

# Cabinet

Agenda Item: 8

**Ward:** District wide

**Portfolio:** Cross cutting

**FROM:** Cllr John Parham,  
Portfolio Holder for  
Finance, Governance  
and Corporate Services

**Date:** 13<sup>th</sup> March 2017

**SUBJECT: Performance Management Report Quarter 3 2016/17 as at 31st December 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	CMT	06/02/2017
	Legal	Lesley Dolan	08/02/2017
	Finance	Paul Deal	07/02/2017
	Group Manager	Sara Skirton	06/02/2017
	Portfolio Holder	Cllr John Parham	
	Ward Member(s)	N/A	
	<b>Summary:</b>	This report provides an overview of the Council's performance up to the end of Quarter 3 (31 <sup>st</sup> December 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.	
<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.		
<b>Impact on Service Plans:</b>	The new performance and improvement framework includes business planning. Managers are now developing new Group Plans for 2017/18, to include measures and targets which, when taken in the		

## Corporate Performance Management Report 2016/2017 Quarter 3

	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 and 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</b>	The Scrutiny Board endorsed this report at the Scrutiny Board meeting on 27 <sup>th</sup> February 2017

### 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 3 provides an overview of the Council's performance against the Corporate Plan's priorities, aims and objectives for the period up to 31<sup>st</sup> December 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

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 3 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 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 though 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 arm's 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 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

## **Corporate Performance Management Report 2016/2017 Quarter 3**

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**

The Strategic Risk Register currently has eight open risks, all of which are currently red. There are no new risks included on the register in Quarter 3 and no risks have been closed.

New management controls to mitigate the risks have been added to the risks register. All risks are being closely managed and control actions are being implemented in order to mitigate the impact and likelihood of occurrence.

## **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 Q3 2016/17, the Council received 21 customer complaints and logged 26 expressions of praise for council services during this time. 81% of complaints were responded to within the target ten calendar days. This is higher than last quarter. Managers have addressed the issues from Q2 and are successfully improving performance. More detail is provided in appendix C

### **Local Government Ombudsman Complaints**

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 Q3 1 LGO complaint was received, the decision on this is not yet known.

### KEY MESSAGES

#### Senior Leadership Team (SLT)

There has been good progress towards achieving the Corporate Objectives in Quarter 3. 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. The rural exceptions process is helping to deliver affordable housing.

This high level of performance continues the trend from the previous two quarters. 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



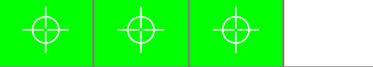
## Corporate Delivery Plan Dashboard Quarter 3 2016/17 (1<sup>st</sup> October – 31<sup>st</sup> December 2016)

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

Corporate Priority	
1	To improve the health and wellbeing of the residents and communities of Mendip

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>Partners identified in Wells and awareness event planned for March</li> </ul>				
1.1.2	Deliver Health and Wellbeing week for our staff to improve their wellbeing	<ul style="list-style-type: none"> <li>Working group from Staff Matters Group to be identified to take work forward</li> <li>Staff matters relaunched and working group identified to develop</li> </ul>				

1.1.3	Support initiatives for raising awareness of health in the workplace	<ul style="list-style-type: none"> <li>• Exercise classes continuing</li> <li>• Collect ideas from Staff Matters sub group to see if any sustainable mental health support for staff would be of benefit and could be implemented</li> </ul>	
1.1.4	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>	

Corporate Priority							
1	<b>To improve the health and wellbeing of the residents and communities of Mendip</b>						
Corporate Aim				Q1	Q2	Q3	Q4
1.2	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>Meeting held in November 2016 with a request for actions for 2017 - 2019.</li> <li>Review of outcomes identified that a re-focus of the group is required to focus on key targets.</li> <li>Future Expectations: Group needs re-invigorating as needs to focus on key targets. Identify key partners and write/visit to ensure engagement</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>100% of customers are more in control of finances. Debt may not be resolved but manageable solutions are established. Service Manager has completed a review meeting with the advices bureau.</li> <li>Future Expectations: A proposal for further funding to continue the project has been established.</li> </ul>		⊕	⊕	⊕	

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
<b>1.3</b>	Ensure that the Council has appropriate measures in place to ensure vulnerable adults and children safeguarding			⊕	⊕	⊕	
	Corporate Objective	Key Message	Q1	Q2	Q3	Q4	
<b>1.3.1</b>	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>	⊕	⊕	⊕		
<b>1.3.2</b>	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	N/A		
<b>1.3.3</b>	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>Appoint permanent lead officer and carry out refresh training for champions</li> </ul>	⊕	⊕	⊕		
<b>1.3.4</b>	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> </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	Create an arm's length housing company that provides revenue income for the district council through the creation of new homes	⊕	⊕	⊕		
1.4.2	Progress the Local Plan (Part 2) to adoption, maintaining a good supply of housing across the district	⊕	⊕	⊕		
1.4.3	Promote the delivery of affordable housing in rural settlements through the exceptions site process	⊕	⊕	⊕		

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>Enterprise Mendip access to finance workshop held for SMEs and start-ups in Shepton</li> <li>Future Expectations: Match-funding to be provided for LEP Growth Hub for Mendip businesses to receive 1-2-1 support in 2017-18</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>New Glastonbury Chamber supported, Frome Discuss &amp; Do events</li> <li>Future Expectations: Ambitious digital business training &amp; networking programme devised with Chambers/ SMEs for 2017</li> </ul>		⊕	⊕	⊕	
2.1.3	Support new businesses in meeting environmental health and other obligations	<ul style="list-style-type: none"> <li>Group Manager Community Health now chair of BBfA Steering Group.</li> <li>Future Expectations: Link MDC website to Growth Hub website from Starting New Business page.</li> <li>Business Awareness Training for Council Staff (EH and Planning) organised for delivery on 31st January 2017</li> </ul>		⊕	⊕	⊕	

2.1.4	Host the annual Mendip Business Awards event recognising local business achievements	<ul style="list-style-type: none"> <li>All sponsors confirmed and press media prepared for January</li> <li>Future Expectations: Entries due to open beginning of January. Social media and member promotion, Glastonbury FM, and Chamber talks to be held through Q4.</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>No further progress</li> <li>Future Expectations: Officers upskilled and able to deliver now need to identify how/if we market the offer. Unlikely to have resource in Q4 to undertake will need to identify how this is taken forward in 2017/18</li> </ul>				
2.1.6	Assist new business navigate the planning process	<ul style="list-style-type: none"> <li>Recruitment pending</li> </ul>				
2.1.7	Engage with partners and employers to support local skill development	<ul style="list-style-type: none"> <li>Remit of the employment and skills sub group to be reviewed to ensure alignment with current skills agenda and MDC and partner priorities.</li> </ul>				

Corporate Priority						
2	Supporting economic development and growth					
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>LEP shared enquiry contacts from World Nuclear Exhibition in Paris now available to partners.</li> <li>Future Expectations: Developing further target contacts for inward investment in key sectors for Somerset (Aerospace, Adv Eng, etc).</li> </ul>					
2.2.2	Liaise with developers and commercial agents	⊕	⊕	⊕		
	<ul style="list-style-type: none"> <li>Economic Development Strategy to be refreshed in 2017. Preliminary discussions re: sites with commercial developers/agents</li> <li>Future Expectations: Further discussion on progression of key commercial sites and potential barriers in light of referendum/business confidence</li> </ul>					
2.2.3	Increase PR on business and investment opportunities in Mendip	⊕	⊕	⊕		
	<ul style="list-style-type: none"> <li>Successes at end of Q3 include occupation of TePe in Wells, Mirage Inks in Frome &amp; construction is commencing at Dulcote</li> <li>Future Expectations: Press releases scheduled from Jan 17 to maximise business confidence and investment news for Mendip</li> </ul>					

2.2.4	Host a major launch event during the year	<ul style="list-style-type: none"> <li>Economic Development Strategy results may be combined with promotional event in 2017</li> <li>Future Expectations: Business survey to be sent out in 2017 forming part of EDS consultation</li> </ul>	ND	ND	ND	
2.2.5	Provide grant funding to maintain local tourism centres in our market towns	<ul style="list-style-type: none"> <li>Identifying options which could improve efficiency of grant funding with a longer term commitment.</li> <li>Future Expectations: Awaiting proposal for suggested future of grant funding for meeting with Portfolio Holder in Q4.</li> </ul>				

Corporate Priority						
2	Supporting economic development and growth					
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>Awaiting revised technical documents and sign off of revised LDO Consent from developer</li> <li>Future Expectations: Re-consultation followed by final sign off at Planning Board</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>Update to employment land supply monitoring in progress Consultation completed on Marketing Guidance (SPD) to protect employment sites.</li> <li>Future Expectations: Review of promoted employment sites and need for allocations by March 2017. Formal consultation in 17/18 Q1 in line with revised LDS programme agreed at Cabinet in January 2017</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>Bath &amp; West GD2 bid unsuccessful and GD3 unconfirmed end of Q3. Wells Tech Centre EOI shortlisted</li> <li>Food Enterprise Zone project impacted by lack of GD funding for agri-food centre. Wells Tech bid is proceeding with planning and final decision expected Feb 2017.</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 are being actively considered.</li> <li>• Future Expectations: By the end of the calendar year the project(s) with the most deliverable short term potential will have been identified.</li> </ul>	
2.3.5	Resolve barriers to infrastructure delivery	<ul style="list-style-type: none"> <li>• Working with the LEP and other agencies on the devolution agenda and identifying projects and funding opportunities for Mendip.</li> <li>• Future Expectations: Infrastructure Delivery Plan to be updated in Q4 along initial viability assessment for Community Infrastructure Levy.</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
LDS	Local Development Scheme
LEP	Local Enterprise Partnership
MDC	Mendip District Council
MTL	Mendip Tourism Limited
RB&WS	Royal Bath & West Society
SCC	Somerset County Council
SDP	Supplementary Planning Document
SME	Small Medium Enterprise
SW	South West
TIC	Tourist Information Centres


**MENDIP**  
DISTRICT COUNCIL **Finance Dashboard**
**Quarter 3 2016-2017 (1<sup>st</sup> October – 31<sup>th</sup> December 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 third quarter of 2016/17 financial year, the gross projected outturn is an under spend of £981k</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 Q3 in the year is forecasting to under spend to budget of £324K.</li> </ul>	⊕	⊕	⊕	
Capital Slippage (projected)	<ul style="list-style-type: none"> <li>A small slippage is forecast of £266k 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 3 2016-2017 (1<sup>st</sup> October – 31<sup>th</sup> December 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 3 2016-2017

The council received 21 customer complaints during Q3 and logged 26 expressions of praise for council services during this time.

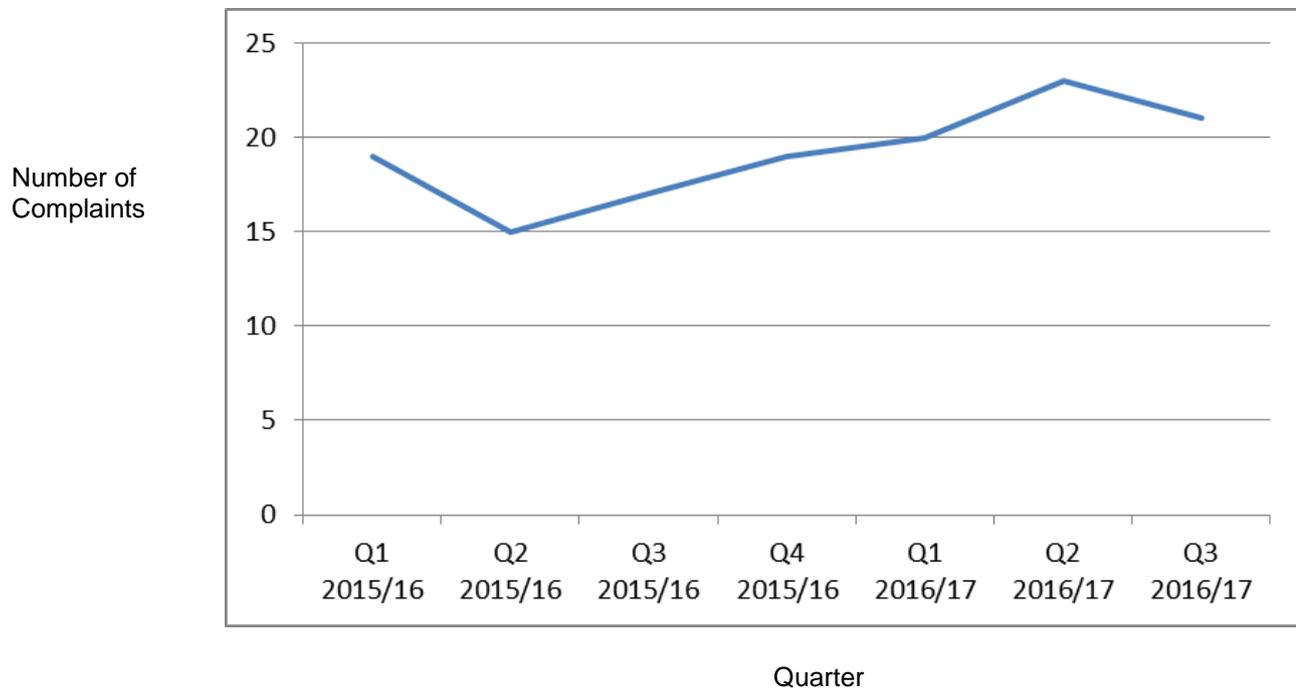
The 1<sup>st</sup> Stage Justified Complaints information for Quarter 3 2016-2017 is summarised below:

	Total number Complaints Received in Q3	Total number Complaints Responded to in Q3*	Average no of days taken to respond complaints in Q3*	Percentage Complaints Responded to within the 10 Day Target in Q3*
Corporate Services	0	0		
Law and Governance Services	0	0		
Neighbourhood Services	10	10	4 days	80%
Community Health Services	0	1	12 days	0%
Planning and Growth Services	1	1	1 day	100%
Housing Services	0	0		
Strategic Leadership Team	0	0		
Revenue, Benefits and Customer Services (5 Councils)	10	9	6 days	89%
<b>Total</b>	<b>21</b>	<b>21</b>	<b>5 days</b>	<b>81%</b>

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

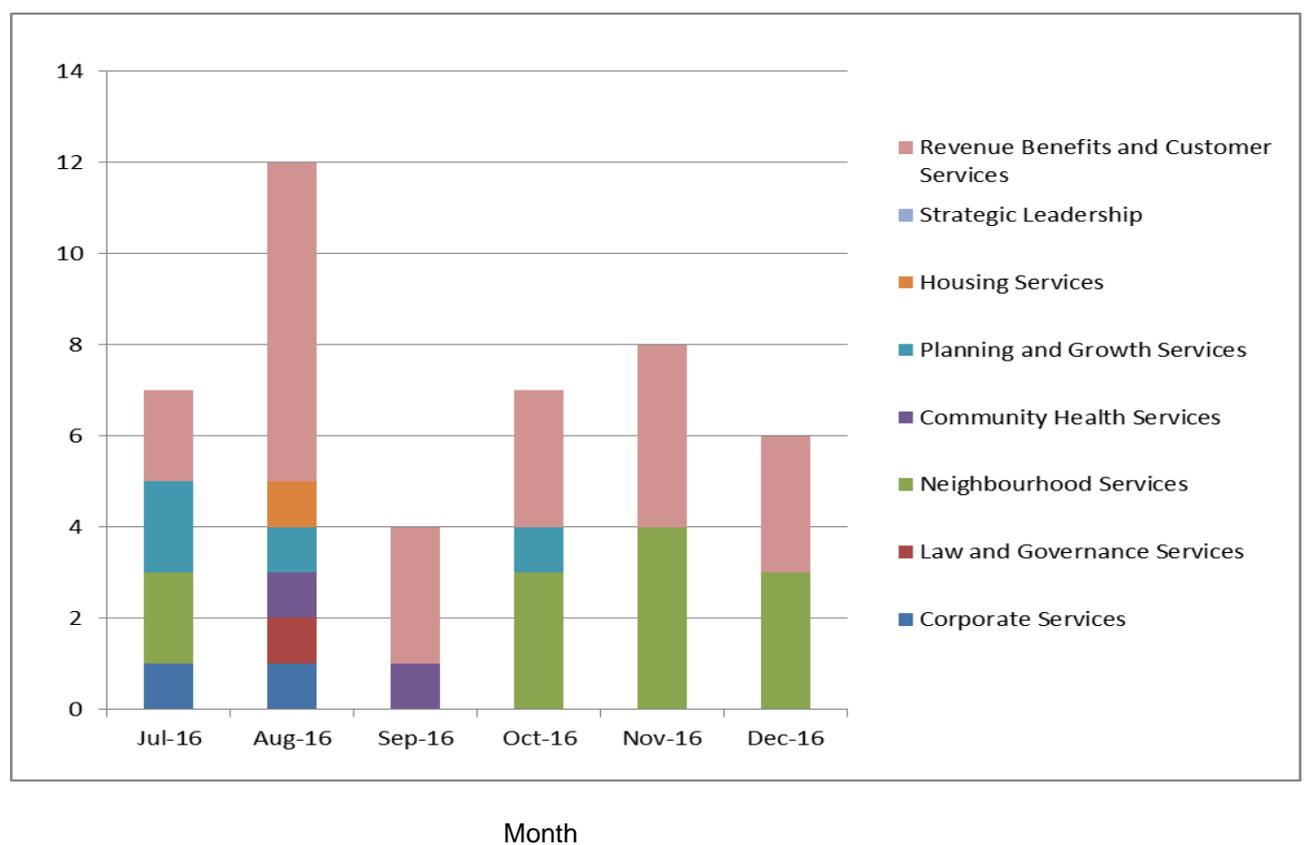
### Total Number of Complaints over the previous 18 Months

The graph below shows a steady gentle rise in the number of complaints between Q2 2015/16 and Q2 2016/17, this has tailed off in Q3 2016/2017.



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

As the chart show, complaints in Quarter 3 have principally been received by Neighbourhood Services and Revenues Benefits and Customer Services.



### Neighbourhood Services Update

The ten complaints received for Neighbourhood Services in the last quarter relate to four separate services as follows:

- Waste and recycling 3
- Markets and events 3
- Face to face customer services 3
- Street cleaning 1

All of these are customer facing services with large amounts of interaction and the mitigating actions vary from service to service. Two services are delivered by contractor and the complaints are referred through contract management channels. Face to face customer services has had new supervisory arrangements put in place and the markets service is undergoing some review.

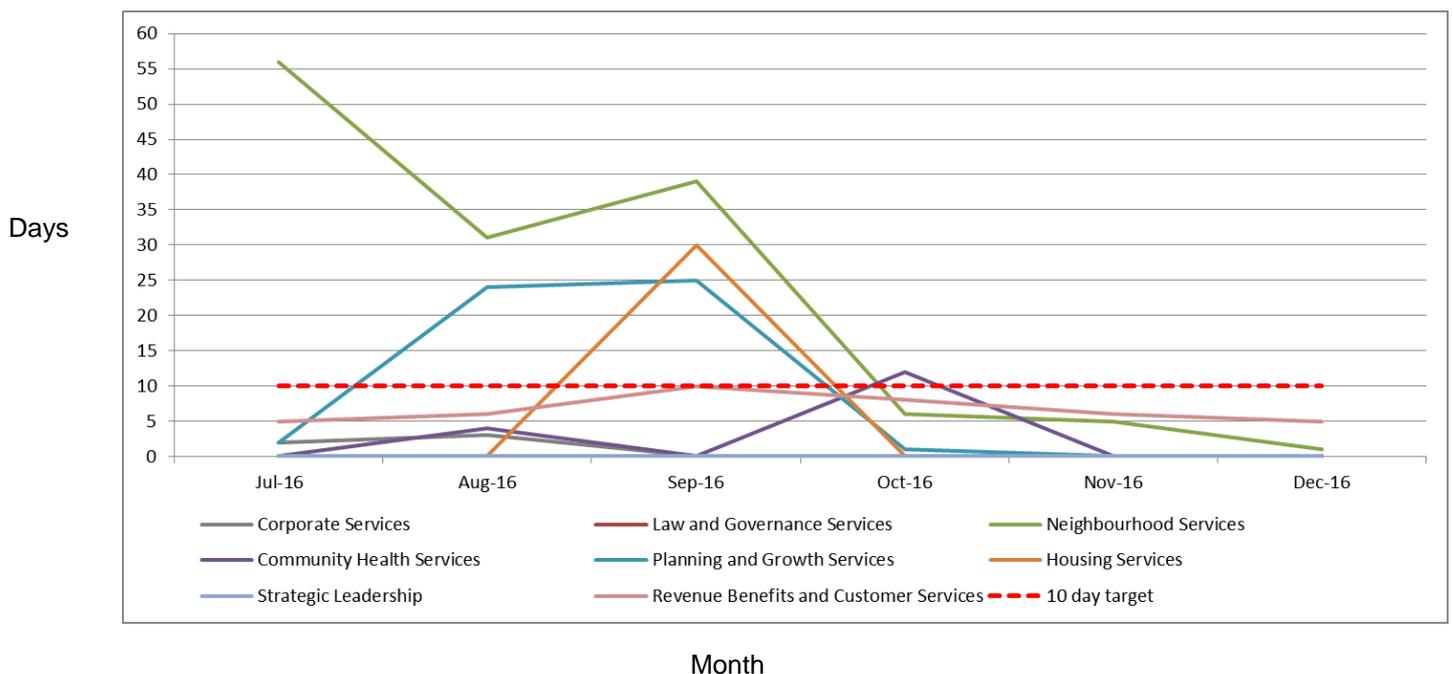
### Revenues Benefits and Customer Services

Complaints are monitored and reviewed as a regular agenda item with our contractor as part of the Service Improvement Group Meetings. Changes in procedures and actions to be implemented or refreshed are identified through this process.

Revenues Benefits and Customer Services is an extensive customer facing area that communicates with individuals, businesses, council tax payers, and all those receiving benefits. The number of complaints relative to the number of client contacts is reasonably low.

### Average Number of Days to Close Complaints

The Graph below shows the average number of days to close complaints per month and per service area. During the three months of Quarter 3 the average number of days to close complaints was predominately within the 10 day target. This an improvement on last quarter and is due to the successful review of the application of complaints procedures, along with refresh complaints management training across the organisation.



## Second Stage Complaints

- There was one second stage complaint, which was resolved in ten 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 resolved exclusively at Stage 1.

## Local Government Ombudsmen Complaints

- One Local Government Ombudsmen Complaint was received in Quarter 3.

Service Area	Number of Complaints
Revenue Benefits and Customer Services	1

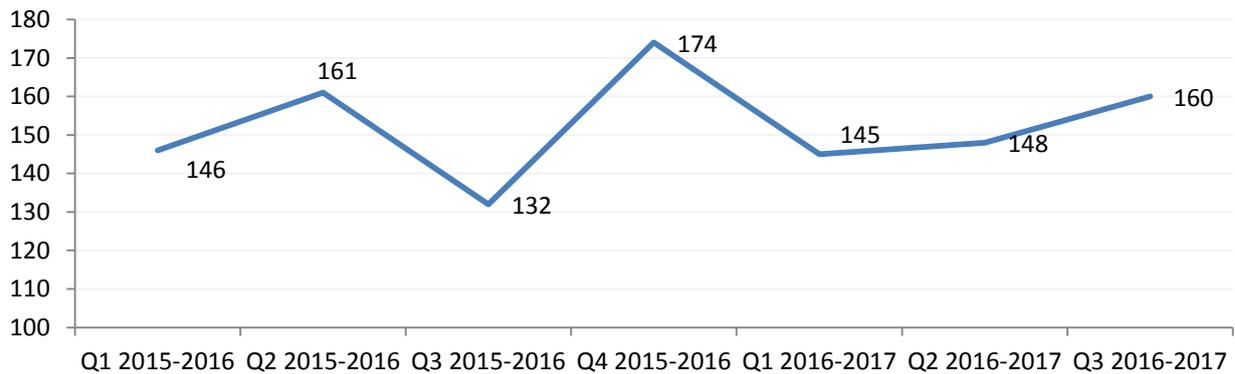


## Freedom of Information Overview

### Quarter 3 2016-2017 (1<sup>st</sup> October – 31<sup>st</sup> December 2016)

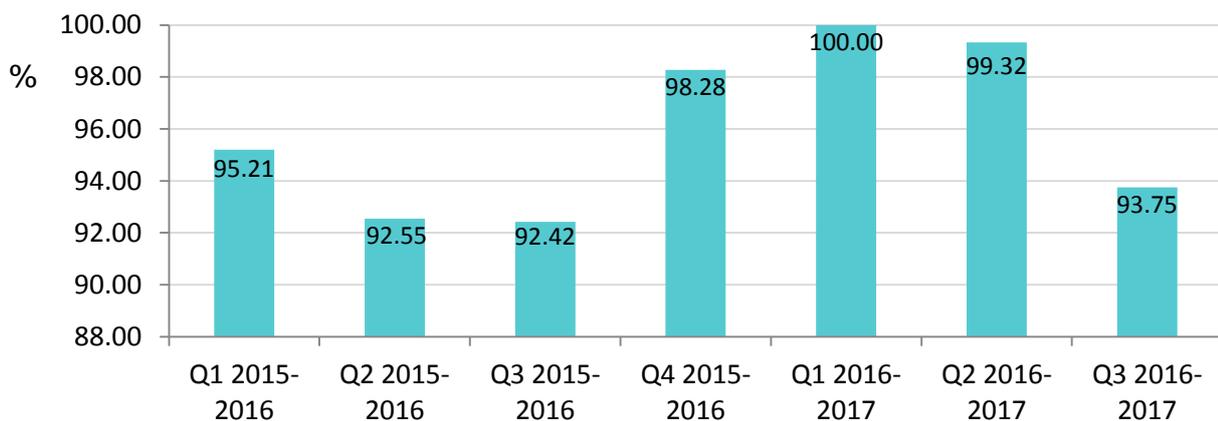
Mendip District Council deals with a significant number of Freedom of Information (FOI) requests per quarter, with a range of between 132 and 174 per quarter, approximately 600 per year.

#### Freedom of Information Requests Received

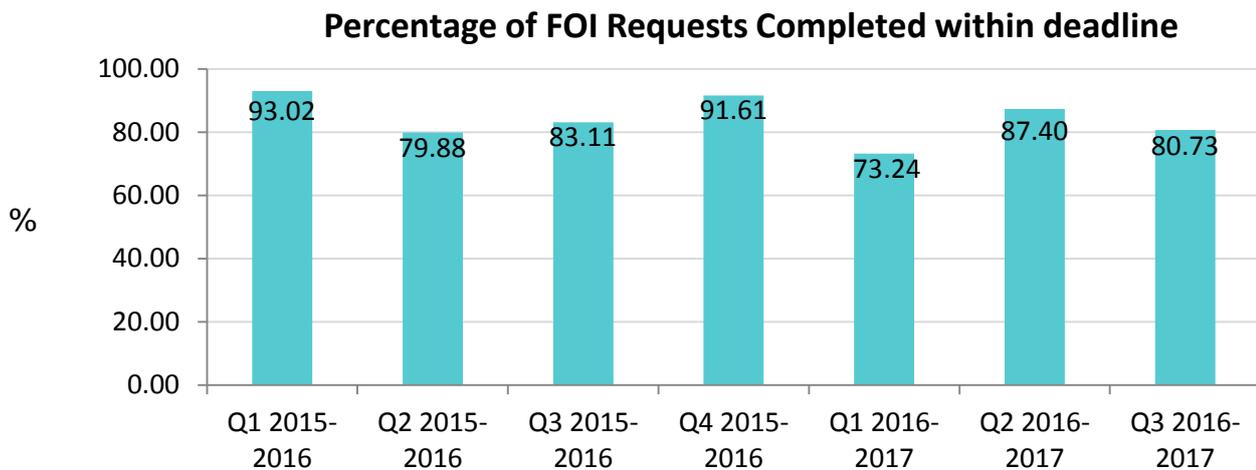


In general, FOI requests are acknowledged within two days, with a 94% success rate in Quarter 3

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



80.73 % of Freedom of information requests have been completed within the deadline in Quarter 3. The lower percentage this quarter is principally due to an unpredictable but significant number of requests being directed towards a specific service area. Comparing Q2 and Q3 information we can establish that there was almost a 50% increase in information requests to this department. In Q2 they took an average of 6 hours/week to answer FOI requests whereas in Q3 this rose to 13 hours/week i.e. almost 2 days. In general, particular service areas can receive higher numbers of requests than others and/or the complexity of those requests can impact upon completion times.

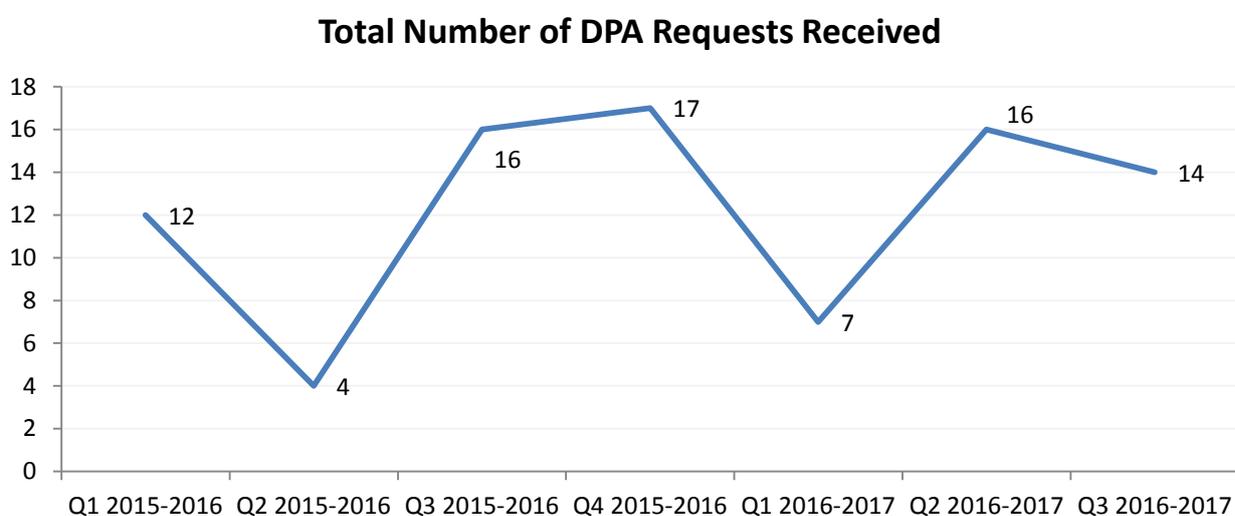




## Freedom of Information Requests that have a Data Protection Act Requirement

### Quarter 3 2016-2017 (1<sup>st</sup> October – 31<sup>st</sup> December 2016)

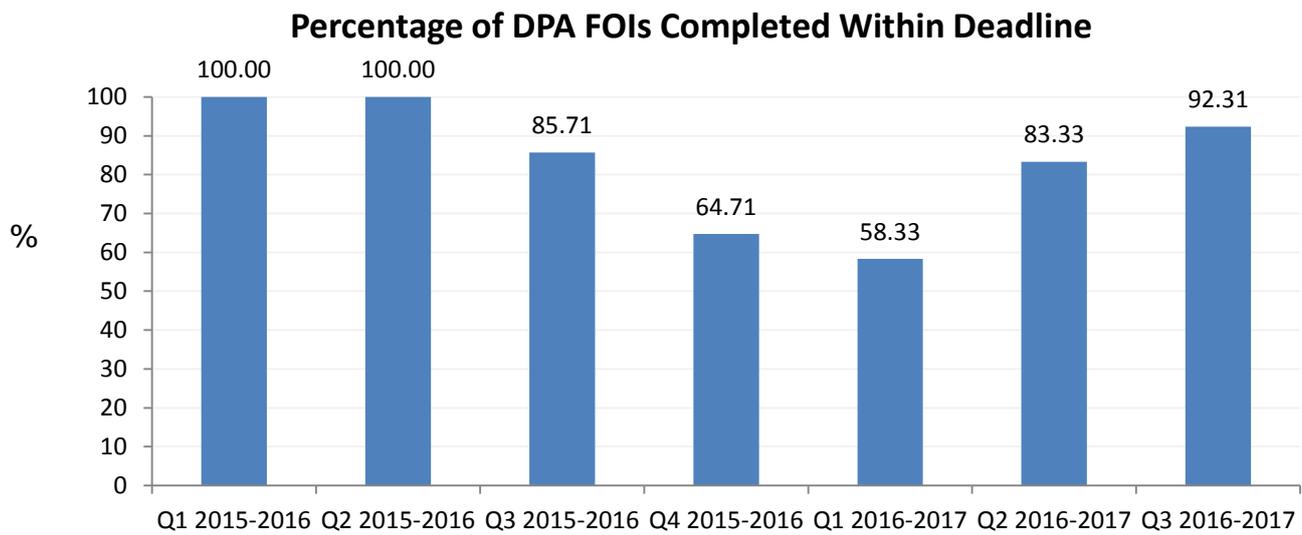
Mendip District Council deals with a number of Freedom of Information (FOI) requests that have a Data Protection Act (DPA) element. Requests per quarter are ranging from between 4 and 17. This quarter a fairly high number, 14, were received.



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 request.

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

In Quarter 3 92% of requests were completed within the allocated time.





## Human Resources Figures

Quarter 3 2016-2017 (1<sup>st</sup> October – 31<sup>st</sup> December 2016)

### HR Employee Figures

	Q3 2016/2017	Q3 2015/2016
Total Employees	164	
Full Time Earners	148.8	149
Starters	3	
Leavers	9	

### HR Sickness Figures

	Q3 2016/2017	Q3 2015/2016
Total Number of Sickness Days Lost	400	163
Long Term Sickness Days	341	66
Average Number of Days Lost per FTE	2.69	1.09
Number of Staff Sick	37	
Average Number of Days Lost per Actual Staff Sick	10.8	
Percentage of Staff that have taken Sick Leave	22.6%	

The total number of days lost to sickness in Q3 is higher than for the same period of 2015/16. However much of this figure is accounted for by a number of employees currently experiencing longer term sickness. Looking at the figures over a slightly

longer timeframe, the sickness rates for the six month period of July to December 2016 are comparable with the same period of 2015.

Managers are proactively managing sickness levels within their services and providing support to staff with longer term conditions. Overall, seasonal illnesses and viruses have also impacted on sickness levels.