

Open Report on behalf of Judith Hetherington Smith

Report to:	Value for Money Committee
Date:	23 June 2015
Subject:	Council Business Plan 2012 - 2015 Performance Report, Quarter Four 2014/15

Summary:

This is the final report against the 2012 – 2015 Council Business Plan. The Council Business Plan 2015/2016 was approved by Council in February and we will bring an appropriate, new style of reporting in the autumn. We are considering holding a workshop on 28th July to begin engaging with VFM Committee members on a new style report. This workshop would take place instead of a formal VFM meeting if Committee members would find this helpful.

This report summarises performance in Q4 2014/2015 and highlights changes since quarter 3:-

Performance Indicators

75% (33) of the performance indicators reported in Q4 are better than or within target.

Explanations for indicators better than target and worse than target for the first time in Q4 is detailed in the background section of this report.

Performance indicators performing better than target or worse than target for two consecutive quarters are detailed in Appendix A(i): Summary Exception Report (Worse or better than target).

Council Priority Activities

Two Council Priority Activities reported significant issues at the end of March 2015: The Lincoln Eastern Bypass and the Library Needs Assessment Programme. Both have been reporting significant issues since Q2.

Although the Lincoln Castle Revealed and the Southern Grantham Relief Road were showing significant issues in Q3, Project Mangers reported no significant concerns at the end of March 2015.

Manage People

The implementation of Agresso and the close down of SAP mean that March data will not be available and so performance is shown to the end of February.

Customers

The headline figures are an increase in upheld complaints (24 compared with 20 in Q3) and more compliments (120 compared with 88 in Q3).

Finance

Total revenue spending, excluding schools, was under spent by £8.126m or 1.9%. Net capital spending was under spent by £21.305m or 28.7%. A separate report on review of financial performance is included on the agenda of this meeting.

Actions Required:

Committee:

- Notes Quarter 4 performance.
- Considers if there are any points to bring to the attention of the Executive.

1. Background

Council Priority Activities within the remit of the Value for Money committee are reporting no significant issues in Q4. VFM Committee will receive a separate report relating to Future Delivery of Support Services (FDSS) on the same agenda as this report.

There is only one performance indicator within the remit of the Value for Money committee reporting worse than target, the performance indicator relates to procurement and details are provided in Appendix A(i): Summary Exception Report (Worse or better than target).

The following is reported for information only as scrutiny of performance falls within the remit of other scrutiny committees.

Performance indicators within or better than target in Q4 having been worse than target in Q3:-

- Percentage of the eligible population 40-74 offered an NHS health check who received a health check has increased and is within target in Q4 (47.67% in Q3 to 56% in Q4 compared with a target of 55%). Please note our out turn will be verified by Public Health England once all local authorities have submitted their data. The national uptake in 2013/2014 was 48.6%.
- Non principal roads where maintenance should be considered is better than target in Q4. Machine survey results indicate a significant improvement in the condition of these roads, although an element of improvement may be due to the changes made to the measurement procedure and the service is querying this with Transport Research Laboratory (TRL) who report on the road condition survey data in Lincolnshire.

Performance indicators slightly short of target for the first time in Q4:-

- Children subject to a child protection plan per 10,000 population have increased (25.8 Q3 to 28.1 Q4 compared with a target of 26) due to a number of factors: - large sibling groups; more robust identification of children at risk of harm; and increased numbers of transfers in from other local authorities. To put this increase in context, Lincolnshire figures are still below national, regional and statistical neighbours. All social care teams have been required to review the children and young people on a child protection plan to assure that this is appropriate action.
- Percentage of people better supported to manage their physical condition is reported with a one quarter lag and performance has decreased slightly (89% in Sept 2014 to 88% in Dec 2014 compared to a target of 90%). The figures for quarter 4 will have been affected by the fact that one of our providers was unable to input their outcome data into St Andrews recording system therefore not giving a true representation of individuals supported through this quarter.
- Although the percentage of social care clients receiving self-directed support in the form of a direct payment has increased slightly (47.7% in Q3 to 47.8% in Q4) performance is below the Q4 target of 50%. An additional 900 clients and carers have benefitted from a direct payment this year compared to 2013/14, which is a good increase of 19%. Of the 5,500 total direct payment recipients, almost 4,000 are carers (70%), a number and proportion that continue to rise. Although capacity and improvements in direct payment processing have been made, in times of crisis people still rely on the council to manage their personal budget for them rather than taking on the responsibility to arrange their own care. Home support packages can be brokered and provided much quicker, particularly after a client has been in hospital.
- Percentage of 16 year olds participating in learning has increased slightly (94.7% Q3 to 94.9% in Q4) but was slightly short of the Q4 target of 95%. Work to support young people to meet their statutory duty to remain in education until their 18th birthday continues to be a high priority. The careers service works with young people who are not in education and training or who drop out of education early, to identify opportunities that are appropriate to meet their needs. There has been a small change in the mix of participation, with a drop in the number of young people aged 16 to 17 undertaking apprenticeships. Work is ongoing in partnership with training providers and the Employment and Skills Board

2. Conclusion

Three quarters of performance indicators are better than or on target. Of the 25% worse than target, explanations are summarised in this report. All of the council priority activities are reporting no significant concerns with the exception of the Lincoln Eastern Bypass and Library Needs Analysis. The headline figures for Customers are an increase in upheld complaints (24 compared with 20 in Q3) and more compliments (120 compared with 88 in Q3). Total revenue spending, excluding schools, was under spent by £8.126m or 1.9%. Net capital spending was under spent by £21.305m or 28.7%.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Jasmine Sodhi, who can be contacted on 01522 552124 or jasmine.sodhi@lincolnshire.co.uk.

The following information is contained within this report:

1	b	Performance Indicators: Summary Exception Report – those behind target or ahead of target for 2 quarters
	c	Voice of the Customer Summary Dashboard
	d	Manage People: Summary Report
	e	Manage Finance: Summary Report
	Appendix A	Council Priority Activities with comments
2	Appendix B	Customer Experience Report

Appendix A(i): Summary Exception Report (Worse or better than target)

Symbol Key		
Performance band	Symbol	Colour
Better than target	+	Green
Worse than target	◆	Red

Performance Indicators - Red - Value for Money Scrutiny Committee - Annual Lag									
Measure Name	Actual Mar 2014	Target Mar 2013		Actual Mar 2014	Target Mar 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
<p style="text-align: right;">Page 17</p> <p>The total value of purchasing transactions for local businesses as a percentage of the total value of purchasing transactions. (2 quarter data lag)</p>	50.04	52.44	◆	50.04	52.69	◆	<p>Although we did not meet our target of 52.69%, there is an increase upon last year's performance by 2.74 %. This, combined with the fact that the authority increased its overall spend on procurement goods and services from last year (from £507,212,145 to £532,824,756), indicates our local procurement strategy is having a positive effect for local the local supply market.</p> <p>To continue to improve upon this CBPI we shall continue with the implementation our local policy including changes to our contract procedure rules empowering buyers to 'buy locally' where local suppliers provide the best offer. A category management approach to procurement giving consideration to whole life costs and economic, social and environmental impact. We consider SMEs and local suppliers in each procurement exercise and 'flag' relevant opportunities. Proactively engaging with SMEs and local suppliers in advance of formal procurement exercises enabling 'buyers' to understand their market and help achieve a diverse, thriving and 'tender ready' supplier base. We host Meet the Buyer events, deliver project specific workshops, including training and guidance for SMEs, communicate with FSB, CofC and Compact partners & publish contract notices which are 'flagged' as suitable for SMEs. We circulate a supplier newsletter</p>		

Performance Indicators - Red - Value for Money Scrutiny Committee - Annual Lag

Measure Name	Actual Mar 2014	Target Mar 2013		Actual Mar 2014	Target Mar 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
							<p>signposting opportunities. We advertise contract opportunities on a local website developed with SMEs in mind: (www.sourcelincolnshire.com) utilise Contracts Finder and OJEU. We actively network with suppliers as part of our category management approach (including premarket engagement), often directly inviting SMEs to compete. Our very popular TIPP (supplier training) programme developed in partnership with the CofC and FSB has been specifically designed to help SMEs find opportunities and understand how to respond effectively. Approximately 1500 SMEs have benefited from this training.</p>		

Performance Indicators - Red - Children and Young People Scrutiny Committee - 7 month lag

Measure Name	Actual Aug 2013	Target Aug 2013		Actual Aug 2014	Target Aug 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
<p>2018</p> <p>The number of pupils achieving 5 or more A*-C or equivalent including English and Maths at KS4 as a percentage of the number of pupils at the end of KS4.</p>	61.80	65.00	◆	54.80	65.00	◆	<p>Results at KS4 fell very sharply across the country because of changes to the examinations and curriculum. The vast majority of secondary schools in Lincolnshire are academies which we monitor through their results and we challenge when results are poor. However, the local authority has no statutory right of entry into these institutions and does not provide improvement services. These can be purchased from a variety of sources which are signposted. Where performance is poor and not improving, the local authority refers academies to the Regional Schools Commissioner for remedial measures to be taken.</p> <p>It should be noted that if the data from the Lincolnshire Bourne school for English are counted, then the Lincolnshire Actual 5+A*-C (inc Eng&Mat) figure would be 56.6% which places Lincolnshire in line with the national average; Lincolnshire's ranking within the statistical neighbour group would rise from 6th to 4th and the national ranking would rise from 102nd to joint 84th.</p>		

Performance Indicators - Red - Children and Young People Scrutiny Committee - 7 month lag

Measure Name	Actual Aug 2013	Target Aug 2013		Actual Aug 2014	Target Aug 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
The percentage point gap between pupils eligible for free schools meals (FSM) achieving at least Level 4 in English and Maths at Key Stage (KS) 2 and pupils ineligible for FSM achieving the same outcome.	21.70	18.00	◆	21.00	17.00	◆	Head of service comments will be provided at the VFM meeting		

Performance Indicators - Red -Community and Public Safety Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Number of Heritage Service Users	3,426,040	3,760,882	◆	4,674,621	5,084,912	◆	Heritage Service interactions have declined compared to last year 2013/14. This is largely due to a decline in online usage. We are confident that this should improve in coming months with the unveiling of the Castle Revealed development and the associated renewed interest in the county's heritage sites.	3 June 2015	
Percentage of co-responder incidents where Fire and Rescue rendered assistance	87.89 %	91.00 %	◆	87.96 %	91.00 %	◆	We are behind target for this indicator however compared to last year, we have seen a small increase in the % of co-responder incidents where we have provided assistance. Data shows that the % of co-responder calls where the ambulance crew are in attendance prior to F&R is consistently between 7 - 10 % & those where the casualty is deceased is		

Performance Indicators - Red - Community and Public Safety Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Number of people supported to stop smoking	939.00	1,342.00	◆	866.00	1,791.00	◆	consistently between 2 - 3%. The target for 2015/16 has therefore been altered to reflect this. The overall quit rate currently stands at 54.37% which is above the year-end target of 52.20%; this indicates a continued quality mark despite the challenges of low staffing levels. The Acute figures have seen a small dip which is directly attributable to low staffing levels and not unexpected, the recent recruitment of three new advisors who are near to meeting their competencies promises to see the acute service quickly get back on track for the remainder of the contract. The pregnancy quit rate has continued to increase with a current year end forecast of 228; this is as a result of innovative improvements to processes and the continued dedication of the Pregnancy Lead and the team.		

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Performance Indicators - Red - Environmental Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
The percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	52.00 %	54.50 %	◆	49.80 %	54.50 %	◆	(Estimate as we await third party data). The quantity of dry recyclables being collected has flat-lined and there remain issues with contamination in material presented to us for recycling.	12 June 2015	

Performance Indicators - Green - Community and Public Safety Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Number of library interactions	4,218,992	4,127,669	+	5,727,843	5,500,000	+	Library interactions have been on target for the four quarters of 2014-15 and have exceeded the target for the year; although they are lower than the same period last year. The amount of stock issued is 10% down on the same period in 2013.	3 June 2015	
Percentage reduction in repeat victimisation for those domestic violence	19.1	20.0	+	18.0	20.0	+			

Performance Indicators - Green - Community and Public Safety Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
cases being managed by a MARAC									
Total number of fatalities due to primary fires per 100,000 population.	0.28	0.42	+	0.41	0.56	+	We have remained within the agreed limit for the number of fire fatalities and we have also seen a reduction compared to last year. Of the 3 fire fatalities that occurred during the year, 1 was a suicide and the remaining 2 resulted from accidental dwelling fires.		
Number of deliberate primary fires per 10,000 population	2.71	3.09	+	3.33	3.97	+	We have ended the year better than target however we have seen a 14% increase in the number of deliberate primary fires compared to last year. The most common property types involved in deliberate primary fires continues to be both vehicles & dwellings, both of which have seen an increase - deliberate vehicle fires up by 23% (up from 82 last year to 101 this year), deliberate dwelling fires up by 36% (up from 25 last year to 34 this year). These 2 property types account for 56% of all deliberate primary fires. It is, however, pleasing to see that there has been a continued & steady decrease in the number of deliberate primary fires involving farm-related property - down from 37 in 2012/13 to 29 last year to 26 this year. All 3 Divisional areas have seen increases in deliberate primary fires, however the biggest by far has been in East Division - up from 55 last year to 75 this year (36% increase) although this brings them back to a similar level seen in 2012/13. South & West Divisions, have only seen increases of 3% & 9% respectively.		
Percentage of eligible population aged 40-74 offered an NHS Health Check	19.39	15.00	+	22.90	20.00	+	In 2014/15 53,129 invitations were sent (compared to 46,411 target) 29,242 assessments have been completed (55% uptake this year). As the programme is in it's second year of the 5 year rolling cycle these numbers will be counted towards our 5 year target of 100% of the eligible population to be invited. Our performance over these two years will meet our target of 40% to be invited (40% is the target, as the 100% for 5 years is split into 20% to be		

Performance Indicators - Green - Community and Public Safety Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
							invited each year).		

Performance Indicators - Green - Economic Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Number of jobs created or safeguarded	542	363	+	661	482	+	(This indicator is broken down in the following: Number of Jobs Created = 451, Number of Jobs Safeguarded = 210) We have over achieved this target significantly as a result of particular success in landing FDI (Foreign Direct Investment) and inward investment into the County in collaboration with UKTI. Having analysed the trends over the 2014/15 quarters it has shown a sustained level of growth; this is clearly good for the economy as we now have 661 jobs created of which 451 are new jobs. This can be attributed to our increased inward investment promotional activities such as MIPIM, MIPIM UK and Belton.	9 June 2015	

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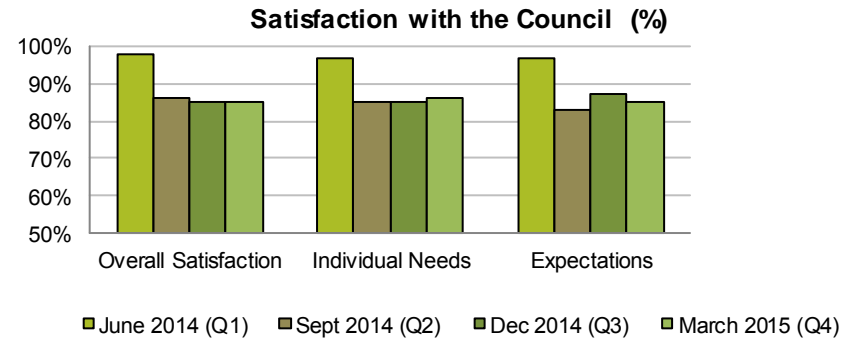
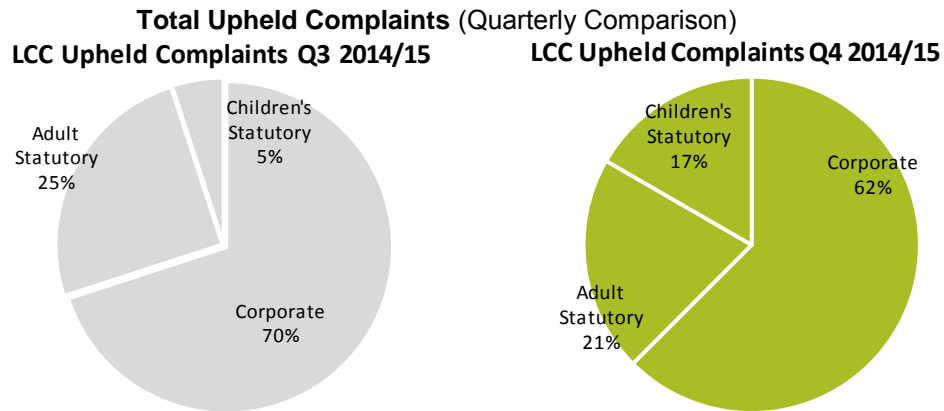
Performance Indicators - Green - Environmental Scrutiny Committee

Measure Name	Actual Dec 2014	Target Dec 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Tonnage waste to landfill by diverting to the Energy from Waste facility	12,148	16,890	+	14,277	22,521	+	(Provisional as we await verification of third party data). Over the year as a whole nearly 92% of our non-recycled waste (which would previously have gone to landfill) has been diverted to our Energy from Waste facility.	12 June 2015	
Percentage reduction in tonnes of CO2 emitted from use of fuel (building and transport).	12	3	+	18	4	+	The proxy database shows reductions in buildings emissions and slight increase in vehicle emissions. These figures should be treated with caution and it is proposed to review reporting as the opportunity now exists to increase scope of reporting.	12th June 2015	

Performance Indicators - Green - Highways Scrutiny Committee - Annual

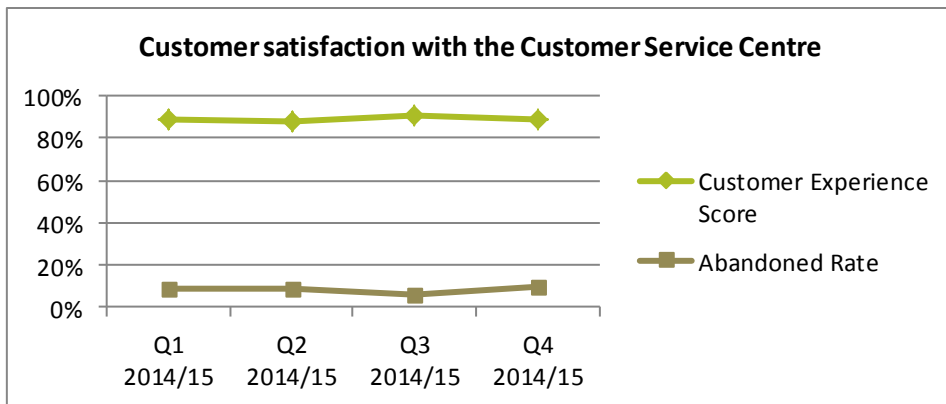
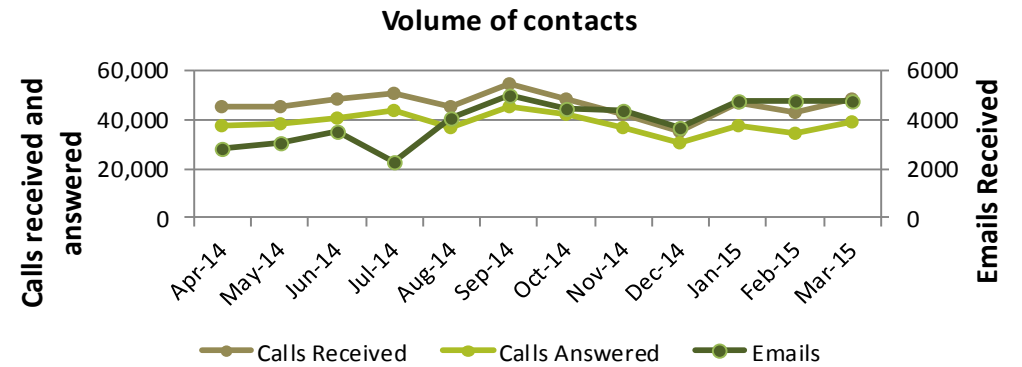
Measure Name	Actual Mar 2014	Target Mar 2014		Actual Mar 2015	Target Mar 2015		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
The percentage of the local authority's A-road and M-road network where maintenance should be considered.	3.00	4.00	+	3.00	4.00	+	We continue to maintain the condition of our more major roads.		

Voice of the Customer Summary Dashboard (Quarter 4 2014/15)



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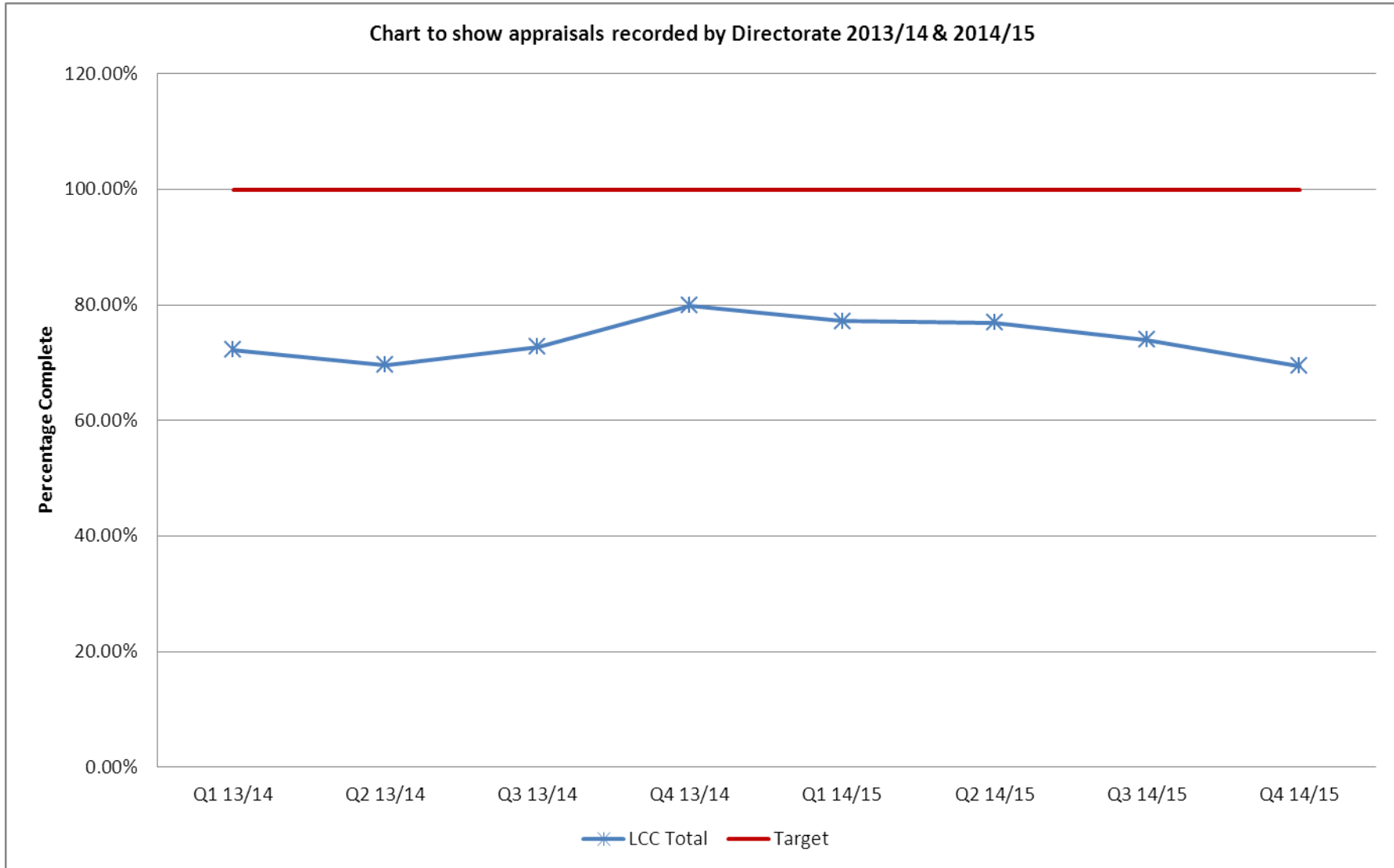
	Dec (Q3 2014/15)	Mar (Q4 2014/15)
Corporate	14	15
Adult Statutory	5	5
Children's Statutory	1	4
Total	20	24



Customer Satisfaction	2014/15 Minimum Service level	2014/15 Target	Dec Q3 14/15	Mar Q4 14/15	
Customer Experience Score	80%	85%	91%	89%	+
Quality Score	80%	85%	*	*	●
First Point Resolution	75%	80%	76.8%	72.8%	●
Avoidable Contact Rate	25%	20%	13.1%	16.5%	+
Abandoned Rate	<15%	<10%	6.2%	9.7%	13+

Manage People: Summary Report (April 2014 to February 2015 – Q4 2014/15)*

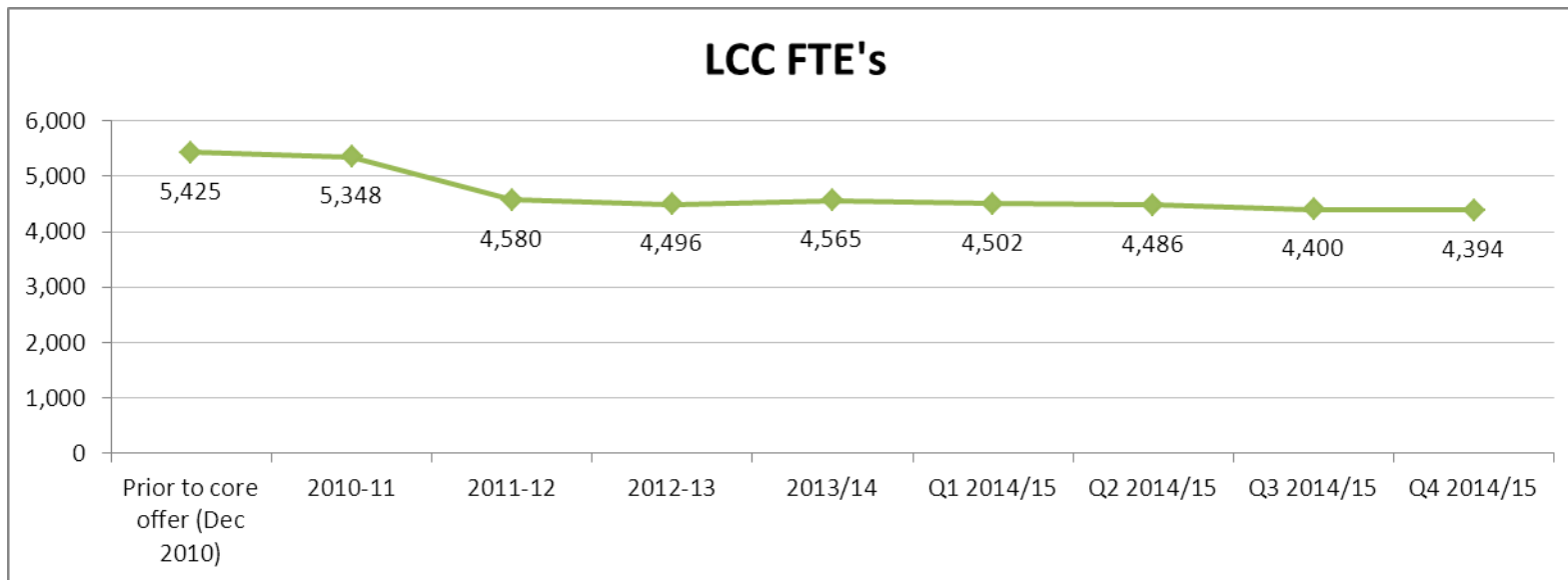
Appraisals



* Due to the implementation of Agresso and the closedown of SAP, Year-end reports for 2014/15 are based on February 2015 data

N.B. As at May 14 the reported monthly and quarterly appraisal figures are based on a 13 month rolling time frame.

- With effect from Q1 14/15, appraisals are reported on a 13 month rolling time frame as this reflects the number of appraisals completed more accurately. Previously appraisals completed were reported on a 12 month rolling time frame which is shown in the figures for the previous quarters.
- Please note that the graph shows the percentage of appraisals recorded over 13 months from 1 February 2014 to 28 February 2015 and excludes LEA Schools staff (staff employed by schools) and uniformed Lincolnshire Fire and Rescue Service staff.
- The implementation of Agresso and closedown of SAP on 1 April 2015 has impacted on appraisal reporting for March 2015 in SAP. March 2015 data will be captured in Agresso.
- Due to organisational changes which came into effect from 1 April 2014, direct comparisons with previous service performance will not be possible as we are not measuring 'like for like' performance. Due to the implementation of Agresso and its impact on reporting, a direct comparison cannot be made with the total cost of sickness absence at the corporate level for Q4 2014/15.
- Although there has been an overall fall in the number of appraisals recorded in Q4 14/15 compared to Q3 14/15, when compared to Q3 13/14 the rate of recorded appraisals is higher. The comparison of Appraisal rates with Q4 13/14 shows an increase of levels in some areas.



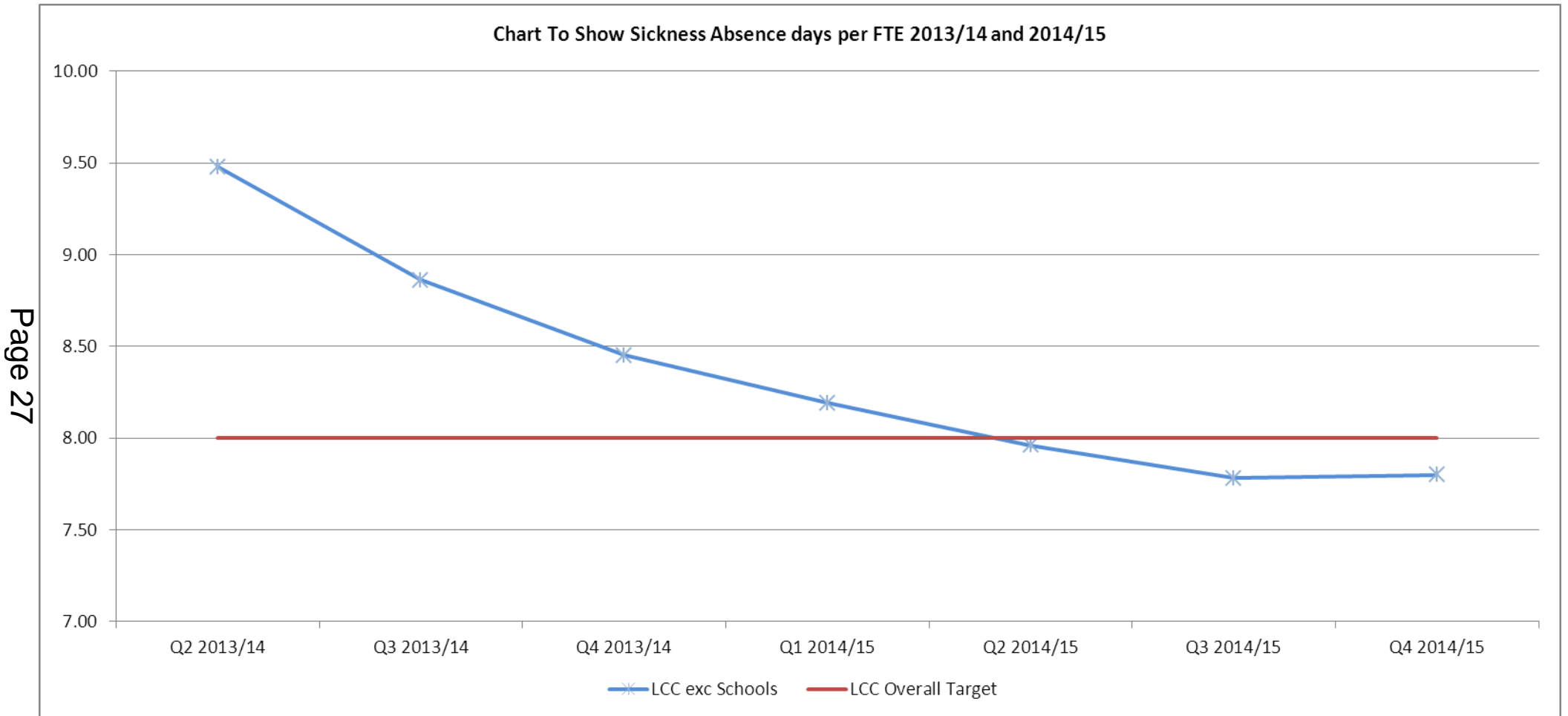
* Due to the implementation of Agresso and the closedown of SAP, Year-end reports for 2014/15 are based on February 2015 data

Key information:

- The total LCC Full Time Equivalent (FTE) remains significantly reduced compared to December 2010. The FTE for Q4 2014/15 has fallen when compared to the 2013/14 year end figure. This is the result of the transfer out of The Lincolnshire Assessment and Reablement Service (LARS) staff and Senior Management Review (SMR).
- It should be noted that these are average FTE figures for a rolling 12 months from 1 March 2014 to 29 February 2015 and that the figures also exclude LEA Schools staff (staff employed by schools).

Sickness absence

Chart To Show Sickness Absence days per FTE 2013/14 and 2014/15



Key information – Sickness Absence Rates

- The graph shows sickness absence for the rolling 12 months from 1 March 2014 to 28 February 2015 as the implementation of Agresso and closedown of SAP on 1 April 2015 has impacted on sickness absence reporting for March 2015 in SAP. Sickness absence data for March 2015 will be captured in Agresso.

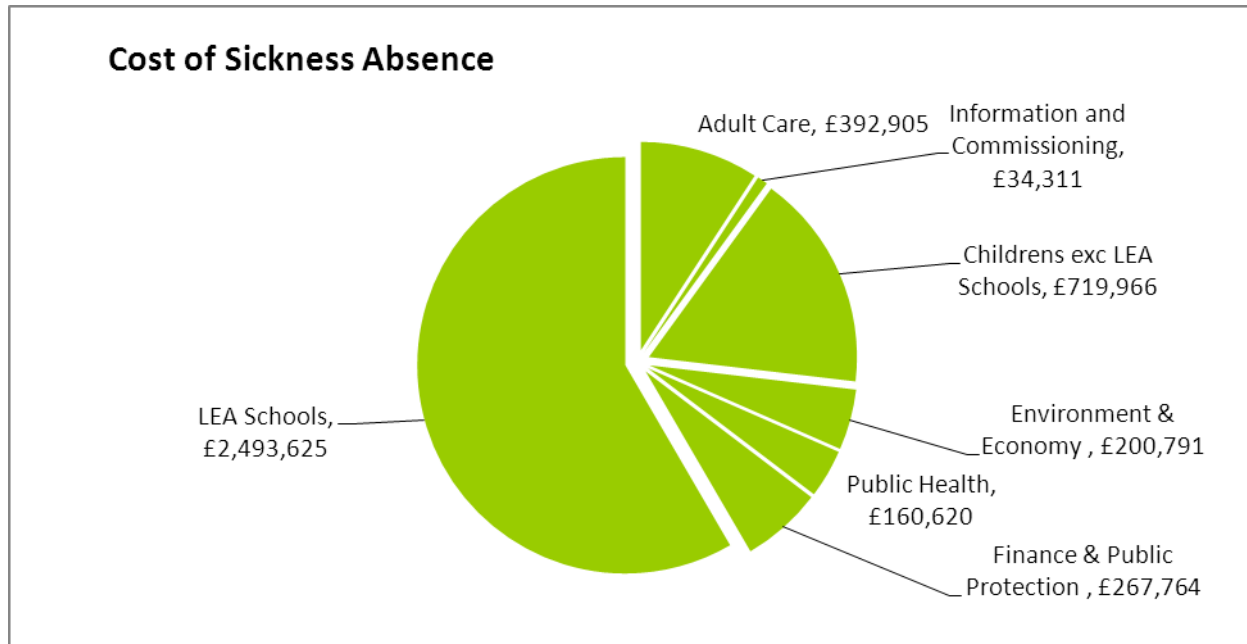
* Due to the implementation of Agresso and the closedown of SAP, Year-end reports for 2014/15 are based on February 2015 data

- The Q4 sickness absence figure has remained unchanged when compared to the Q3 2014/15 figure – 7.80 days per FTE compared to 7.78 Days per FTE.
- It is difficult to make direct area comparisons with Q4 2013/14 and Q4 2014/15 due to organisational changes that came into effect from 1 April 2014. Therefore direct comparisons for service areas with 2013/14 will not be possible as we are not measuring 'like for like' performance. However, a direct comparison can be made with the sickness absence days per FTE at the corporate level.
- With the introduction of a 12 month rolling sickness absence days per FTE measure from 1 April 2014, a sickness target for 2014/15 has been agreed by the Director and Portfolio Holder (see above).
- Support is on-going in areas with higher than average levels of sickness absence such as Adult Care and Children's Services.
- Reports on the top 10 long term sickness cases have been piloted to highlight cases which have a considerable impact on service performance. Actions have been taken as appropriate.
- The number of days lost due to sickness absence continues to reduce through the proactive work of managers with staff and the people management service. This is supported by council wide Health and Wellbeing initiatives, coupled with effective partnerships with the council's occupational health provider.
- This demonstrates the commitment made by LCC to actively reduce sickness absence.
- Absence levels in Information & Commissioning and Environment and Economy are below those reported in Q3 2014/15.
- Please note that the graph excludes LEA Schools staff (staff employed by schools) and Lincolnshire Fire and Rescue Service staff.

Key information – Sickness Absence Cost

- The pie chart below shows the cost of sickness absence for the rolling 12 months from 1 March 2014 to 28 February 2015 as the implementation of Agresso and closedown of SAP on 1 April 2015 has impacted on sickness absence reporting for March 2015 in SAP. Sickness absence data for March 2015 will be captured in Agresso.
- It is difficult to make direct area comparisons with Q4 2014/15 and Q4 2013/14 due to organisational changes that came into effect from 1 April 2014. Therefore direct comparisons for service areas with 2013/14 will not be possible as we are not measuring 'like for like' performance. Due to implementation of Agresso and reporting to the end of February 2015 instead of end of March 2015, direct comparison cannot be made with the total cost of sickness absence at the corporate level for Q4 13/14.
- Overall the LCC sickness absence costs are significantly lower than February 2013/14 - £1,776,356 (exc Schools) compared to £1,966,449. This further illustrates the progress being made in managing sickness absence management.
- Please note that the graph excludes Lincolnshire Fire and Rescue Service staff.

* Due to the implementation of Agresso and the closedown of SAP, Year-end reports for 2014/15 are based on February 2015 data



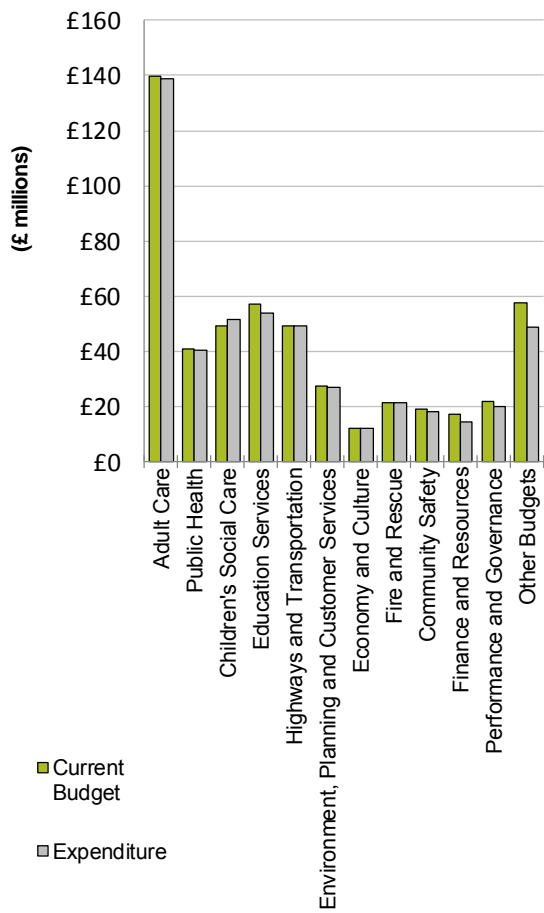
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Revenue

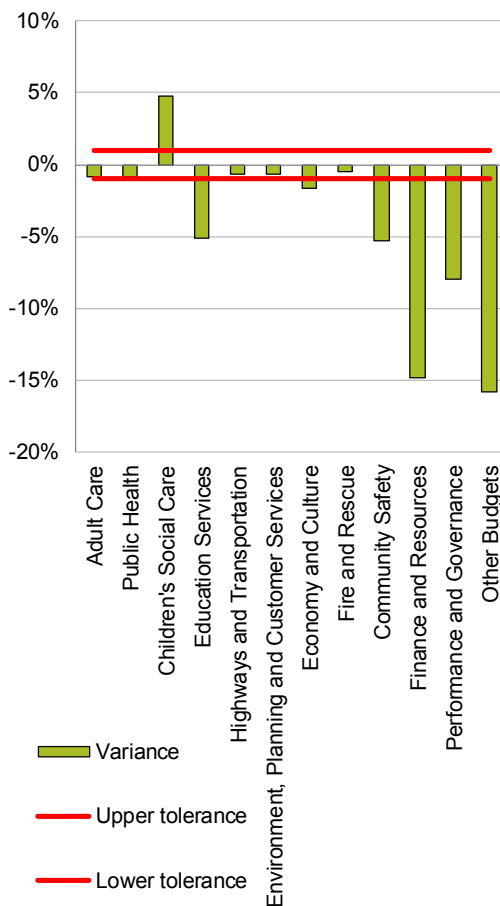
Key Information:

- Total service revenue spending, excluding schools, was under spent by £8.126m or 1.9%.
- Schools were underspent by £17.658m or 6.3% of the schools budget.
- There was an underspend of £9.150m on other budgets or 15.8%.
- The Council received £0.407m or 0.1% of general funding income in excess of budget.
- This give the Council an overall underspend of £35.341m.

Revenue Budgets Compared to Expenditure
(Excluding Schools Budgets) March 2015



Revenue-Service Area % Over/Under Spends (+/- 1% Tolerance)

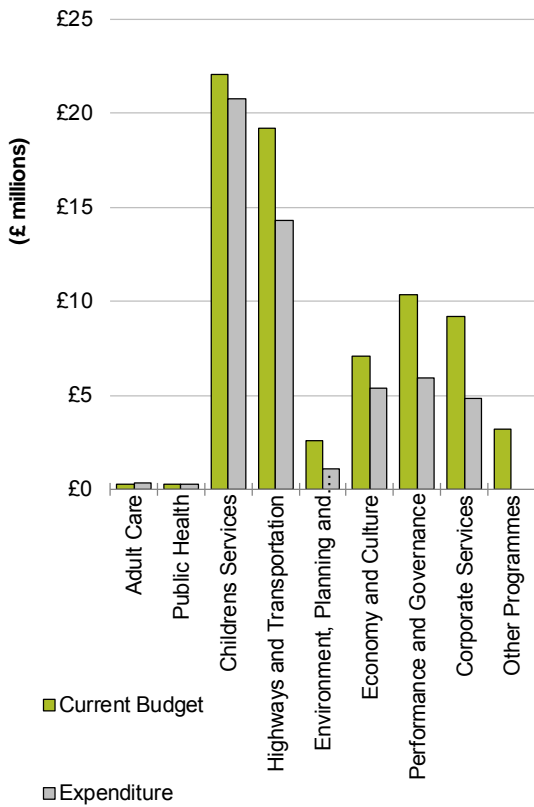


Capital

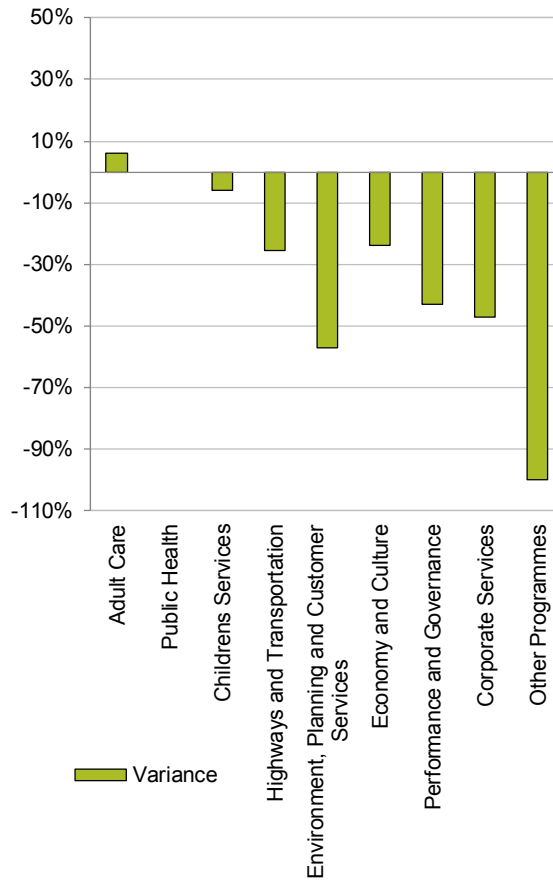
Key Information:

- Net capital expenditure was £53.007m
- There was an under spending of £21.305m or 28.7%

Capital Budgets Compared to Expenditure
March 2015



Capital - Service Area % Variances



The capital programme comprises a series of schemes/projects which often span a number of years. Hence over/underspends cannot be related to time periods such as this financial year.

Key

Children's SC – Children's Social Care

H&T – Highways and Transport

EPACS – Environment, Planning and Customer Services

E&C – Economy and Culture

F&R – Finance and Resources

P&G – Performance and Governance

Date created: 16-Apr-15
 Position as at 31-Mar-14

Symbol Key				
Green - No Issues	Blue - No significant concerns	Red - Significant issue(s)	Not yet started	Missing information

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Value for Money Scrutiny Committee			
Programme			
Case Management Partnership Programme			<p>In view of significant issues with the particularly complex Lincolnshire legacy data migration, and by decision of the CMPP programme board taken on the 18th of March, the Mosaic go-live date has been repositioned to the late June / early July 2015 period. Subject to further progress addressing data migration / quality issues, the precise go-live date will be determined during May 2015. The risk of delay for this reason had been reported for some time and so a significant amount of exception planning was undertaken contingent upon this eventuality. Consequently, the primary focus for the remainder of March has been putting in place arrangements for the business to be able to make emergency payments, process bulk payments via spreadsheet upload to Agresso, and process regular scheduled payments via interfaces between legacy systems (Abacus and Softbox) and Agresso. For that reason, detailed exception planning for the remainder of the CMPP delivery to the point of transitioning to operational use will be completed in time for the next reporting cycle. It is to be anticipated that exception planning will clarify the budget pressures that will result from the change in go-live transition date.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 3 performance item at the 23 February 2015 meeting of the Committee. The Committee discussed the issues impacting the project and the challenges of the data migration. Activities underway to progress the project were discussed and the Committee looked forward to hearing about progress at its June meeting when Q4 performance would be considered.</p>





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Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Future Delivery of Support Services	●	●	<p>The transition of the delivery of services from Mouchel to the new arrangements successfully took place on 1st April.</p> <p>Serco took over the running of LCC's IMT, People Management, Finance and the Customer Service Centre on 1st April. The transfer of all in-scope staff and their associated assets went well, and they are now operating out of Thomas Parker House in Lincoln. Whilst, there continue to be some issues with both the Agresso and IMT projects, there is agreement on the short-term priorities, and plans and resources are being put in place to implement the remaining elements.</p> <p>VINCI mouchel have taken over the running of LCC's Property Services, with relevant records being successfully migrated to Concerto, the new asset management system. The new joint Property Service Centre team has relocated and the service is live. The civic catering element of the contract, operated by Taylor Shaw, went live on 1st April.</p> <p>West Yorkshire Pension Fund (WYPF) have taken over the provision of our pension administration services. Earlier issues with data quality were resolved and parallel payroll run was successfully run prior to the final transfer of all records. The new team are working in newly-refurbished accommodation in County Offices, facilities that they used for training prior to go-live on 1st April and have successfully completed the first live pensioner payroll run.</p> <p>There has been a seamless transition to Taylor Shaw for the provision of catering at the secure unit in Sleaford.</p> <p>The insourcing of the Health and Safety service is complete, with staff now based in Orchard House, Lincoln.</p> <p>Scrutiny Comments: The Committee received a progress report as part of the Quarter 3 performance item at the 23 February 2015 meeting and was satisfied with the information that was presented. The Committee continues to recognise the significance of this project and has asked for a stand-alone report to its June meeting to establish how the new arrangements are progressing.</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Information Management Programme	●	●	<p>The programme has now completed all planned migrations to IMP. 29 Service areas have now moved onto the IMP system. High level metrics below. Residual work for April around data deletions. Final revisits scheduled between April 2015 – September 2015. Closure document due end of April 2015. This will be the last highlight report issued.</p> <p>Work stream Summary: Service areas in delivery – 0 Service areas in closure – 5 (Fire and Rescue, LRSP, Countryside, Flood Risk and development, Libraries and Heritage) Service areas complete – 24 (Democratic Services, Corp Communications, People Management, Performance and Programmes, Safer Communities, Business Support, Registration Service, Corporate Property, CSC, Legal Services, Procurement Lincolnshire, Pensions & Treasury, Youth Offending, Audit, TSP, Client Services, Transportation, Performance – Regeneration, Highways Divisions, Regeneration, Enterprise, Environmental Management, Planning, Finance,)</p> <p>Programme High Level Metrics: Service areas migrated since March 2014 – 29 Service areas to be migrated by March 2015 - 29 Total user base for IMP – 3928</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 3 performance item at the 23 February 2015 Committee meeting.</p>
People Make It Happen People Strategy	●	●	<p>Overall the programme remains on plan. Key points at a programme level are:</p> <ul style="list-style-type: none"> • Letters have now been issued to all employees affected by the new terms and conditions of employment. • Senior Leadership Pay - the next stage is to design 'how to' practical briefings for senior leaders. Delivery dates will be confirmed with CMB however it's anticipated this will take place in early summer. • Engagement with service areas on the development of the new People Strategy continues. Corporate Management Board approved the People Management Service Plan in principal and Strategic People Management Advisers are starting to engage with DMTs to plan in other Director Area priorities. • The current programme of body MOTs has now ended with 498 employees attending appointments since April 2014. There is no further funding for body MOTs and therefore these will not continue past March 2015. • The co-design meeting with Solace to develop the Leading from the Middle Programme took place on 9th March 2015 and Helen Dawson is now producing the draft programme. Dates are currently being arranged with Solace for the face to face events. • George pages are currently being updated and communications are being prepared regarding all changes to the Resourcing and Talent Management workstream. <p>Scrutiny Comments: Progress was reported as part of the Quarter 3 performance item at the 23 February 2015 Committee meeting.</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Adults Scrutiny Committee			
Programme			
Care Act 2014 Programme	●	●	<p>Programme implementation on the 1 Apr 2015, Mosaic has been delayed - but contingencies across the department were quickly agreed and implemented. Actions remaining across the programme continue to be worked through and progression with all workstreams continues to be monitored by the Programme Support Team and Sponsor.</p> <p>Scrutiny Comments: On 1 April 2015, the Committee received information from the Lincolnshire Carers and Young Carers Partnership on how carers would expect the Act's provisions to support them. On 27 May 2015, the Committee is due to receive a demonstration of Mosaic.</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Children & Young People Scrutiny Committee			
Project			
FWT Troubled Families	●	●	<p>The project continues to make progress and is on target to achieve Phase 1 requirements. Planning is still underway for Phase 2.</p> <p>The FWT Management team have spent a considerable amount of time carrying out recruitment during March and are pleased to announce that 14 new members of staff have been appointed pending Reference Verifications and DBS Check. Start date for new members will be Tuesday 5th May. Work is underway for their Induction Programme to run smoothly.</p> <p>A draft Outcomes Plan for Phase 2 has been developed and will be taken to the Steering Group in April for partners to contribute to.</p> <p>A whole team meeting took place where presentations were delivered by Domestic Violence and CfBT.</p> <p>The performance team are preparing for the final claim for families which have been "turned around" in Lincolnshire. This claim takes place in May 2015 and is the final opportunity for authorities to claim for successful work with families under the first phase of DCLG's Troubled Families programme. So far, 79% of the county's 1370 target number of families have been turned around.</p> <p>In March, 12 young people presented themselves as homeless in Lincolnshire. This is slightly lower than the average of 13.83 presentations per month over the last year. Since April 2014, 42% of young people have been returned home or stayed with other family or friends. 29% of young people found Supported Accommodation, 9% had no further contact, 10% were Social Care Responsibility, 4% found private rented accommodation, and 6% were inappropriate referrals</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 3 Performance report considered at the meeting held on 6 March 2015.</p>
Youth and Community Development	●	●	<p>The project continues to progress with a number of leases still with legal representatives under negotiation. Community Partners have recently shown interest in a couple more centres so only one will be out of scope and unlikely to be taken on by the community in the near future. Locality Teams lead delivery continues in the centres which haven't yet been signed across to Community groups.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 3 performance item at the 6 March 2015 meeting and the Committee requested that a progress report be brought to a future meeting.</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Economic Scrutiny Committee			
Programme			
Lincoln Castle Revealed			<p>The reporting period for this report is from the 23/02/2015 to 19/03/2015.</p> <p>It is worth noting; that as anticipated having various different contractors working within the confines of the castle walls and over each other work areas has meant careful co-ordination of vehicle movements and gate access, as well as programming in works around each other. These interfaces have caused issues, delays and re-programming of works by all parties. However, the majority of works will be completed ahead of opening with some minor works to be completed post opening. A huge push by all recently has seen great progress.</p> <p>Scrutiny Comments: The Committee received an update on Lincoln Castle Revealed at the meeting on 24 February 2015, followed by another visit to Lincoln Castle which was opened up to all councillors. The Committee will be receiving an update at its meeting on 8 December 2015 on how the project has impacted on the economy and tourism since the Castle's reopening on 1 April 2015.</p>
Environmental Scrutiny Committee			
Project			
Boston Barrier			<p>The project is being led by the Environment Agency (EA) with an £11million contribution from the County Council. The EA are continuing to progress the project through their internal business case and resource allocation processes. In the meantime there have been river users' workshops held in Boston leading to a Task and Finish Group looking at options as to how the barrier will operate and the impact it will have on water level management. We also jointly commissioned with the Environment Agency and Boston Borough Council an update to the economic benefits as a result of various water level management options being considered. A report on this went to Environmental Scrutiny on 30th January 2015 and Executive on 3rd February 2015 where the recommendations were agreed.</p> <p>The current programme is as follows:- Spring 2014 – Winter 2015 Preliminary design and prepare 'Transport and Works Act Order (TWAO)' application. Winter 2015 – Spring 2017 TWAO applications considered by Secretary of State. Includes time for public inquiry. Summer 2017 – late 2019 Barrier construction and associated works Should there not be the need for a public inquiry this will shorten the programme by 6 months and reduce the costs accordingly. This scheme is reported regularly to the Flood and Drainage Management Scrutiny Committee.</p> <p>Scrutiny Comments: The Environmental Scrutiny Committee received an update on the Scheme at its meeting on 4 December 2014. At its meeting on 30 January 2015, the Committee undertook pre-decision scrutiny of the Executive's decision on water level management at the Barrier and fully supported the recommendations.</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Overview and Scrutiny Management			
Programme			
Implement Superfast Broadband	●	●	<p>British Telecommunications (BT) have submitted their response to our invitation to tender (ITT) for a second round of funding. We are currently in the process of analysing the full detail of their offering.</p> <p>Overall progress on the current contract remains on plan; with the cumulative contractual requirement (90,964 premises passed) being marginally exceeded (91,293 delivered)</p> <p>Discussions have been held with Broadband Delivery UK to try and resolve the issue with West Lindsey being removed from the intervention area for phase 2 funding. BDUK outlined the actions they felt needed to be undertaken to resolve the issue; subsequently senior officers at West Lindsey District Council have been briefed and are working to resolve the issue.</p> <p>Scrutiny Comments: The Committee considered the Programme again on 27th November and was happy with the progress made. It was agreed that a further update would be presented to the Committee in approximately six months' time and a date of 18 June has now been scheduled for the update to the Committee.</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Highways and Transport Scrutiny Committee			
Project			
Grantham Southern Relief Road	◆	●	<p>Both elements of road are covered by South Kesteven District Council (SKDC) Planning Strategies and Planning Approvals. LCC have indicated circa £30m of up-front funding (currently being re-assessed) will be available to finance the construction of the SQLR section, some of which will be recovered from the development over time. In order to achieve this, LCC have sought and received Planning Permission for this road. We are working closely with SKDC and the landowners, particularly in determining the viability of the proposal, secured by a S.106 Agreement. This will be impacted by a requirement from several owners (including Network Rail) of easement payments for crossing their land. The third party claim for Judicial Review (JR) has failed on several occasions to date following our rebuttals and whilst further appeals have been lodged, which we will resist, we are pressing ahead. The Gateway-King 31 development was expected to be provided in advance of the Southern Quadrant, but this has stalled due to the lack of an end user (market forces). The landowner has re-assessed the viability of this section downward. LCC are working with the landowner and SKDC in an attempt to secure a resolution and we now have agreed Heads of Terms which will be transformed into a full legal document.</p> <p>LCC/SKDC looked at various grant/loan facilities, through the LEP, to forward fund both sections to meet comparable timescales. Funding bids through the Lincolnshire Transport Board and the Lincolnshire Enterprise Partnership (Single Local Growth Fund) have been successful. A further bid has been made through the Housing and Communities Agency (HCA) and we await their decision. Procurement could be secured through a range of options; final selection will be determined by reconciling the different risk profiles of the two elements and could be in separate phases.</p> <p>Funding the whole of GSRR may be an issue and is under further discussion/negotiation. Commencement on site may also be affected (delayed).</p>
			<p>Scrutiny Comments: Progress was reported as part of the Quarter 3 performance item at the 9 March 2015 Committee. The Committee noted that the Judicial Review had not yet been resolved but work was progressing on the King31 element of the project.</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Lincoln East West Link Road Phase_1	●	●	In November 2012, the scheme gained full planning permission and conservation area consent. In June 2014 the Secretary of State confirmed the Side Roads and compulsory Purchase Orders. Also in June 2014 tenders were invited for the main construction contract. Tenders were returned on the 26th August. A contract has now been awarded and works started on site on 3rd November 2014.
			Scrutiny Comments: Progress was reported as part of the Quarter 3 Performance item at the 9 March 2015 Committee. The Committee noted that demolition work had now started.
Lincoln Eastern Bypass	◆	◆	Secretary of State failed to confirm CPO and SRO which delays programme and puts central government funding at risk. Planning consent granted for relocated non motorised user (NMU) bridge. Orders republished in October 2014, over 500 objections received. DfT have indicated Inquiry needs to be held, scheduled to commence on 11 August 2015. Currently working with statutory objectors to remove their objections.
			Scrutiny Comments: Progress was reported as part of the Quarter 3 Performance item at the 9 March 2015 Committee. The Committee noted that a large number of objections had been received to the Compulsory Purchase and Side Road Orders. The Committee were advised that the Public Inquiry would commence on 11 August 2015.
Spalding Western Relief Road	●	●	Since the March 2015 update: Phase 1: - Steering Group meeting held in March. Following that meeting, arrangements are being made for further discussions with the developer to achieve funding and financing agreements and programmes for planning, design and construction. Issues related to Network Rail financial expectations are still unresolved, which LCC will continue to work with the developer to resolve. - Progress towards delivery of Phase 1 is, primarily, dictated by the developers timescales. Therefore, deadlines pertaining to Phase 1 have been put back. Rest of Route: - The Steering Group has considered the design work to date (five arm roundabout with Spalding Road) and collectively agreed this to be the best approach. SHDC exploring options to enable a developer to bring forward early delivery of development sites near the routes northern terminal. It's also expected that a compensatory agreement between developers can be facilitated by SHDC to secure land for delivery of the relief road and wider local plan aspirations. - Design of further extents of the northern section of the route continues.
			Scrutiny Comments: Progress was reported as part of the Quarter 3 Performance item at the 9 March 2015 Committee.

2014

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Community and Public Safety Scrutiny Committee			
Programme			
Library Needs Assessment Programme	◆	◆	<p>On 3 December 2013 Executive approved the future direction and structure of the library service from May 2014 onwards, including the revised savings profile. A response to the court and claimant was sent on 24.2.2014. The new management and library staffing structures, opening times, and new mobile routes commenced on 6 May 2014. Grant applications were received for all 30 of the current Tier 3 sites and a further 7 for potential future community hubs, but the loss of the Judicial Review in July 2014, the need to enter into negotiations with GLL and undertake a further period of public consultation has put these developments on hold. This process was completed on 31.10.2014. A panel established under the Council's Community Right to Challenge scheme met and recommended that the submission by GLL was a valid Expression of Interest and was accepted by the Executive Councillor on 3.12.2014. Proposals for the future shape of the library service were adopted by the Executive on 3.2.2015. Work to implement these changes is now under way, with adjustments to some Tier 1 and 2 library opening times from 7.4.2015. A 45 day staff consultation commenced on 23 March with staff in Tier 3 libraries. LCC delivery in Tier 3 libraries is due to cease from 30.9.2015 and new mobile routes coming into effect from 1.10.2015. A formal complaint to the Secretary of State was lodged in February, and on 26 March the Secretary of State indicated that he was not minded to hold a local inquiry into the model of provision being adopted by the County Council. On 31 March notification of a further Judicial Review was received, and on 14.4.2015 an LCC response contesting the grounds was sent.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 3 Performance item at the 4 March 2015 Committee. The Committee held an extraordinary meeting on 27 January 2015 to undertake pre-decision scrutiny of the new proposals for library provision where the proposed recommendations were supported.</p>
Project			
Contract and Maintenance of Fire Fleet	●	●	<p>Contract with Lindum Plant went live on 1 April 2015 as per plan. Equipment testing documents completed. Delivery of new equipment testing arrangements to staff completed 13 March 2015. Necessary arrangements in place for Ops Support to support new arrangements. Ownership of maintenance and testing by operational staff/Ops Support now live.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 3 Performance item at the 4 March 2015 Committee. The Committee noted that the contract had been awarded to Lindum</p>

Activity Name	Overall Summary		Comment
	Feb-15	Mar-15	
Future of Control Project LFR	●	●	<ul style="list-style-type: none"> • Legal advice has been received from Rollits (Humberside solicitors) regarding the legal entity of EHCRC (East Coast & Hertfordshire Control Room Consortium). They have proposed a Joint Venture Company. The EHCRC Board have been provided with a briefing and Rollits attended the last EHCRC Board to discuss options. A draft document has been sent through to our legal team for comment. • Review of the Functional Design Spec (Capita) still ongoing - FDS has been returned to Capita (27/2/15) and we await their response. • Revised EHCRC programme plan. Agreement reached on the delay, Capita have proposed the following delivery dates: Herts 23/2/16 Humbs 14/6/16 Norfolk 23/8/16 Lincs 1/11/16 • Migration planning is ongoing locally; these plans will then need discussing with Capita. • Updata - Final WAN Link has been connected and configured WAN is now complete. Testing will commence w/c 13 April 2015 • A testing regime for implementation of the upgrade to Vision 4 has been agreed
			<p>Scrutiny Comments: Progress was reported as part of the Quarter 3 Performance item at the 4 March 2015 Committee. The Committee was advised that the project had now slipped from 2015 to late 2016.</p>

Purpose of the report

The purpose of this report is to present a summary of the number and nature of customer feedback received by Lincolnshire County Council from 1st January to 31st March 2015.

The Customer Experience report provides context on customer feedback and provides information about what customers tell us about their experience, when they contact the Council and receive services and the complaints they might have and the key issues for us to focus on to improve the services we provide.

The report also details the Key Performance Indicators used by the Council to measure the customer service provided to citizens, including experience and key performance information relating to the Customer Service Centre.

Complaints regarding individual schools follow their own complaint procedure.

1. Quarterly Summary of Complaints

Service Area	Total Received Q3 14/15	Total Received Q4 14/15	Not upheld	Partially Upheld	Upheld
Corporate	54	57	33	9	15
Environment & Economy	30	33	24	4	5
Finance & Public Protection	5	1	1	0	0
Public Health	14	16	4	2	10
Information & Commissioning	0	2	1	1	0
Children's Services	5	5	3	2	0
Statutory	66	59	31	19	9
Adult Care	37	31	15	11	5
Children's Care	29	28	16	8	4
Total	120	116	64	28	24

Key to outcomes:

Upheld - Complaint has been verified and has been found that LCC are at fault.

Partially Upheld – Complaint has been verified and has been found that LCC are partially at fault.

Not Upheld – Complaint has been verified and has been found that LCC are not at fault.

1.1 Stages

Service Area	Stage 1	Stage 2	Stage 3	Ombudsman
Corporate	57	7	0	2
Environment & Economy	33	6	0	1
Finance & Public Protection	1	0	0	0
Public Health	16	0	0	0
Information & Commissioning	2	0	0	0
Children's Services	5	1	0	1
Statutory	59	5	1	4
Adult Care	31	4	0	3
Children's Care	28	1	1	1
Total	116	12	1	6

Stage 1 – Making a complaint - We aim to provide a final response within 10 working days from a Head of Service or nominated Manager within the relevant service.
 Stage 2 – Review - If the customer is not satisfied with the response, they can request for the complaint to go to the next stage which is then dealt with at Director or Assistant Director level.

Stage 3 - only applies to Children's Services which is an independent panel.

Ombudsman – If the customer is still not satisfied with the way the complaint has been handled, they can contact the Local Government Ombudsman.

1.2 Breakdown of main areas

Service Area	Total Received	Not upheld	Partially Upheld	Upheld
Libraries & Heritage	8	0	0	8
Highways	19	16	2	1
Customer Service Centre	6	4	1	1
Transport	8	5	0	3
Environmental	2	1	1	0
Planning	1	1	0	0
Lincolnshire Road Safety Partnership	0	0	0	0
Technical Services Partnership	3	1	1	1
Regeneration	0	0	0	0
Enterprise	0	0	0	0
Registrations & Celebratory Services	2	0	1	1
Public Health	0	0	0	0
Business Support	1	1	0	0
Safer Communities	0	0	0	0
Youth Offending	0	0	0	0
Fire & Emergency Planning	0	0	0	0
Legal Services	0	0	0	0
Children's Services (non-statutory)	5	3	2	0
People Management	0	0	0	0
IMT & Communications	2	1	1	0
Totals	57	33	9	15

Lincoln Eastern Bypass

This quarter, 80 complaints (68 at stage 1 and 12 at stage 2) were received from customers relating to the Lincoln Eastern Bypass, requesting that they be lodged as official complaints. We believe this was due to incorrect information about the process being discussed by objectors at meetings. These were in fact objections to the project and therefore are dealt with in a different way. However, the numbers have been mentioned here for information but are not included in the overall totals.

Impact of feedback

Main Themes Identified for upheld Complaints	Improvements or changes implemented as a result of customers complaints
Environment & Economy (Executive Director, Richard Wills)	
<p>Highways</p> <ul style="list-style-type: none"> • Overhanging branches hitting vehicles. <p>Technical Services Partnership</p> <ul style="list-style-type: none"> • Lights out for several weeks in underpass on Springfield Road, Grantham. <p>Transport</p> <ul style="list-style-type: none"> • Incorrect information given on how to comment on a proposal. • Unreliable bike through Wheels to Work Scheme. • School transport running late for school collection. 	<ul style="list-style-type: none"> • Complainant informed that a works order has been placed for cutting back the branches and given a timescale for the works to be complete. • Complainant received an apology, an explanation for the delay and informed when the lights were attended and repaired. • Complainant received an apology and informed of the various ways to comment on a proposal. The complainant was advised of future team training on taking proposal comments. • Complainant received an apology and refund. The complainant has been informed that the complaint has been passed to the scheme operator who will be responding directly. • Complainant received an apology and assured that should the transport be late, the school is informed.

Main themes identified for upheld complaints	Improvements or changes implemented as a result of customers complaints
Finance & Public Protection (Executive Director, Pete Moore)	
Business Support No Upheld Complaints	
Public Health (Executive Director, Tony Hill)	
Customer Service Centre <ul style="list-style-type: none"> • Lack of customer service. Libraries & Heritage <ul style="list-style-type: none"> • Lack of customer service from Commissionaire at Boston Library. • Books not being available at the library and customer being given incorrect information regarding a waiting reservation. • Members of the public making a disturbance in the library due to eating and drinking. • Witnessing anti-social behaviour in the library. • Error with library system when issuing/returning books. • Online library showing books as unavailable for reservation. • Scooters not being allowed in the library when no safe storage is available. 	<ul style="list-style-type: none"> • Complainant received an apology and given information on how to resolve similar enquiries in the future. The complainant was informed of further training to be provided to the adviser. • Complainant received an apology and informed that the complaint has been passed to the line manager who would fully investigate. • Complainant received an apology for incorrect information given regarding the status of a reservation and received a full explanation regarding the library rotations and reservation process. • Complainant received an apology and provided with information on the policy for consuming food and drink within the library. • Complainant received an apology and informed that the people involved have been banned from the library. • Complainant received an apology and the correct books removed/added to their account. • Complainant received a full explanation regarding the term "none of the titles selected may be reserved or unavailable for reservation" and given advice on how to suggest a book purchase. • Complainant informed of the reasons why scooters are not allowed in the library and advised that a safe storage area has now been

<ul style="list-style-type: none"> Staff conduct at Gainsborough Old Hall. <p>Registration and Celebratory Services</p> <ul style="list-style-type: none"> Customer service given whilst registering a death. 	<p>created for scooter storage.</p> <ul style="list-style-type: none"> Complainant received an apology and informed that the member of staff was spoken to regarding their conduct. Complainant received an apology and informed that the member of staff has been spoken to. The customer was also advised that future training would include using positive/avoiding negative language.
Information & Commissioning (Chief Information & Commissioning Officer, Judith Hetherington-Smith)	
No Upheld Complaints	
Children's Services (Executive Director, Debbie Barnes)	
No Upheld Complaints	

2. Adult and Children's Social Care Statutory Complaints

Adult Statutory Complaints received by Area Office:	Quarter 3 2014/15	Quarter 4 2014/15
Learning Disability	2	1
Older People/Physical Disabilities	23	29
Customer Service Centre	0	0
18-64 Mental Health	1	0
Safeguarding Adults	0	0
Other	11	1
Total	37	31

Main themes identified for upheld complaints	Improvements or changes implemented as a result of customers complaints
Adult Care (Director, Glen Garrod)	
<ul style="list-style-type: none"> No response received to confirm receipt of an email. Lack of progress to enable a family member to return home. 	<ul style="list-style-type: none"> Complainant received an apology and assured that the information was received. Complainant reassured that all information received electronically is held securely. Complainant received an apology for the delay and reassured that all options are being sought to enable the resident to return home.

- Several issues regarding a family members care.
- Delay in receiving care.
- Clearer assessment process.

- Complainant received an apology and provided with full details of the issues and how they have been resolved.
- Complainant received an apology and informed of reasons for the delay. Care is now been established and complainant advised that outstanding care charges have been waived.
- Complainant received an apology and provided with full details on the stages of the assessment.

Children's Statutory Complaints received by Area Office:	Quarter 3 2014/15	Quarter 4 2014/15
Children	20	22
Children Looked After	2	2
Children with Disabilities	3	0
Other	4	4
Children Access	0	0
Children Family Support	0	0
Total	29	28

Main themes identified for upheld complaints	Improvements or changes implemented as a result of customers complaints
Children's Services (Executive Director, Debbie Barnes)	
<ul style="list-style-type: none"> • Inconsistent information in minutes and assessment notes. • Team Around the Child (TAC) meeting concerns. • Customer not received copies of minutes from review meetings. 	<ul style="list-style-type: none"> • Complainant received an apology and assured that the matter is being monitored and all copies of the assessments would be checked. • Complainant received an apology and informed of learning points taken to improve the process of the meetings. Items are to be included on the agenda to ensure they are covered. • Complainant received an apology and all reports have now been sent.

- Delay in receiving communication following an Early Help Assessment request.

- Complainant received an apology for the delay and advice given regarding the next steps. Complainant also informed that a Family Support Worker would be in touch.

3. Ombudsman Complaints

There were 8 Complaints received by the ombudsman in Quarter 4, 2 of the complaints were Premature.

Category	Detail	Department	Fault/maladministration found?
Corporate	School admission appeal	Childrens Services	Ongoing
Corporate	Adverse possession	Highways	No Fault
Statutory	Items stolen from a care home	Adult Care	Ongoing
Statutory	Deprivation of assets	Adult Care	No fault
Statutory	Various issues	Adult Care	Ongoing
Statutory	Childrens services	Childrens Services	Ongoing
Premature Statutory	Care standards	Adult Care	Ongoing
Premature Statutory	Additional needs service	Childrens Services	Ongoing

4. Compliments and Comments

Service Area	Total Compliments Received	Total Comments Received
Corporate	99	2
Environment & Economy	55	0
Finance & Public Protection	7	0
Public Health	36	2
Information & Commissioning	1	0
Children's Services	0	0
Statutory	21	0
Adult Care	9	0
Children's Care	12	0
Totals	120	2

Examples of Compliments	Examples of Comments
<ul style="list-style-type: none"> • Compliment for the Michael Fowler event at Gainsborough Library. • Thank you for a student guided tour of the collection. • Compliment for the team at Lincoln Castle at a preview meeting. • Various compliments for highway repairs works around the county. • 10 compliments for Children's Services where a worker was named. • 7 compliments for the registration service for wedding day thanks. • 6 compliments for Adult Care where a worker was named. • Helpful and polite advisers when calling the Customer Service Centre. • Compliment for the efficiency of the blue badge service. 	<ul style="list-style-type: none"> • Automated booking machines in the library should produce a receipt as confirmation that books have been returned. • Contacting Select Lincolnshire regarding the units at Plover Court.

5. Customer Service Centre Key Indicators

6.1 Background

The Key Performance Indicators that have been introduced for the Customer Service Centre have been designed to ensure that both the efficiency and the quality of the service is measured. In the past, the CSC has largely been measured on the time to answer a call, which did not provide any meaningful information to enable improvements to be made. Equally, we know that for some of our more complex services, such as social care, customers are more concerned with the quality and breadth of support they receive than how quickly the call is answered.

These KPIs will form part of the Serco contract from April 2015.

6.1.1 KPIs in detail

Experience Score (bigger is better)

The experience score is designed to test the experience of our customers in accessing and using the services provided by the Customer Service Centre. Customers are offered an opportunity to take part in a short survey before they are connected to an adviser. If they opt into the survey, they receive a call back from a member of the Touchstone Team or selected Customer Services Advisers. This method ensures that we receive a true picture of the service they received.

Customers are asked nine questions:

How helpful was the adviser you spoke to?

How friendly was the adviser you spoke to?

How easy did you find it to understand the information you were given?

Did the adviser clearly explain what would happen next?

How confident were you that something would happen as a result of your call?

Did the adviser give you a clear timescale for the resolution of your enquiry?

How easy did you find it to contact us?

Based on your overall experience, how acceptable did you find the length of time to answer your call?

Overall, how did your experience of our service compare to your expectations?

Customers can also provide narrative feedback which is captured by the advisers and which forms part of the review of performance, and translated to an action plan where necessary.

Scores can be broken down to an individual service area so that we can see whether any particular service is performing particularly well, or requires improvement.

Quality score (bigger is better)

This indicator measures how well the Customer Service Centre is meeting the needs of the service areas it provides services for. As it is a small sample each month, this indicator is reported on a quarterly basis. Colleagues are asked to rate the Customer Service Centre against the following:

Keeps me appropriately informed

Communicates effectively

Listens effectively to my service's needs

Operates efficiently

Shows consideration and respect

Provides a valuable service

Follows through on promises/commitments

Maintains high standards

Provides quality information

Meets my expectations

Handles problems well

Makes it easy to work with them

Responds promptly to our requests

Treats me as a valued customer

*The frequency of requests for responses from service areas depends on the volumes of contacts handled for the service, ranging from bi-monthly to annually. Narrative can also be provided and forms part of any action planning resulting in the feedback.

First point resolution (bigger is better)

This indicator measures the percentage of contacts that we are able to resolve fully within the Customer Service Centre without the need to refer the customer on to another colleague or service. There is a direct correlation between positive experience and first point resolution. Customer Service Advisers indicate whether the enquiry or service request was fully resolved at the end of the contact.

Avoidable contact (smaller is better)

This indicator highlights where contacts add no value to the customer. Examples of avoidable contact include a customer chasing a service that has not been provided within timescales, a customer contacting us as they don't understand information that has been sent out to them, or where they have been unable to find information on our website. The information that we collect helps to inform areas of improvement, and provide feedback to service areas. Advisers will indicate at the end of the contact whether it was avoidable or not.

Abandoned Rate (smaller is better)

This measures the number of calls that are abandoned once they have entered the Customer Service Centre telephony system. Resource planning is based on ensuring this remains below the target, with 10% generally being an industry standard. This provides us with a picture of whether we have the right resources at the right time; as people will hang up if they have to wait longer than they expect. This is a better measurement than time to answer, as customers have different expectations depending on the service they want to receive. The management team monitor the indicator on a daily basis and Team Leaders are able to see this on a real-time basis to enable them to move resource to stay within tolerance. This indicator is provided by the Avaya telephony system.

6.2 Customer Service Centre KPIs – Quarter 4 2014/15

	2014/15 Minimum Service Level	2014/15 Target	December Q3 (2014/15)	March Q4 (2014/15)	
Customer Experience Score	80%	85%	91%	89%	+
Quality Score*	80%	85%	*	*	◆
First Point Resolution	75%	80%	76.8%	72.8%	◆
Avoidable Contact Rate	25%	20%	13.1%	16.5%	+
Abandoned Rate	<15%	<10%	6.2%	9.7%	+

*The original methodology for collecting the quality score was not statistically robust and provided little meaningful or actionable data. This is being reviewed and developed as part of the reporting requirements within the Serco contract.

6.3 Customer Service Centre Performance

The Customer Service Centre has undergone significant change due to the decision to outsource to Serco. There was significant activity in Quarter 4 leading up to the transfer of the staff, particularly relating to the TUPE consultation. This included staff briefings, individual one to ones as well as specific training relating to new systems being introduced. Whilst these activities were all carefully planned and scheduled, this did have an impact on resources resulting in a reduced performance. Staff also undertook training relating to the new Case Management System, Mosaic and Care Act briefings in Quarter 4. Despite the significant offline activity and the huge amount of change, the staff worked extremely hard and with the exception of the First Contact Resolution, all performance reported was within target. The CSC is looking at a more effective way of reporting on First Contact Resolution as this is a reporting and recording issue, rather than a performance one.