback Overview A summary of praise and analysis of complaints
- Appendix D Freedom of Information Overview Analysis of management of Freedom of Information Requests (FOI)
- Appendix E Data Protection Act FOI Overview Analysis of FOI's that have a Data Protection Act element
- Appendix F Human Resource Figures A brief summary of HR Figures
- Appendix G LGO Annual Review 2015/16 Details from the LGO Annual Review letter and comparison with previous years

Further information regarding performance against all objectives and measures can be obtained from the Performance and Improvement team on request.

If members have queries regarding the detail of specific projects or measures within the report, they are asked to submit these to the Performance and Improvement team in advance of the meeting, to ensure a full response can be given at the meeting.

### PERFORMANCE SUMMARY

#### Corporate Plan

The Corporate Plan is supported by specific Objectives that will be undertaken in order to achieve our Corporate Priorities and Aims. For Quarter 2 2016/7, there are two Corporate Priorities within the Corporate Delivery Plan, underpinned by seven Aims supported by thirty one Objectives. A summary of the Corporate Priorities and how Mendip District Council is achieving these is below.

#### **To improve the health and wellbeing of the residents and communities of Mendip**

Health and wellbeing is promoted across the district and to Mendip staff. Of the five major population centres four have so far hosted community events to raise awareness of health and wellbeing issues. In addition some specific hard to reach groups are also being targeted, currently rough sleepers, a project that is receiving positive performance results. Debt management is being improved through a project with the Citizens Advice Bureau and the Mendip Health and Wellbeing Group is now going through a process of refreshing its priorities to maximise opportunities from partnership working and establish an action plan for the Mendip area.

To safe guard vulnerable adults and children, staff champions are receiving ongoing training to enable them to cascade training to colleagues across the Council. Job descriptions have been updated and improved in order that all new employees understand that it is a requirement of their role to support safeguarding as a priority.

Actions are in motion to make improvements to and ensure the maintenance of a good housing supply. An arms length housing company has been formed and business plan proposals are under development. The Local Plan (part 2) development is underway and that will set out a framework for the future development of the area is underway and opportunities are continually being sought through the exceptions site process.

#### **Supporting economic development and growth**

As part of the Council's Economic Development Strategy, Mendip District Council has designated the Bath and West Showground near Shepton Mallet as an Enterprise Area. This Enterprise Area aims to attract new business investment and growth into Mendip.

Planning Board has approved a proposed Local Development Order (LDO) that will cover an 8.2 hectare part of the Enterprise Area. This is an area designated for business space development within the adopted Planning Framework for the Bath & West Showground regeneration area. The LDO provides certainty to potential investors and encourages new development; with occupiers benefiting from reduced costs and speedy delivery.

There are a number of actions ongoing to develop and promote the Invest in Mendip campaign. The Into Somerset web site <http://www.intosomerset.co.uk/> markets life and

## **Corporate Performance Management Report 2016/2017 Quarter 2**

services in Somerset, as well as property availability. Mendip has been instrumental in the development of this site and it continues to create opportunities to guide investors and commercial property agents

To help local businesses, workshops, award ceremonies, networking events, training and seminars are made available. These are helping Mendip's start ups and established business to create and maintain successful enterprises.

Overall performance against our Corporate Priorities shows that of the 31 Corporate Objectives, 27 (87%) are green, 2 (6%) are amber and 0 are red at the end of Quarter 2. One Corporate Objective is not due to commence until a later quarter and one objective has been completed with further work planned for the future.

### **Strategically Monitored Risks**

Currently there are eight items on the Strategic Risk Register. Three of these are new items relating to the interactions between the five council partnership and Mendip District Council. These risks are being closely managed to ensure a successful transition, effective communication and the establishment of new collaborative working practices.

## **CUSTOMER FEEDBACK**

### **Complaints and Praise**

The council continues to respond to proactively to customer complaints, ensuring wherever possible that customers receive a swift and complete response to their complaint, with a target of ten calendar days' turnaround. Where this is not possible, for example if the matter is particularly complex, the council will advise the customer of this and tell them when they can expect a full response. Learning from customer feedback to change the way we do things is a key part of the performance and improvement framework.

During Q2 2016/17, the Council received 23 customer complaints and logged 23 expressions of praise for council services during this time. 65% of complaints were responded to within the target ten calendar days. This is lower than expected and managers are working to address this and improve performance for Q3 onwards. More detail is provided in appendix C

### **Local Government Ombudsman Complaints and Annual Review Letter 2015/16**

Where a complainant is not satisfied with the final response they received from the council in relation to their complaint, they can ask the Local Government Ombudsman (LGO) to investigate. During Q2 4 LGO complaints were received, the decision on these is not yet known.

The council receives an annual review letter from the LGO that details the number of complaints and queries it received in relation to the authority, along with the LGO decisions made. During 2015/16 the LGO received 23 complaints in relation to MDC and made decisions on 33. More detail on the 2015/16 LGO Annual Review Letter is at Appendix G.

### KEY MESSAGES

#### Senior Leadership Team (SLT)

There has been some strong progress towards achieving the Corporate Objectives in Quarter 2. SLT is pleased to note that 87% of Corporate Plan objectives are on target. Initiatives to improve Health and Wellbeing for specific groups is producing positive results. Officers are continuing to work corporately in Supporting Economic Development and Growth, including through workshops, advice events and marketing.

This high level of performance continues the trend from Quarter 1. However, given the continuing dynamic environment in which the council is delivering its ambitions, there will inevitably be challenges, opportunities and competing pressures that may require a change of focus or approach. The impact of these will continue to be carefully managed, reported and addressed.

### RECOMMENDATIONS

Members are asked to:

1. Consider and comment on the information contained within this report
2. Consider and comment on the format of the report and levels of detail provided
3. Identify any issues or performance exceptions that the committee wish to highlight as a concern to Cabinet
4. Where performance exceptions are identified consider whether the proposed actions are adequate to improve performance to the desired level and take actions to address concerns as appropriate.

### REASONS FOR RECOMMENDATIONS

Robust performance management arrangements are essential in ensuring the organisation is managed in an efficient and effective way, is delivering its goals, and that resources are available where they are needed.

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#### List of background Papers:

Appendix A – Corporate Performance Dashboard  
Appendix B – Finance Dashboard  
Appendix C – Customer Feedback Overview  
Appendix D – Freedom of Information Overview  
Appendix E – Data Protection Act FOI Overview  
Appendix F – Human Resource Figures  
Appendix G – Local Government Ombudsmen Complaints



## Corporate Delivery Plan Dashboard Quarter 2 2016/17 (1<sup>st</sup> July – 30<sup>th</sup> September 2016)

Alert Symbol Key	
	On Target
	Some issues/currently off target
	Unlikely to be achieved
ND	Start Date Not Yet Due

Corporate Priority	
<b>1</b>	<b>To improve the health and wellbeing of the residents and communities of Mendip</b>

Corporate Aim		Q1	Q2	Q3	Q4
1.1	Embed health and wellbeing within our communities				

	Corporate Objective	Key Message	Q1	Q2	Q3	Q4
1.1.1	Promote awareness and active management of personal health and wellbeing amongst residents of Mendip towns, embedding of health as a focus for Town Councils	<ul style="list-style-type: none"> <li>Four of the five main centre Councils have hosted health and wellbeing events in their communities and the council is currently seeking to identify opportunities with the remaining centre..</li> </ul>				
1.1.2	Deliver Health and Wellbeing week for our staff to improve their wellbeing	<ul style="list-style-type: none"> <li>Plans to be devised for 2016-17 event by the new cross-group Staff Group</li> </ul>				
1.1.3	Support initiatives for raising awareness of health in the workplace	<ul style="list-style-type: none"> <li>Expansion of the health and wellbeing activities to include Kettle size and a running group.</li> </ul>				

<b>1.1.4</b>	Improve the health and wellbeing of former rough sleepers accommodated in the Direct Access Community project	<ul style="list-style-type: none"><li>• This project is performing well positive client feedback on exit (and compared with entry) shows health and wellbeing is improved</li><li>• Continue to monitor and seek funding to continue the success of this project</li></ul>				
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Corporate Priority		Q1	Q2	Q3	Q4
1	<b>To improve the health and wellbeing of the residents and communities of Mendip</b>				
Corporate Aim		Q1	Q2	Q3	Q4
1.2	Improve the health and wellbeing of residents of key wards with high deprivation indices	⊕	⊕		
Corporate Objective	Key Message	Q1	Q2	Q3	Q4
1.2.1	Increase partner involvement by forming a cross agency health and wellbeing working group	⊕	⊕		
	<ul style="list-style-type: none"> <li>Mendip Health &amp; Wellbeing Group established and maintained with quarterly meetings</li> </ul>				
1.2.2	Run a pilot with a GP surgery to provide housing support through surgery referral	⊕	⊕		
	<ul style="list-style-type: none"> <li>Completed</li> <li>Will continue to look for further opportunities to link with partners</li> </ul>				
1.2.3	Work with Citizens Advice Bureau to deliver increased support to vulnerable people via joint apprentice and volunteer support project	⊕	⊕		
	<ul style="list-style-type: none"> <li>Funding has been secured to continue this successful project on a part-time basis. 100% of customers are more in control of finances. Debt may not be resolved but manageable solutions are established</li> <li>Future Expectations: Further funding may be sought to continue the project beyond March 2017</li> </ul>				

Corporate Priority					
1	To improve the health and wellbeing of the residents and communities of Mendip				
Corporate Aim		Q1	Q2	Q3	Q4
1.3	Ensure that the Council has appropriate measures in place to ensure vulnerable adults and children safeguarding	⊕	⊕		
Corporate Objective	Key Message	Q1	Q2	Q3	Q4
1.3.1	Update our safeguarding policy to include child sexual exploitation <ul style="list-style-type: none"> <li>Completed</li> <li>Look to expand knowledge by awareness raising with external customers</li> </ul>	⊕	⊕		
1.3.2	Amend council job application form to improve safeguarding declaration <ul style="list-style-type: none"> <li>Completed last quarter</li> <li>Future Expectations: Run audit check to ensure all application forms use correct template</li> </ul>	⊕	N/A		
1.3.3	Appoint safeguarding champions across the council , meeting quarterly to review processes, share information and keep staff up to date <ul style="list-style-type: none"> <li>Awaiting appointment of new Community Housing, Health &amp; Wellbeing Officer</li> <li>New officer to roll out programme and reinvigorate</li> </ul>	⊕	⊕		
1.3.4	Raise awareness of safeguarding issues amongst staff visiting businesses that care for vulnerable adults and children <ul style="list-style-type: none"> <li>Completed at team meetings</li> <li>Future Expectations: Look to further implement awareness with engagement with businesses and link with 1.3.1</li> </ul>	⊕	⊕		

Corporate Priority					
1	<b>To improve the health and wellbeing of the residents and communities of Mendip</b>				
Corporate Aim		Q1	Q2	Q3	Q4
1.4	Identify more creative ways of delivering homes and to maintain a supply of good housing for our communities, recognising the need for housing in our rural settlements as well as the towns	⊕	⊕		
Corporate Objective	Key Message	Q1	Q2	Q3	Q4
1.4.1	<p>Create an arm's length housing company that provides revenue income for the district council through the creation of new homes</p> <ul style="list-style-type: none"> <li>The HSG company was formed in July 2017</li> <li>Future Expectations: A business plan and financial model will be developed for Q3</li> </ul>	⊕	⊕		
1.4.2	<p>Progress the Local Plan (Part 2) to adoption, maintaining a good supply of housing across the district</p> <ul style="list-style-type: none"> <li>Updated statement on housing need and appraisal of housing sites and draft policies to be completed by Q3 2016-17.</li> <li>Future Expectations: Publish draft Local Plan Part II by Q4 2016-17</li> </ul>	⊕	⊕		
1.4.3	<p>Promote the delivery of affordable housing in rural settlements through the exceptions site process</p> <ul style="list-style-type: none"> <li>Schemes identified on an ongoing basis</li> <li>Future Expectations: Schemes to continue to be identified and supported</li> </ul>	⊕	⊕		

Corporate Priority							
2	Supporting economic development and growth						
Corporate Aim		Q1	Q2	Q3	Q4		
2.1	To increase the number of new start ups and productivity growth through the Enterprise Mendip Programme	⊕	⊕				
	Corporate Objective	Key Message		Q1	Q2	Q3	Q4
2.1.1	Promote access to finance for business	<ul style="list-style-type: none"> <li>Five hours of financial workshops for Work in Wells Week, including 'Finance for Start-Ups, Acct Software, Crowd Funding, Finance in Post-Brexit Britain.</li> <li>Future Expectations: Meeting with Cornerstone Mentoring to discuss start-up finance.</li> </ul>		⊕	⊕		
2.1.2	Co-ordinate at least 4 networking events with local Chambers of Commerce and other business partners	<ul style="list-style-type: none"> <li>Work in Wells Week business events, Business/Education @Blue School. Frome Discuss &amp; Do and two Shepton advice events</li> <li>Future Expectations: Mendip Chambers Connect event planned Oct 2016, Frome Discuss &amp; Do and Glastonbury Chamber launch</li> </ul>		⊕	⊕		
2.1.3	Support new businesses in meeting environmental health and other obligations	<ul style="list-style-type: none"> <li>Continues representation on steering group of the Heart of the South West Better Business for All (BBfA)</li> <li>Future Expectations: BBfA HotSW further developed and to link with the Growth Hub provider.</li> <li>Also look to offer advisory service at cost recovery price - plan to collate evidence and consult with key stakeholders in Q4.</li> </ul>		⊕	⊕		
2.1.4	Host the annual	<ul style="list-style-type: none"> <li>Sponsors and Awards</li> </ul>		⊕	⊕		

	Mendip Business Awards event recognising local business achievements	<p>currently being confirmed, inc new Training &amp; Excellence Award &amp; Community Enterprise Award categories</p> <ul style="list-style-type: none"> <li>• Future Expectations: Final sponsors and awards due to be confirmed shortly and award entries due to open in Jan 2017</li> </ul>				
2.1.5	Assist local businesses in reaching new export markets through specialist advice on regulatory compliance	<ul style="list-style-type: none"> <li>• Food officer completed Food Standards Agency sponsored training in Holland to up-skill on import/export legislation.</li> <li>• Future Expectations: Look to develop further support for businesses linking with 2.1.3</li> </ul>				
2.1.6	Assist new business navigate the planning process	<ul style="list-style-type: none"> <li>• Business case for retention of a post that will assist new business has been developed</li> <li>• Future Expectations: Continuation of dedicated post</li> </ul>				
2.1.7	Engage with partners and employers to support local skill development	<ul style="list-style-type: none"> <li>• Business breakfast deferred. The focus of the group in Q2 has been on providing targeted advice, guidance and support to help people who will be subject to the benefits cap into work.</li> <li>• Future Expectations: Further employer engagements including a second business breakfast in Q3</li> </ul>				

Corporate Priority					
2	<b>Supporting economic development and growth</b>				
Corporate Aim		Q1	Q2	Q3	Q4
2.2	To market Mendip as a prime business destination through the adoption and implementation of an Invest in Mendip campaign	⊕	⊕		
Corporate Objective	Key Message	Q1	Q2	Q3	Q4
2.2.1	Establish a shared commercial property portal	⊕	⊕		
	<ul style="list-style-type: none"> <li>Bi-monthly commercial property listings produced for each Mendip town now available on the MDC Commercial property page.</li> <li>Future Expectations: The Property Portal is now set up for Into Somerset. An increase in site traffic is anticipated following the Hinkley announcement.</li> </ul>				
2.2.2	Liase with developers and commercial agents	⊕	⊕		
	<ul style="list-style-type: none"> <li>Significant support continued for the development of Dulcote Quarry, also with Street Business Park, Commerce Park and Bath &amp; West developers.</li> <li>Future Expectations: Developer and planning briefing meeting due in Q3</li> </ul>				
2.2.3	Increase PR on business and investment opportunities in Mendip	⊕	⊕		
	<ul style="list-style-type: none"> <li>Series of new build investments/planning permissions due in Q3 and Q4</li> <li>Future Expectations: Communications plan drafted for Q3. New and expanding investors encouraged to share their stories to maximise Mendip's investment news</li> </ul>				

2.2.4	Host a major launch event during the year	<ul style="list-style-type: none"> <li>• Due to proliferation of post referendum business events, decision taken to postpone launch until Feb 2017 to improve messaging impact.</li> <li>• Future Expectations: Changes to emphasis on export &amp; FDI marketing by new Dept for International Trade will have embedded and greater policy direction from BEIS</li> </ul>	ND	ND		
2.2.5	Provide grant funding to maintain local tourism centres in our market towns	<ul style="list-style-type: none"> <li>• Meeting with MTL directors held. MTL to develop proposal for future 3 year funding plan to improve investment and decision-making in tourism.</li> <li>• Future Expectations: Proposal to be drafted Q3 and discussed with Economic Development Portfolio Holder</li> </ul>				

Corporate Priority					
<b>2</b>	<b>Supporting economic development and growth</b>				
Corporate Aim		Q1	Q2	Q3	Q4
2.3	Maintain a pipeline of capital development projects (Opportunity Mendip) and supporting action plan to unlock delivery through a positive planning culture and engagement with investors	⊕	⊕		
Corporate Objective	Key Message	Q1	Q2	Q3	Q4
2.3.1	Adoption of the Bath and West Local Development Order <ul style="list-style-type: none"> <li>Further discussions continue with the developer to maintain flexibility and ensure LDO is fit for purpose in light of market changes</li> <li>Future Expectations: Developer due to provide further updates Q3</li> </ul>	⊖	⊕		
2.3.2	Progress the Local Plan (Part 2) to adoption, maintaining a supply of employment sites and opportunities. <ul style="list-style-type: none"> <li>Appraisal of employment sites and associated policy to be completed by Q3 2016/17.</li> <li>Future Expectations: Publish draft Local Plan Part II including employment sites by Q4 2016/17</li> </ul>	⊕	⊕		
2.3.3	Promote projects eligible for government and/or European funding in response to calls for project bids <ul style="list-style-type: none"> <li>RB&amp;WS supported with GD2 'Unlocking Growth Fund' submission, EOI submitted end Q2 and SCC supported with ERDF Wells Bid this quarter - due for submission Oct 16</li> <li>Funding decisions for RB&amp;WS and SCC bids anticipated late Dec/early 2017. Awaiting further guidance on future of EU LEADER funding for rural businesses and farming post Autumn Statement.</li> </ul>	⊕	⊕		

2.3.4	Manage our asset base effectively and exploit commercial opportunities where feasible	<ul style="list-style-type: none"> <li>• Five major projects which may provide opportunities for capital value and/or income to be released from the Councils property portfolio have been identified.</li> <li>• Future Expectations: By the end of the calendar year projects with the most deliverable potential will have been identified.</li> </ul>				
2.3.5	Resolve barriers to infrastructure delivery	<ul style="list-style-type: none"> <li>• Essential infrastructure to support growth already identified. Early feasibility work on long-term major road infrastructure underway.</li> <li>• Future Expectations: Infrastructure Delivery Plan to be updated in Q4 along initial viability assessment for Community Infrastructure Levy. Also, continued working with the Devolution Agenda, the LEP and other agencies to identify projects and funding opportunities.</li> </ul>				

<b>Acronym Decoder</b>	
<b>Acronym</b>	<b>Meaning</b>
B2B	Business to Business
BBfA	Better Business for All
BEIS	Business Energy and Industrial Strategy
CAMG	Corporate Asset Management Group
CMT	Corporate Management Group
ED	Economic Development
EGI	A software company providing data feeds
EOI	Expression of Interest
ERDF	European Regional Development Fund
EU	European Union
FDI	Foreign Direct Investment
GD	Growth Deal
HotSW	Heart of the South West
LDO	Local Development Order
LEP	Local Enterprise Partnership
MDC	Mendip District Council
MTL	Mendip Tourism Limited
RB&WS	Royal Bath & West Society
SCC	Somerset County Council
SME	Small Medium Enterprise
SW	South West
TIC	Tourist Information Centres



## Finance Dashboard

### Quarter 2 2016-2017 (1<sup>st</sup> July – 30<sup>th</sup> September 2016)

Objective	Key Message	Q1	Q2	Q3	Q4
Revenue Spending (over/under spend against budget)	<ul style="list-style-type: none"> <li>At the end of the second quarter of 2016/17 financial year, the gross projected outturn is an under spend of £1013k</li> </ul>	⊕	⊕		
Revenue Spending: write off to reserves	<ul style="list-style-type: none"> <li>N/A</li> </ul>	⊕	⊕		
Capital Spending (Over/under spend)	<ul style="list-style-type: none"> <li>The capital programme as at Q2 in the year is forecasting to under spend to budget of £269K.</li> </ul>	⊕	⊕		
Capital Slippage (projected)	<ul style="list-style-type: none"> <li>A small slippage is forecast of £23k but spend YTD remains low against forecast year end position.</li> </ul>	⊕	⊕		
General Reserves: balance	<ul style="list-style-type: none"> <li>General reserves remain above the minimum level specified in the MTRS and the Council has earmarked funds in areas of specific risk or priority requirement.</li> </ul>	⊕	⊕		



## Customer Feedback Overview

### Quarter 2 2016-2017 (1<sup>st</sup> July – 30<sup>th</sup> September 2016)

#### Complaints and Praise

Learning from customer feedback to improve the way we do things is part of the performance management culture we are striving to embed throughout the council.

#### Quarter 2 2016-2017

The council received 23 customer complaints during Q2 and logged 23 expressions of praise for council services during this time.

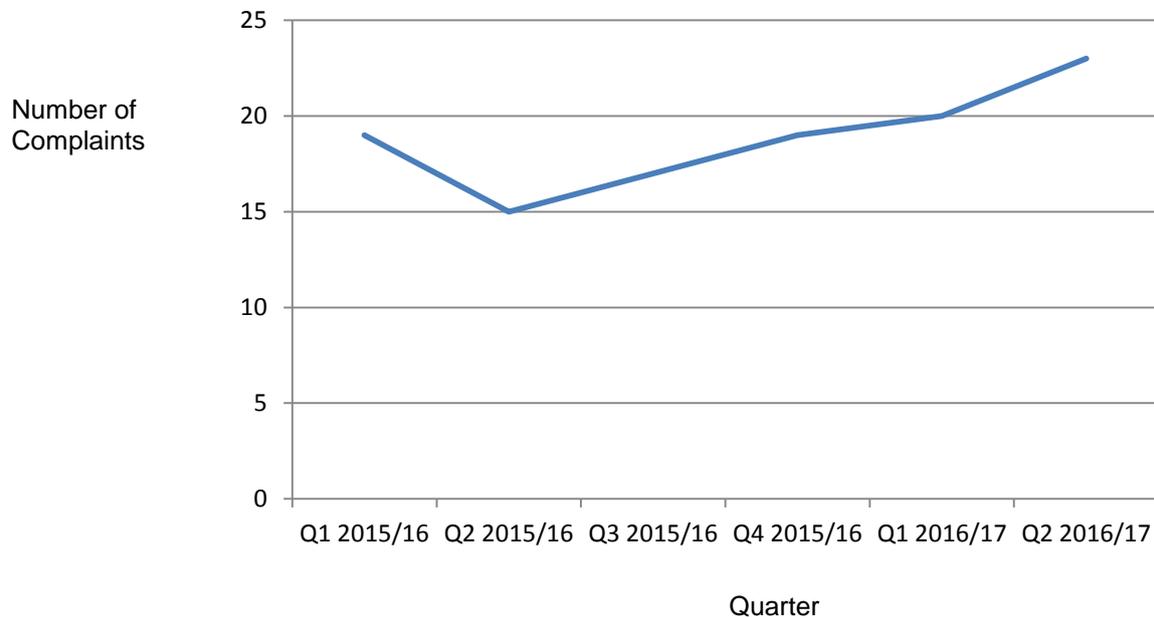
The 1<sup>st</sup> Stage Justified Complaints information for Quarter 2 2016-2017 is summarised below:

	Total number Complaints Received in Q2	Total number Complaints Responded to in Q2*	Average no of days taken to respond complaints in Q2*	Percentage Complaints Responded to within the 10 Day Target in Q2*
Corporate Services	2	2	3 days	100%
Law and Governance Services	1	1	3 days	100%
Neighbourhood Services	2	3	42 days	0%
Community Health Services	2	1	4 days	100%
Planning and Growth Services	3	4	13 days	50%
Housing Services	1	1	30 days	0%
Strategic Leadership Team	0	0		
Revenue, Benefits and Customer Services (5 Councils)	12	11	7 days	82%
<b>Total</b>	<b>23</b>	<b>23</b>	<b>13 days</b>	<b>65%</b>

*N.B This will include complaints received in previous quarters*

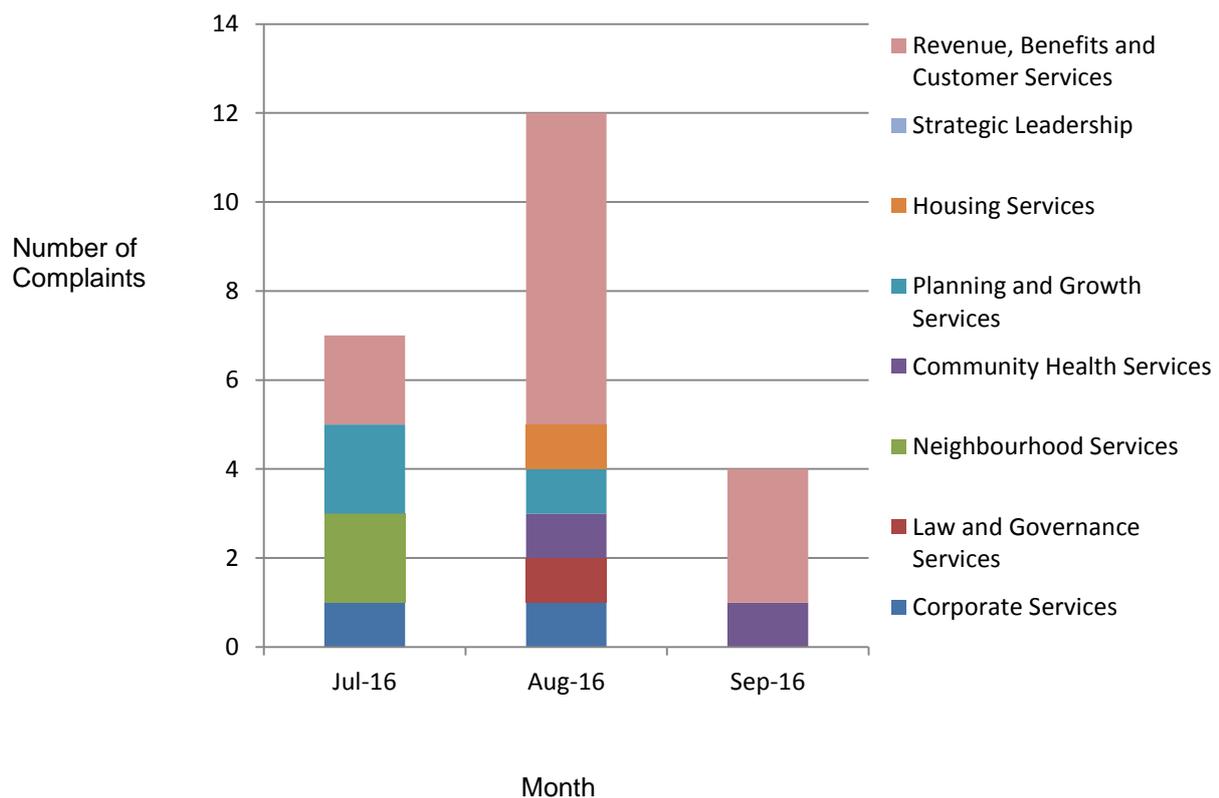
### Total Number of Complaints over the previous 18 Months

The graph below shows a rise in the number of stage 1 justified complaints over the last 15 months



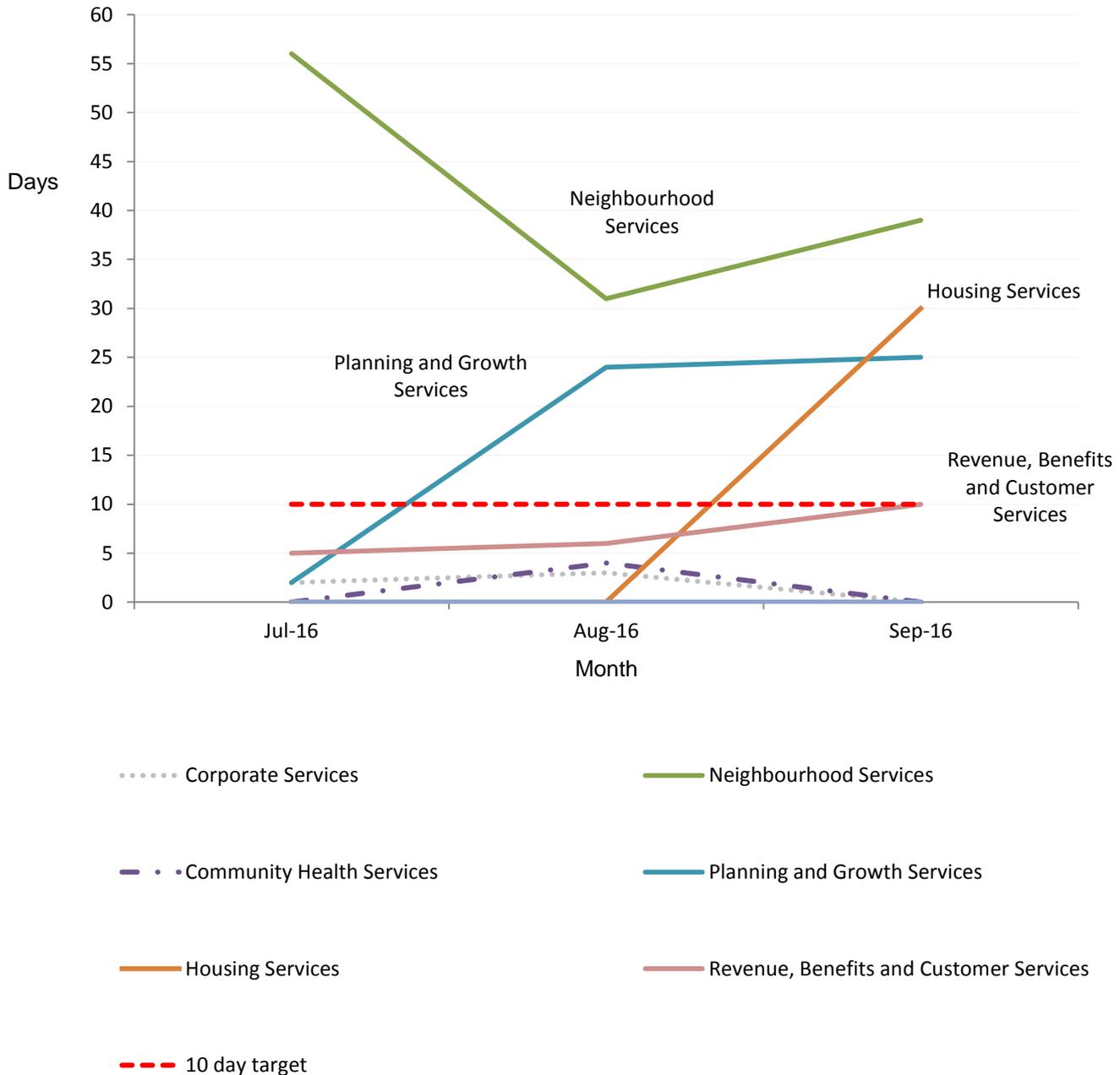
### Number of Complaints per Month grouped by Service Area

Revenue, Benefits and Customer Services have received the greatest number of stage 1 justified complaints over Quarter 2, 52% of the complaints. However these complaints were all responded to promptly, with an average response time of seven days.



### Average Number of Days to Close Complaints

The graph below shows the average number of days to close stage 1 justified complaints per month and per service area. The three months of Quarter 2 are shown. 6 of the 23 complaints ( 26%) took longer than 10 days to close. This is higher than expected and, in the light of this, Group Managers are reviewing the application of complaints procedures.



- There was 1 second stage complaint, which was resolved in 10 days.

Second Stage complaints are logged where the complainant is not satisfied with the response they received for their initial complaint. This low number shows that initial complaints have been generally fully resolved at Stage 1

- Local Government Ombudsmen Complaints were received in Quarter 2 as shown in the table below, the decision on these is not yet known:

Service Area	Number of Complaints
Law and Governance Services	1
Community Health Services	1
Planning and Growth Services	2

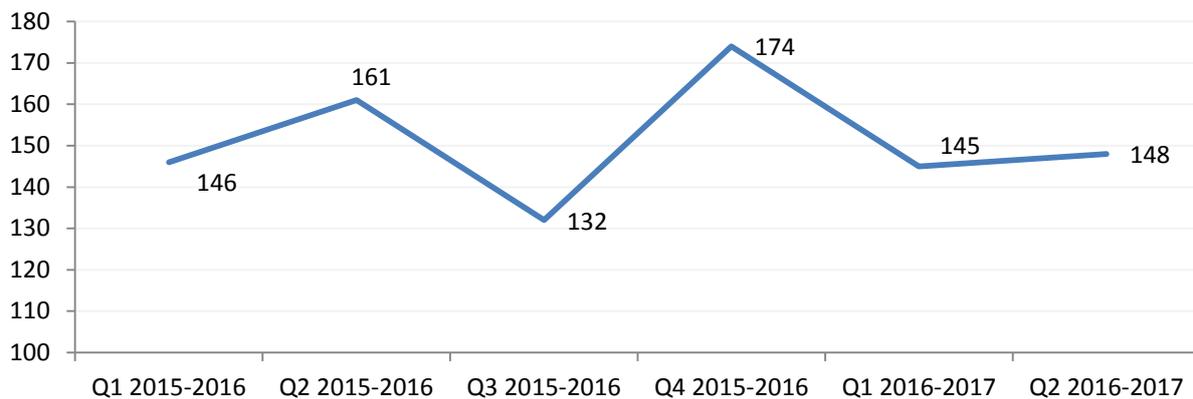


## Freedom of Information Overview

### Quarter 2 2016-2017 (1<sup>st</sup> July – 30<sup>th</sup> September 2016)

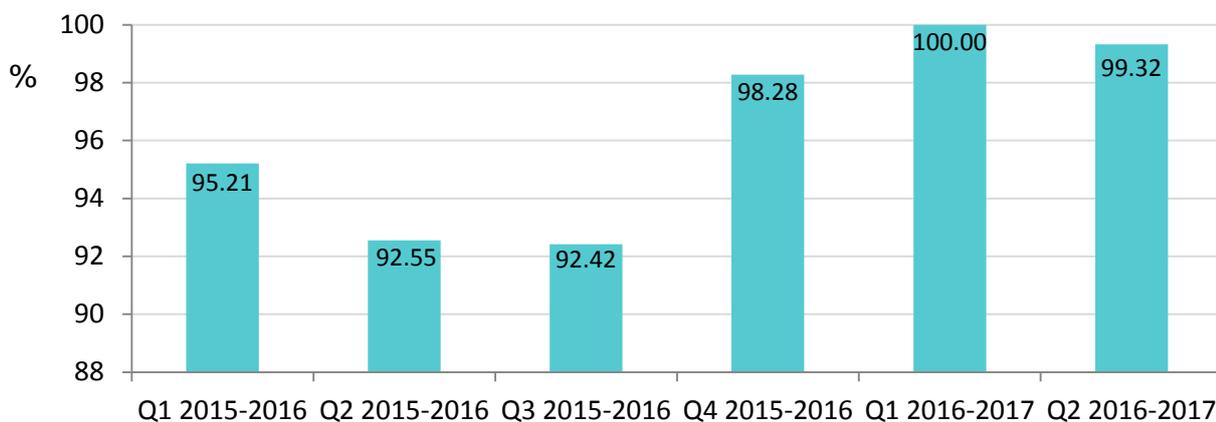
Mendip District Council deals with a significant number of Freedom of Information (FOI) requests per quarter, with a range of between 132 and 174 per quarter.

#### Freedom of Information Requests Received

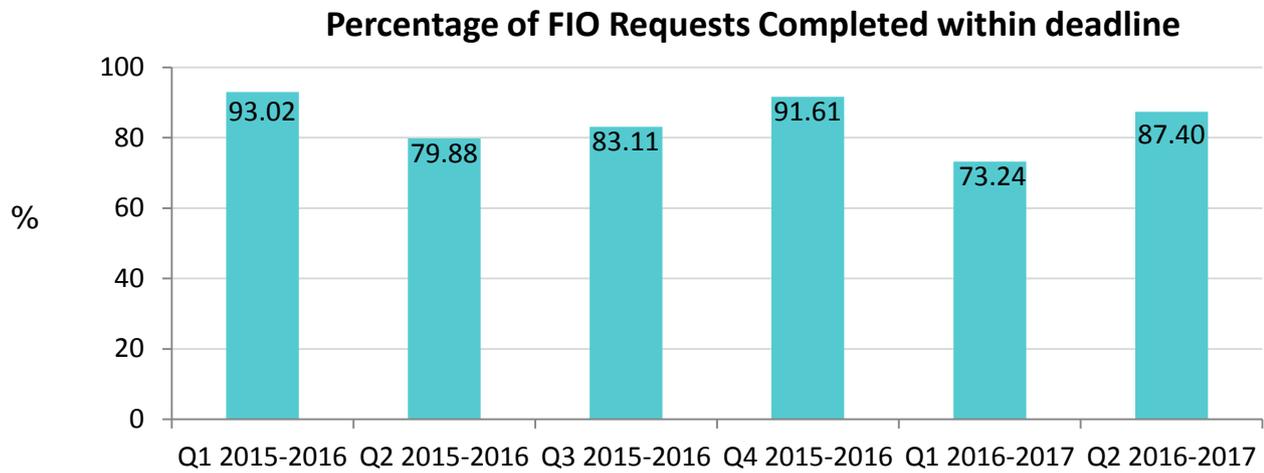


FOI requests are swiftly acknowledged within two days, with a 99% success rate in Quarter 2

#### Percentage of FOI Requests Acknowledged in 2 days



Completion of the Freedom of information requests within the deadline has been achieved to a high standard in Quarter 2. The FOI reminder schedule that the coordinating officer introduced in Quarter 1 is helping to ensure that FOI completion times are well managed.



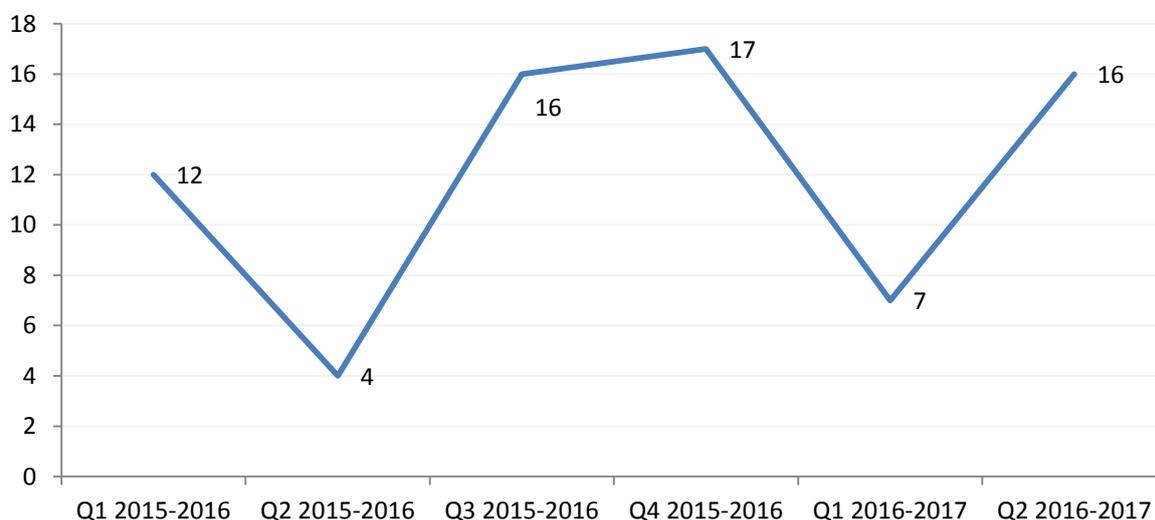


## Freedom of Information Requests that have a Data Protection Act Requirement

**Quarter 2 2016-2017 (1<sup>st</sup> July – 30<sup>th</sup> September 2016)**

Mendip District Council deals with a number of Freedom of Information (FOI) requests that have a Data Protection Act (DPA) element. Requests per quarter are ranging from between 4 and 17. This quarter a fairly high number, 16, were received.

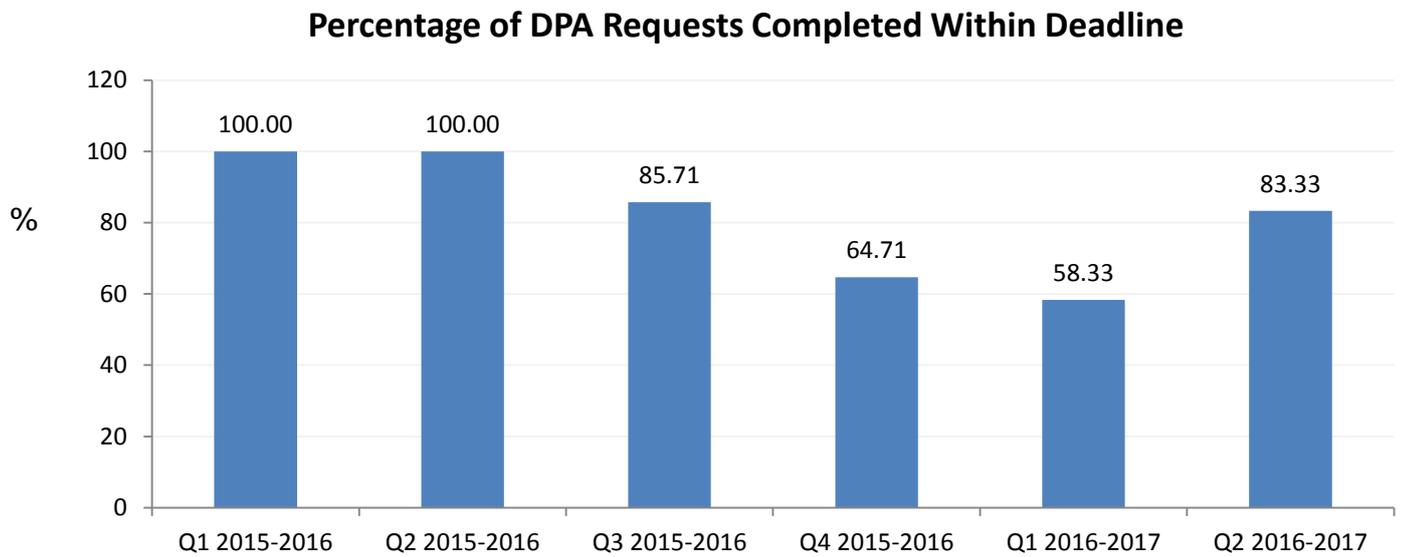
**Total Number of DPA Requests Received**



The Data Protection Act (DPA) enquiries are often very complex, generally they are time consuming, require a significant amount of investigation and information governance is a key issue with the sensitive information; these factors can influence time to resolve a DPA.

The following graph shows the percentage of DPA Requests completed within the target.

In Quarter 2 83% of requests were completed within the allocated time.





## Human Resources Figures

Quarter 2 2016-2017 (1<sup>st</sup> July – 30<sup>th</sup> September 2016)

### HR Employee Figures

	Q2 2016/2017	Q2 2015/2016
Total Employees	168	
Full Time Earners	142.02	157
Starters	2	
Leavers	6	

### HR Sickness Figures

	Q2 2016/2017	Q2 2015/2016
Total Number of Sickness Days Lost	149.5	333.5
Long Term Sickness Days	82	237.5
Average Number of Days Lost per FTE	1.05	2.12
Number of Staff Sick	31	
Average Number of Days Lost per Actual Staff Sick	4.8	
Percentage of Staff that have taken Sick Leave	18.5%	



## Local Government Ombudsman Complaints Review 2015/16

### 1. Local Government Ombudsman (LGO) Statistics

The council receives an annual review letter from the LGO. It includes a summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about the council for the year ended 31 March 2016 (see table A overleaf).

During 2015/16, the LGO received 23 queries and complaints in relation to MDC. This compares with 31 for 2014/15 and 47 for 2013/14.

During the same period, the LGO made decisions on 33 queries and complaints. This compares to 20 in 2014/15 and 49 in 2013/14.

There are more Decisions than Queries and Complaints in 2015/16 due to ten complaints being received in 2014/15 but determined in 2015/16.

The LGO carried out detailed investigations on 17 complaints in 2015/16, of which 13 were upheld. It should be noted however that 10 of the 13 were separate individuals complaining about the same Planning issue. The four unique issues relating to the upheld complaints for 2015/16 were reviewed in communication with the LGO and where appropriate, Mendip District Council addressed processes and procedures.

The Table A shows how LGO complaints and queries are categorised and provides comparison with the two previous years. Table B shows the categories that the LGO uses to define management of the complaint. A description of the category meaning is below Table B.

Appendix G

**Table A LGO Local authority report – Mendip District Council  
For the periods ending – 31/02/2016, 31/03/2015 and 31/03/2014**

Year	Adult Care Services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection and regulation	Highways and transport	Housing	Planning and development	Total
2015/16	0	3	3	0	5	1	1	10	23
2014/15	0	1	3	0	3	0	3	21	31
2013/14	0	10	5	0	1	1	3	27	47

**Table B Decisions made**

Year	Upheld	Not upheld	Advice given	Closed after initial enquiries	Incomplete / invalid	Referred back for local resolution	Total
2015/16	13	4	0	4	1	11	33
2014/15	2	5	0	2	4	7	20
2013/14	4	3	0	11	4	27	49

How complaints and enquiries were dealt with is explained below:

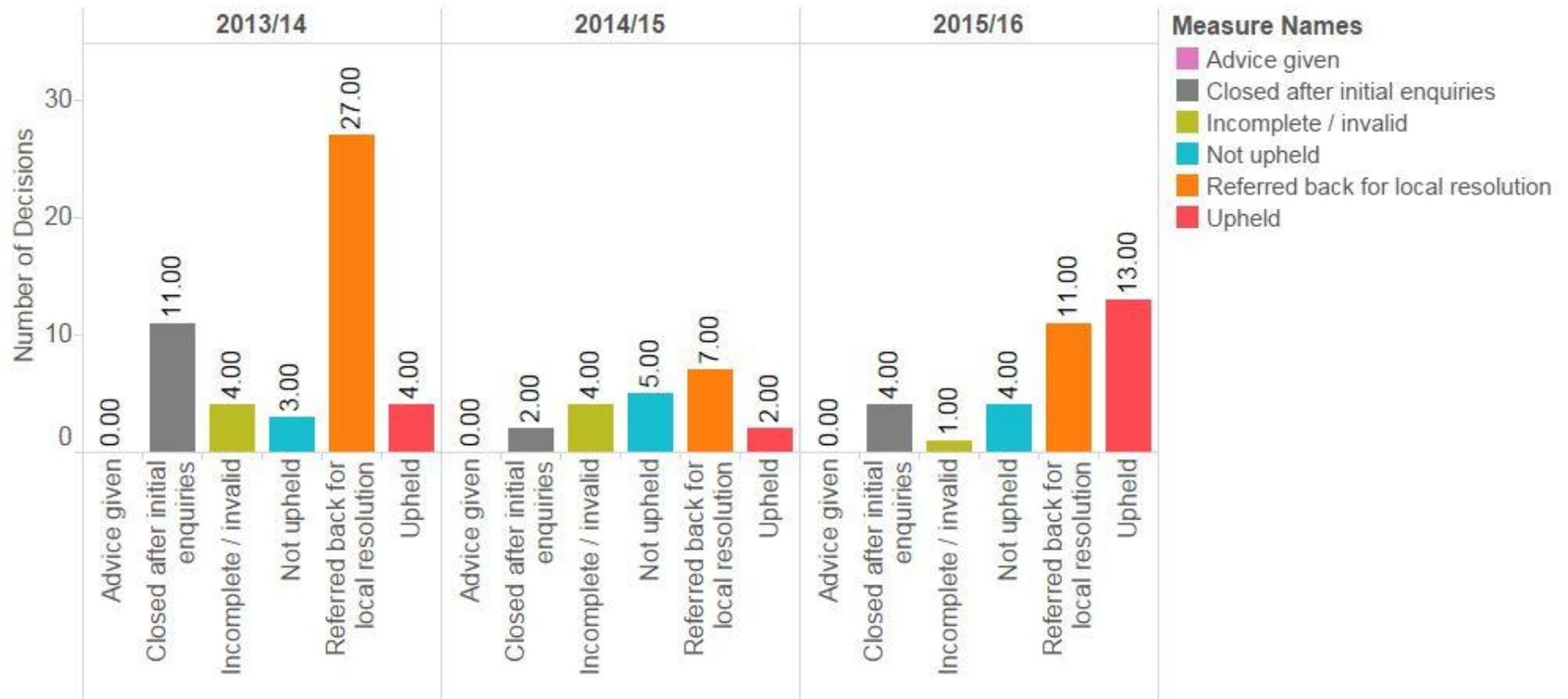
- **Upheld:** These are complaints where the LGO has decided that an authority has been at fault in how it acted and that this fault may or may not have caused an injustice to the complainant, or where an authority has accepted that it needs to remedy the complaint before the LGO makes a finding on fault. If the LGO has decided there was fault and it caused an injustice to the complainant, usually it will have recommended the authority take some action to address it.
- **Not upheld:** Where the LGO has investigated a complaint and decided that a council has not acted with fault, the LGO classifies these complaints as not upheld.
- **Advice given:** These are cases where the LGO gives advice about why it would not look at a complaint because the body complained about was not within the LGO's scope or the LGO had previously looked at the same complaint from the complainant, or another complaints handling organisation or advice agency was best placed to help them.

## Appendix G

- **Closed after initial enquiries:** These complaints are where the LGO has made an early decision that it could not or should not investigate the complaint, usually because the complaint is outside LGO's jurisdiction and it either cannot lawfully investigate it or it decides that it would not be appropriate in the circumstances of the case to do so. The LGO's early assessment of a complaint may also show there was little injustice to a complainant that would need an LGO investigation of the matter, or that an investigation could not achieve anything, either because the evidence we see shows at an early stage there was no fault, or the outcome a complainant wants is not one we could achieve, for example overturning a court order.
- **Incomplete/invalid:** These are complaints where the complainant has not provided the LGO with enough information to be able to decide what should happen with their complaint, or where the complainant tells the LGO at a very early stage that they no longer wish to pursue their complaint.
- **Referred back for local resolution:** The LGO works on the principle that it is always best for complaints to be resolved by the service provider wherever possible. Furthermore, the Local Government Act 1974 requires LGO to give authorities an opportunity to try and resolve a complaint before we will get involved. In many instances, authorities are successful in doing this.

## Appendix G

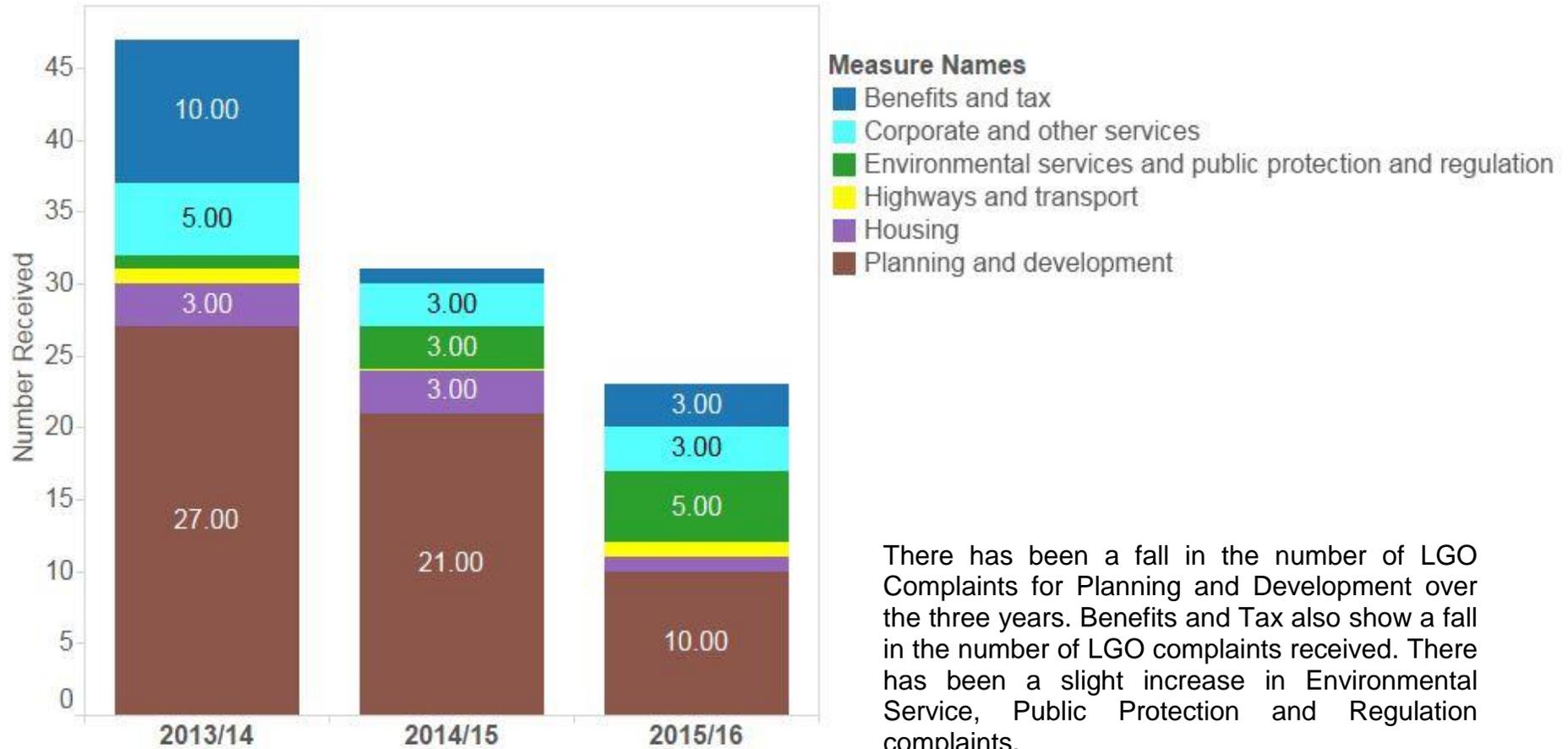
Graph to show Total Number of Decisions for each Category per Year



In general there has been reduction in the number of complaints referred back for local resolution. The rise in the number of Complaints Upheld this year is due to 10 Complaints received regarding one issue, a Planning Control Breach that was Resolved

## Appendix G

Graph to show Total Number of Complaints Received per Service Area per Year



### **3. Relationship with the LGO**

In previous years, concerns were raised about the limited information available from the LGO about complaints and queries they received in relation to MDC. It was difficult to match the basic statistics provided with the council's own records.

More crucially, there was a lack of clarity on the LGO's definition of an upheld complaint and it was also very difficult to reconcile those complaints that the LGO upheld with the narrative in the decision letters the LGO sent to the council, and the council's own records.

As a result, dialogue took place with the LGO, including the Ombudsman attending a meeting with CMT in 2014/5 and delivering an awareness raising training session to Members during 2015/16. This has provided the council with a greater understanding of how the LGO's new business model worked and enabled the Ombudsman to understand the council's perspective and need for clearer and more consistent information.

### **4. Recommendation**

Cabinet is asked to consider the report.