

HERTFORDSHIRE COUNTY COUNCIL

**RESOURCES AND PERFORMANCE CABINET PANEL
RESOURCES MONITOR – QUARTER 4 (JANUARY – MARCH 2018)**

Report of the Director of Resources

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Executive Member/s: - Ralph Sangster (Resources and Performance)

1. Purpose of report

1.1 The purpose of this report is to provide the Panel with an update on the quarterly performance of the Resources department during the period January – March 2018 (Quarter 4).

2. Summary

2.1 The Resources Performance Report is designed to provide the Panel with information on the performance of the service for which it is directly responsible, in the same way that other panels receive reports on the performance of their services. It is not intended to cover performance of all the council's activities – this is the subject of the Quarterly performance report for the whole council.

3. Recommendation

- 3.1 The Panel is invited to:
- Comment on the performance, projects, and audit matters outlined within the report
 - Suggest further actions to address any performance concerns raised in this report or covered in the detailed electronic monitor

4. Background

- 4.1 The Report includes key performance information on:
- | | |
|-------------------------------|---|
| 1. Human Resources (HR) | 6. Legal, Democratic and Statutory Services |
| 2. Finance | 7. Hertfordshire Business Service (HBS) |
| 3. Assurance | 8. Community Engagement |
| 4. Property | 9. Service-wide Resources indicators |
| 5. Improvement and Technology | |

5. Financial Implications

5.1 There are no direct financial implications associated with this report.

6. Equality Implications

6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the Equality implications of the decision that they are making.

- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the county council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 6.3 The Equality Act 2010 requires the county council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4 An Equalities Impact Assessment (EqIAs) has not been completed as this report provides historic performance information for the last quarter (Q4 2017/18).

Background Information

None.

1. HR
Performance remains high within HR with employee relations customer satisfaction ratings (report reference 1.1.1) and both candidates and hiring managers satisfaction with the recruiting process (report references 1.1.2 and 1.1.3) having a positive rating. The percentage of DBS checks processed (report reference 1.1.4) dropped from 100% in Q3 to 99% in Q4.
2. Finance
Performance around E-supplier payments (report reference 2.1) is encouraging through new processes and solutions being put into practice. There was a slight decline in Budget Holder Completion rates from 97.9% in Q3 to 94.4% in Q4.
3. Assurance
The shared internal audit service (report reference 3.1.1) fell 1% below its target of 95% of days delivered due to an internal service restructure.
4. Property
Property performance in meeting emerging priorities identified in the asset management plan (report reference 4.1.1) has a positive RAG rating with the majority of projects either completed or on track.
5. Improvement and Technology
The percentage of logged/complex freedom of information (FOI) requests for information receiving full responses within 20 working days (report reference 5.1.1) declined to 98% against the 100% target. However, the number of subject access requests (report reference 5.1.2) remained at 100%.
6. Legal, Democratic and Statutory Services
During Q4 Legal Services reduced the number of hours of legal advice delivered at 20,575 hours vs 21,741 hours during Q3 (report reference 6.1.1).
7. Hertfordshire Business Services (HBS)
HBS achieved a surplus (report reference: 7.1.1) of £1.201m, however, overall delivery is still short of target.
8. Community Engagement (Customer Service, Communications and Corporate Policy)
Social media engagements (report reference 8.1.1) fell slightly in Q4 compared to Q3 however remained well above the target. Whilst there has been an increase in Update Me followers (80,718 in Q4), this is still below the target of 100,000. The media score (report reference 8.1.3) improved significantly in Q4 to 818 from 468 in Q3.
9. Service-wide Resources Indicators
The percentage of voluntary turnover (report reference 9.1.1) and employees under 25 (report reference 9.1.2) remain above the target (should be below); whilst the average days lost due to sickness absence (report reference 9.1.4) has remained consistent with the previous two quarters. A new KPI based on apprenticeships statistics has also been introduced for Q3 and Q4 (report reference 9.1.5).

1. HR

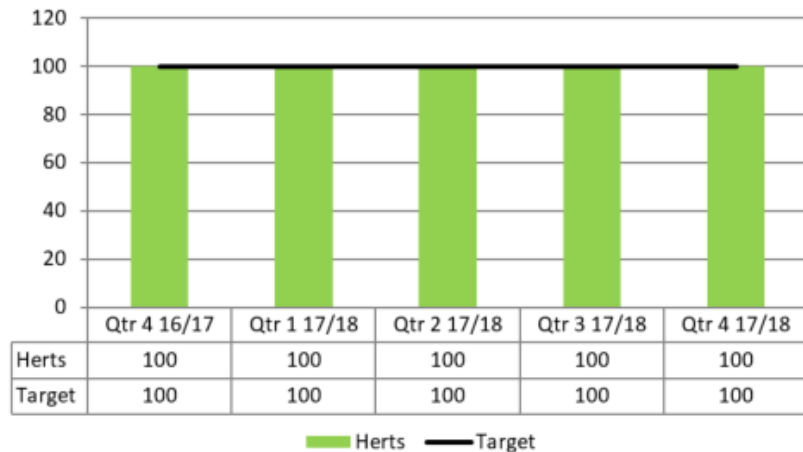
1.1. KPIs

1.1.1. HR Employee Relations customer satisfaction rating (GREEN)

100 

Performance remained at 100% this quarter.

Good to be high.



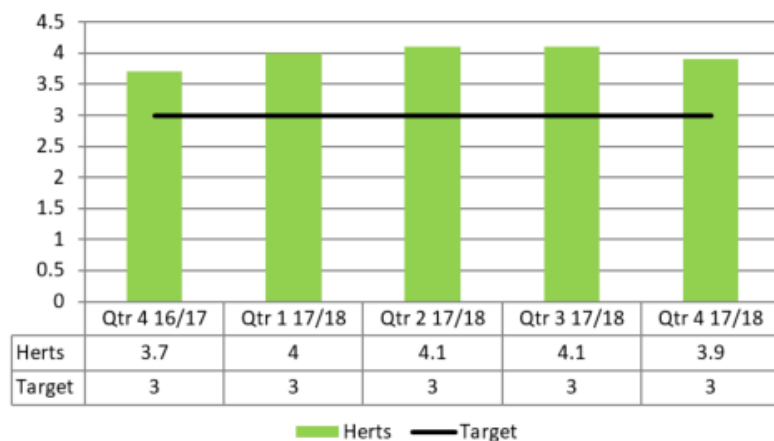
A satisfaction email is sent to managers following completion of support from the Employee Relations team. Feedback is sought about the efficient and professional service from the team. Customer satisfaction remains at 100% in Q4.

1.1.2. Candidate Satisfaction with the Recruitment Process (GREEN)

3.9 

Performance declined from 4.1 last quarter.

Good to be high.



In Q4 candidate satisfaction with the recruitment process moved slightly to 3.9 out of 5.0, from 4.1 in Q3. This remains above the target of 3.0.

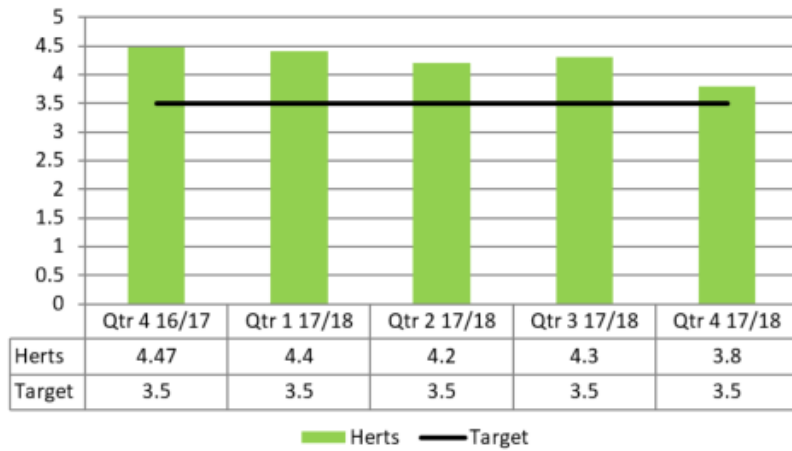
1.1.3. Hiring Manager Satisfaction with the Recruitment Process (GREEN)

3.8



Performance declined from 4.3 last quarter

Good to be high.



Feedback from hiring managers on satisfaction with the recruitment process has moved from 4.3 in Q3 to 3.8 in Q4. This is based upon a potential score of 5.0 and remains above the target of 3.5.

1.1.4. % DBS checks processed within 48 hrs (GREEN)

99



Performance declined from 100 last quarter.

Good to be high.



Performance on this indicator has moved from 100% in Q3 to 99% in Q4 due to system queries and applications that have been unavoidably on-hold.

2. Finance

2.1. Projects, Contracts and Risks

Type and RAG	Name	Progress Update
Project (GREEN)	Business Rates Review	A response was submitted to May consultation, liaising with districts, Local Enterprise Partnership (LEP) and briefing senior members. The County Council has worked effectively with all 10 Districts in applying to form a 100% Retention pilot: unfortunately Hertfordshire, along with a number of other authorities, was not successful. The County Council continue to make use of opportunities to make the case for funding reform, including its response to the Provisional Settlement and a consultation on Fair Funding.
Project (GREEN)	E-supplier payments	<p>Proactis processes have been embedded, take up has increased and SERCO are no longer manually processing Purchase Order (PO) invoices.</p> <p>Regular meetings continue with Proactis to monitor progress and resolve issues. Options for simplifying the PO process had been considered in the SAP Review: following the decision not to upgrade or replace SAP in the immediate future, other options using current systems will be explored.</p> <p>A project to implement full use of PO's (with agreed exceptions) has been initiated as part of the SERCO SMS Service Improvement Plans.</p>
Project (AMBER)	E-commerce	<p>All project initiation process has been completed and implementation has started. All services within scope of phase 1 have been migrated including HALS. Majority of Chip & PIN Machines now deployed and old streamline machines being re-called.</p> <p>Procurement of new Merchant Card provider progressing but at slower pace due to resources constraints. Orange Leaf procurement and implementation completed. Current problem with payment unforeseen and Serco working with Civica to resolve. In the first half of 2018/19, Project Board to close Phase 1 and decide on upgrade and agree scoping for phase 2.</p>

2.2 KPIs

2.2.1 Movement in service expenditure (NO RAG)

Movement:
 Q3 variance: -£3.906m
 Q4 variance: -£5.917m
 Movement (absolute): **£2.011m**

Assessment:

The target is that there should be as small a movement as possible not only between the variance that is reported as at the end of each Quarter, but also the actual outturn position at year end (Quarter 4). Accurate forecasts early in the year allow Senior Management and Members to make better informed financial decisions. Finance Business Partner Teams provide training, review and challenge to help Budget Holders provide a realistic forecast based on the best available information at the time. As events change, then forecasts (and then actual spend) will also change, which means that some movement is inevitable.

Action Required:

The average movement from Q3 to Q4 in the last 3 financial years is **£6.532m**. The movement for 2017/18 of **£2.011m** is lower than this average, with the largest movements in Older People & Adult Disability (HCS) and Property (Resources).

2.2.2 Budget Holder Completion % (GREEN)

94.4 

Performance declined from 97.9 last quarter.

Good to be high.



Please note that budget holders do not complete a forecast using the emons for March due to this being the end of the financial year and all parties working towards the final outturn.

3. Assurance

3.1. KPIs

3.1.1. Delivery of Hertfordshire County Council Audit Plan (including Schools) % completion (GREEN)

Shared Internal Audit Service (SIAS) delivers the County’s Internal Audit Plan and is required to have carried out enough audit work by year end to be able to deliver an overall assurance opinion on the controls that operate around the Council’s financial and non-financial systems. This opinion feeds into the County Council’s Annual Governance Statement.

Currently the SIAS Board require that the Service delivers 95% of its planned audit days in the period 1st April to 31st March.

Delivery of the audit plan days is not evenly distributed across the twelve months of the year (the target figure shown is indicative and based on the 16/17 actuals profile) and can be affected by:

- Client timing requirements
- Natural groupings i.e. work on the main financial systems
- In year slippage, due to factors such as client availability, development project slippage.

The revised cumulative target for March reflects the value of unallocated contingency balances at the end of the financial year, these standing at 71 days, which are excluded from the delivery target calculations. In 2017/18 the Service was the subject of an internal restructure, something that it was accepted by the SIAS Board would impact on delivery of annual KPIs. Therefore, with performance at year end standing at 94% of billable days delivered (1% below the KPI target) the final figure represents a commendable achievement by the Team and its management.

3.1.2. Customer Satisfaction with the delivery of Hertfordshire County Council Audit Plan (GREEN)

SIAS delivers the County's Internal Audit Plan and upon completion of each assignment issues a customer satisfaction questionnaire to the lead client officer for the audit. The questionnaire covers the areas of engagement planning, delivery of audit fieldwork, reporting and overall value of the audit. A total of 13 questions are asked, with each scored on a satisfaction rating between 5 (excellent) to 1 (unsatisfactory). The overall satisfaction level for each audit is calculated as the total score from all questions as a percentage of the 65 available points, with a percentage of over 60% being deemed as meeting the agreed quality standards.

Any individual questionnaires that have not met the agreed target score will be followed up with the relevant client officer to ascertain the reasons (if not already provided as comments) and such comments will be used to inform improvement activities at Service and individual staff level.

The SIAS Board require that the Service delivers 100% of audit engagements to the customer satisfaction target scores in the period 1st April to 31st March, with the results of this indicator also being reported to the Audit Committee within the SIAS progress reports.

3.1.3. Health and Safety Performance Overview (GREEN)

98 audit reports have been delivered in 17/18 to date with 85.7% demonstrating good overall health and safety management systems.

Compliance levels are commensurate with those in 16/17 (-0.6%)

A cycle of audit revisits is in place to track action plan progress where required, focussed on compliance in higher hazard areas.

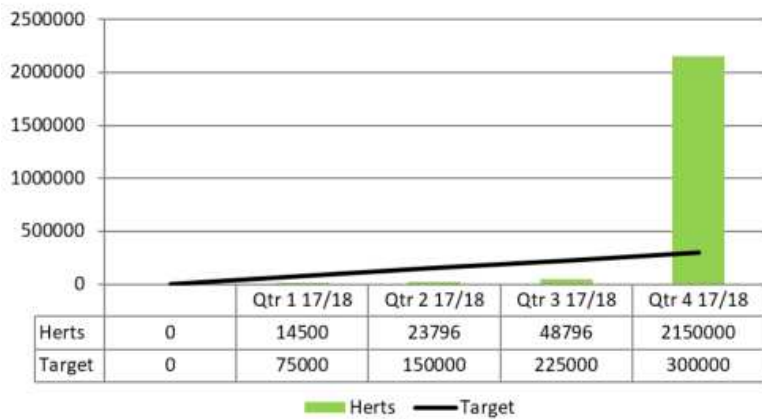
3.1.4. Fraud Performance – Identified Fraud Value (GREEN)

£2.15m



Performance improved from 48,796 last quarter.

Good to be high.



SAFS has completed much of the work required as part of the National Fraud Initiative 2017, which included a significant volume of matches for Blue Badge and Concessionary Bus Passes as well Pensions and Payroll data. All records have been uploaded to the Cabinet Office Portal as required. Other areas of significant savings have been identified from death data for Pensions and enhancement payments to former teachers pensions, as well as some high value fraud cases in adult care. There are still a number of high value cases under investigation across various service but many of these will continue into the 2018/2019 financial year.

4. Property

4.1. KPIs

4.1.1. Property Performance in Meeting Emerging Priorities Identified in the Asset Management Plan (2017-2021) (GREEN)

Projects for completion in:	Q2	Q2 %	Q3	Q3%	Q4	Q4 %
Number for completion in 2017/18:	59		53		54	
Delivered or on track	48	81	47	89	44	81
Minor barriers	4	7	5	9	8	15
Significant barriers	7	12	1	2	2	4
Number for completion in 2018/19:	36		39		54	
Delivered or on track	32	89	31	79	50	93
Minor barriers	3	8	7	18	3	6
Significant barriers	1	3	1	3	1	2
Number for completion in 2019/20:	15		20		26	
Delivered or on track	13	87	18	90	21	81
Minor barriers	2	13	2	10	3	12
Significant barriers	0	0	0	0	2	8
Number for completion in 2020/21:	12		27		36	
Delivered or on track	12	100	22	81	28	78
Minor barriers	0	0	3	11	7	19
Significant barriers	0	0	2	7	1	3

For Year 1, there are 6 projects which although haven't been delivered by year end, are due to complete in the first quarter of 2018/19 (GREEN).

For Year 2 and 4, there is a significant increase in the number of projects, mainly due to the addition of a) new property priorities from Children's Services b) additional property disposal projects not previously included in the Action Plan (GREEN).

Year 4 is rated overall as 'Amber', this is due to a number of large disposal/development sites (including proposed urban extensions at Baldock and Cheshunt) that are predicted to face challenges around planning and delivery. (AMBER)

5. Improvement and Technology

5.1. KPIs

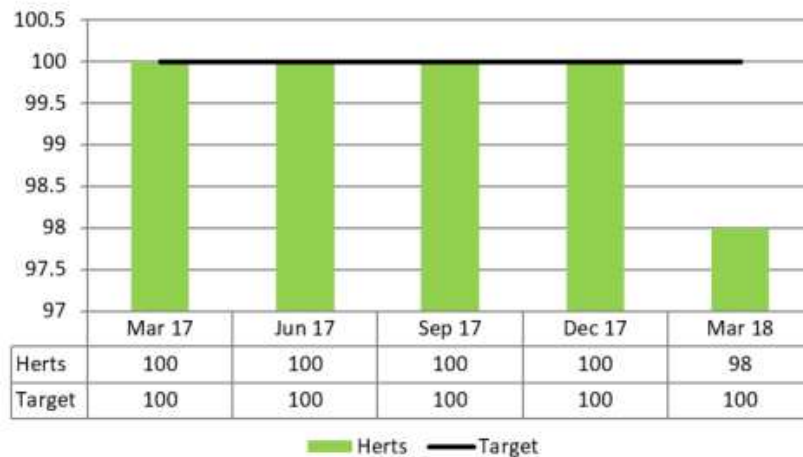
5.1.1. % of logged/complex Freedom of Information (FOI) requests for information to receive full responses within 20 working days (GREEN)

98



Performance declined from 100 last quarter.

Good to be high.



Remains high. The Information Commissioner's Office (ICO) currently investigates performance it believes has fallen below 90% compliance.

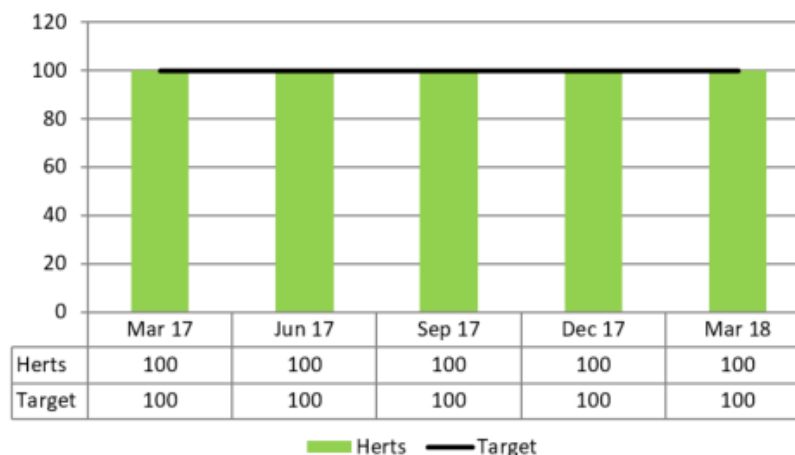
5.1.2. % of Subject Access Requests (SARs) to receive full responses within 40 calendar days (GREEN)

100



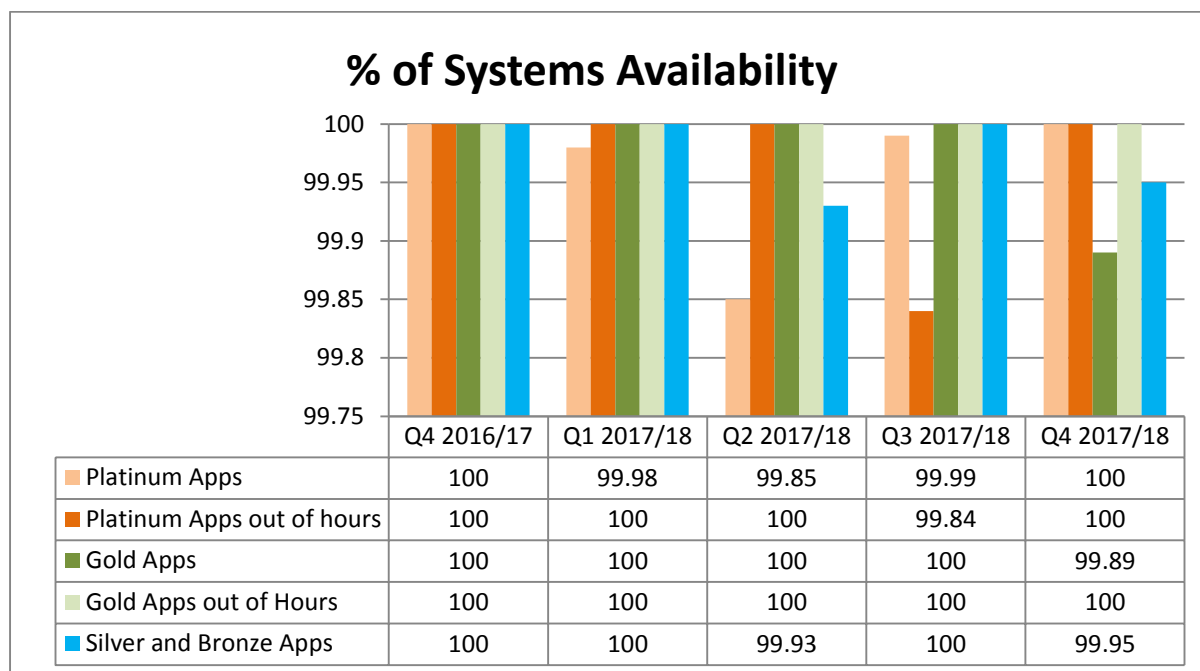
Performance stayed the same since last quarter.

Good to be high.



The percentage of requests handled that received full responses within the statutory timescale remains at 100%. Statutory timescales will change from May 25th 2018 due to General Data Protection Regulation (GDPR), giving one month for short requests but increase to 12 weeks for complex and lengthy requests. Many of the County Council's social care file SARs are complex.

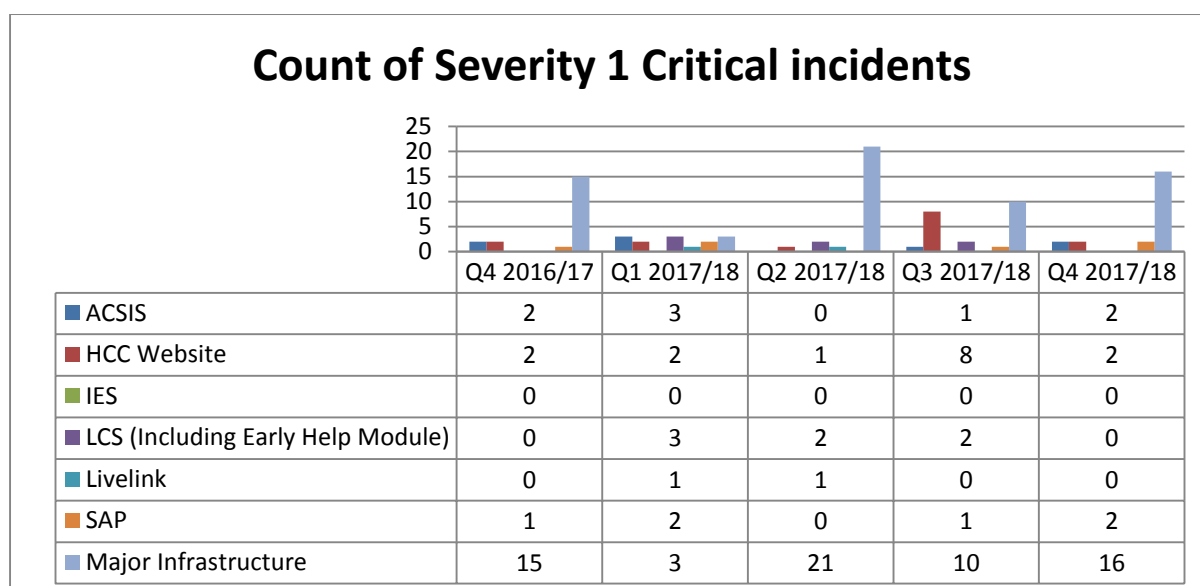
5.1.3. I.T System Availability (%) (GREEN)



Applications are categorized to indicate the varying levels of support available.

The KPI targets set out in the Serco SMS Contract were met for quarter 4.

5.1.4. Monitoring the Number of Significant Incidents (NO RAG)



Only applications classified under the 'platinum' support category and major infrastructure have been presented in the table/graph.

ACSIS issues were resolved within one hour. Hertfordshire County Council Website issues were supplier related, Zengenti. Root cause investigated with recommendations for action. SAP issues were a result of front line services running multiple, excessively large, reports at the same time (outside of normal procedure) and Business Warehouse governance which is

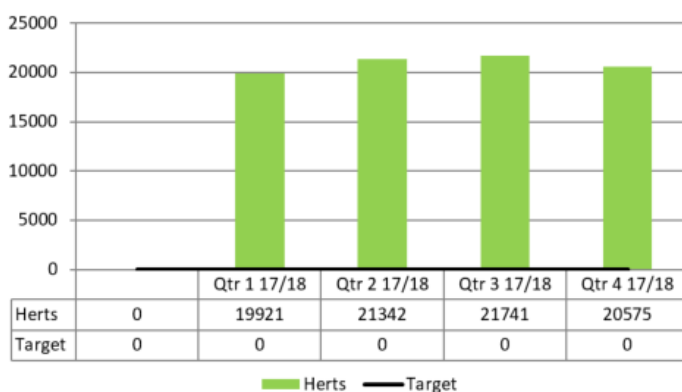
now being addressed by the head of Applications.

Major infrastructure incidents were made up of a variety of hardware/network trafficking issues and also inclusive of Konica Minolta printer issues.

6. Legal, Democratic and Statutory Services

6.1. KPIs

6.1.1. Number of Legal Services hours delivered

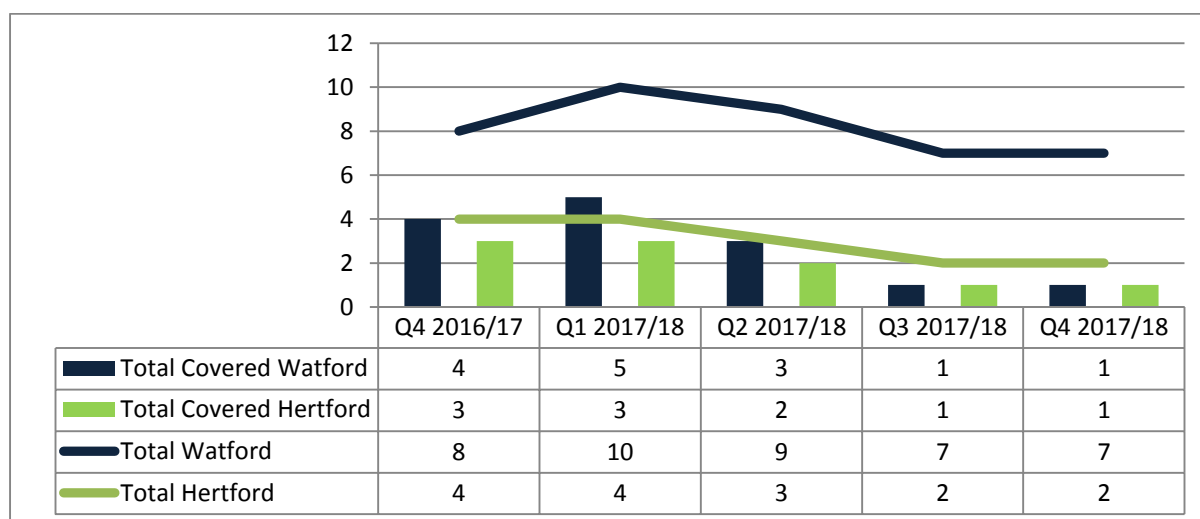


During Q4 Legal Services delivered 20,575 hours of legal advice compared with 21,741 hours during Q3. This is broken down by service department/outside clients as follows:

- Children Services 50% of the total hours (with Children Services CLU work accounting for 43%)
- Environment, Adult Care Services and Resources 37% of the total hours
- Chief Executive, Community Protection, Public Health and Statutory Services 4% of the total hours
- Outside clients 9% of total hours

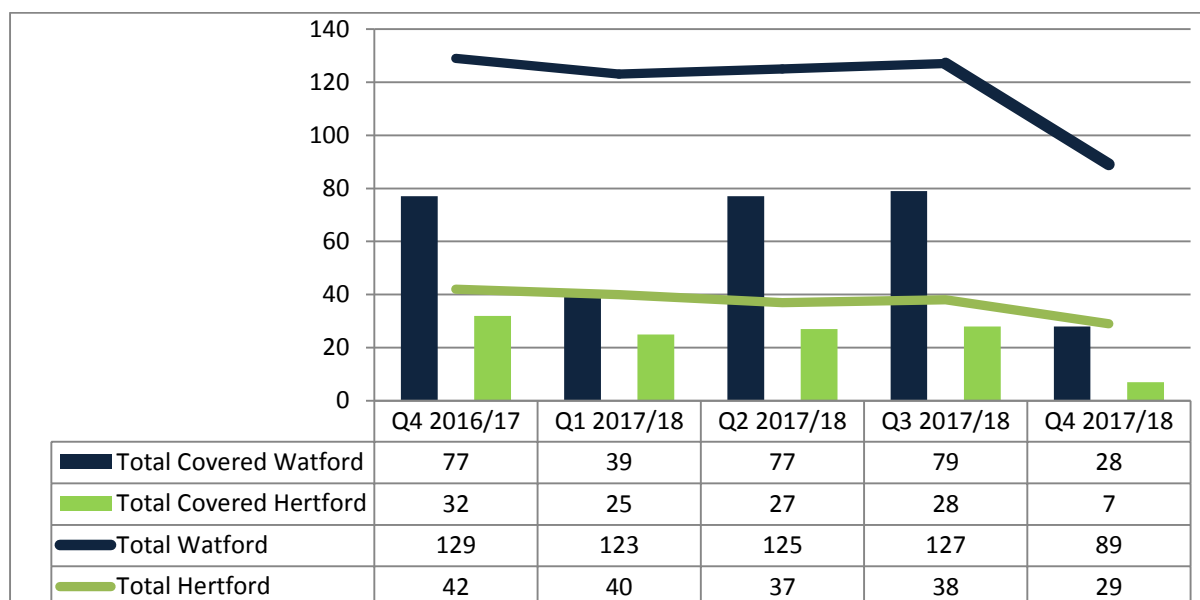
The reasons for the reduction in legal advice hours provided includes reduced availability of staff due to annual leave and staff leaving the Council's employment.

6.1.2. Number of Full Day Hearings Covered (NO RAG)



Lawyers and In-house advocates continue to deal with hearings of longer than 1 day duration; whilst these are only counted as single hearings this quarter accounting for 21 days of court time. Lawyers and Advocates undertaking lengthy hearings (whilst reducing availability for ½ and 1 day hearings) reduces overall external spend and improves service resilience.

6.1.3. Number of Half Day Hearings Covered (NO RAG)



There has been a significant decrease in the number of hearings of half a day or less at both Watford and Hertford, this is due to a number of cases that are now moving into longer fact finding and final hearings (CLU dealt with a total of 203 hearings in Q4). As indicated in the Q3 report a reduction in the overall number of hearings is also a consequence of the work done by CLU and the Court Service to reduce the number of hearings that take place in each section 31 Children Act Application (application for a care or supervision order).

There has been a reduction in the percentage of half day hearings covered at both Watford and Hertford which has been caused by a combination of end of year leave requirements and the resignation of one of the In-House advocates.

6.2. Statutory Services KPIs

6.2.1. Customer Satisfaction with Registration and Citizenship Services (NO RAG)

	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Courtesy and Professionalism	99.96	99.91	99.93	99.5	99.3
Information	99.78	99.82	99.82	99.72	99.74
Convenience	99.54	99.82	99.68	99.48	99.72
Accommodation	99.52	99.47	99.38	99.02	99.39
National KPI	96	96	96	96	96

All customer satisfaction rates exceed national key performance indicators. The rates indicate where a customer has recorded service provided as 'satisfactory' or above. 4319 Responses to the survey have been received in 2017/18.

In addition to the satisfaction rates recorded the following percentages indicate where the customer has rated the service as excellent:

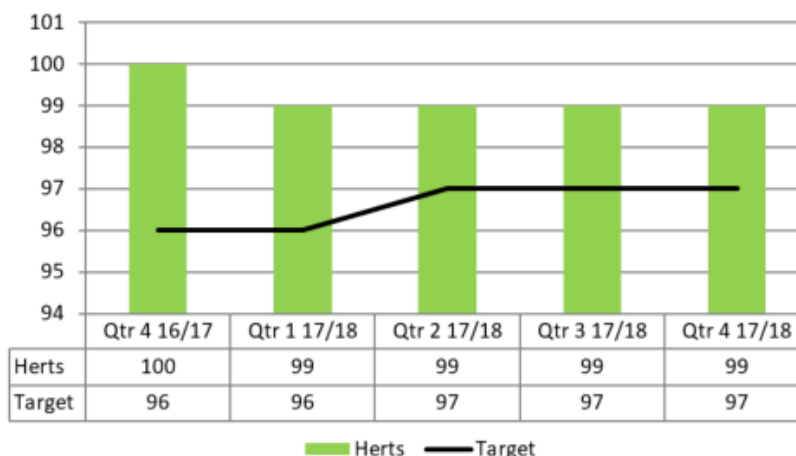
6.2.2. Timeliness of Birth Registrations (%) (GREEN)

99



Performance remained the same since last quarter.

Good to be high.



The Registration Service has continued to exceed the General Register Office key performance indicator and achieve higher levels of timeliness than both the regional and nation benchmarking averages.

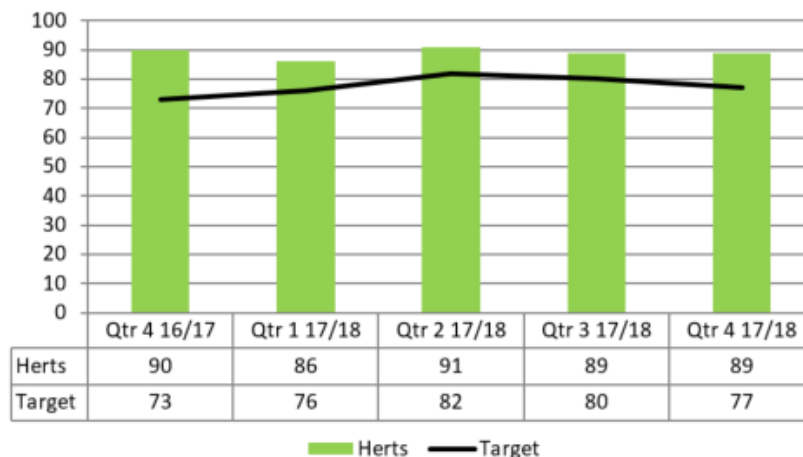
6.2.3. Timeliness of Death Registrations – No Coroner Involvement (%) (GREEN)

89



Performance stayed the same since last quarter.

Good to be high.



Throughout the year 89% of deaths registered where there is no coronial involvement were within the statutory 5-day period. Hertfordshire continues to be outperforming national and regional averages.

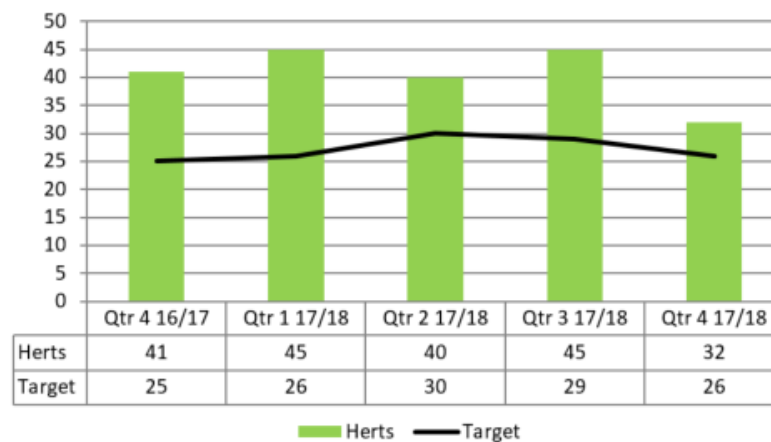
6.2.4. Timeliness of Death Registrations – Inc. Coroner Involvement (%) (GREEN)

32



Performance declined from 45 last quarter.

Good to be high.



Hertfordshire continues to significantly outperform regional and national averages. The Q4 average is 45% fell slightly as the volume of coronial investigations increased over the winter period.

7. Hertfordshire Business Service (HBS)

7.1. KPIs

7.1.1. HBS Performance Overview (RED)

HBS have achieved a surplus of £1.201m. This is £0.558m short of the target of £1.759m, but a £122k improvement compared with the Q2 forecast outturn.

Significant influencing factors:

- The decision that HBS should no longer over-recover print costs (network print previously made a surplus of £0.5m)
- Price increases for 2017/18 did not correctly treat overhead movements
- Fleet Services £90k under contribution – due to reduced demand
- HFS sales are £1.88m (8.7%) higher than last year (YTD), but margins on new sales are lower than forecast

It should be noted that contribution from external trading activities is 27.2% higher than 16/17

8. Community Engagement (Customer Service, Communications and Corporate Policy)

8.1. KPIs

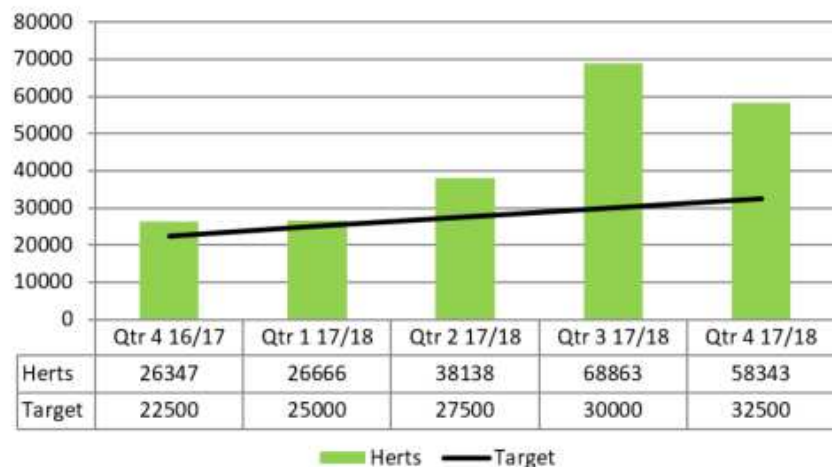
8.1.1. Social Media Engagements (GREEN)

58k



Performance declined from 68,863 last quarter.

Good to be high.



There was decrease in social media engagements this quarter, down from 69k to 58k (+82%) in Q4 compared to Q3, however this still exceeded the target of 32k by a large amount. Q4 has been quieter for big activity such as gritting so this is mainly a seasonal difference in activity rather than a decrease in the quality of the content.

If you look at engagement in line with how many people saw the posts then it is in line with 2.5million impressions in Q3 (a 2.62% engagement rate) and 2.3million impressions in Q4 (a 2.5% engagement rate).

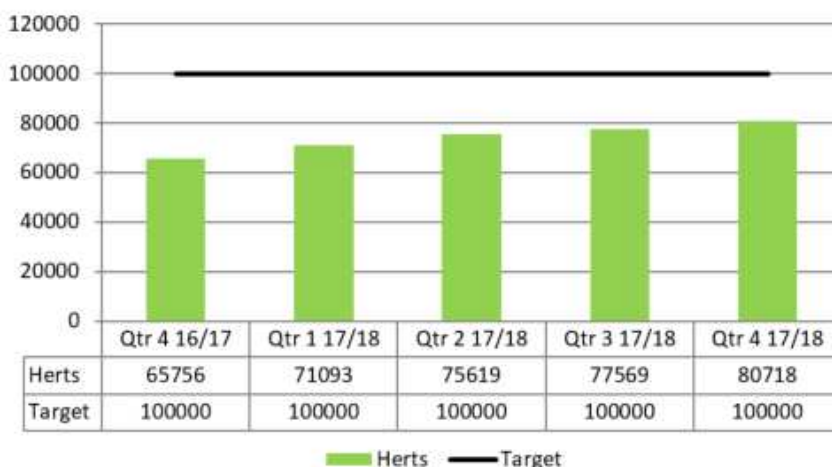
8.1.2. Update Me Subscribers (RED)

80k



Performance improved from 77,569 last quarter.

Good to be high.



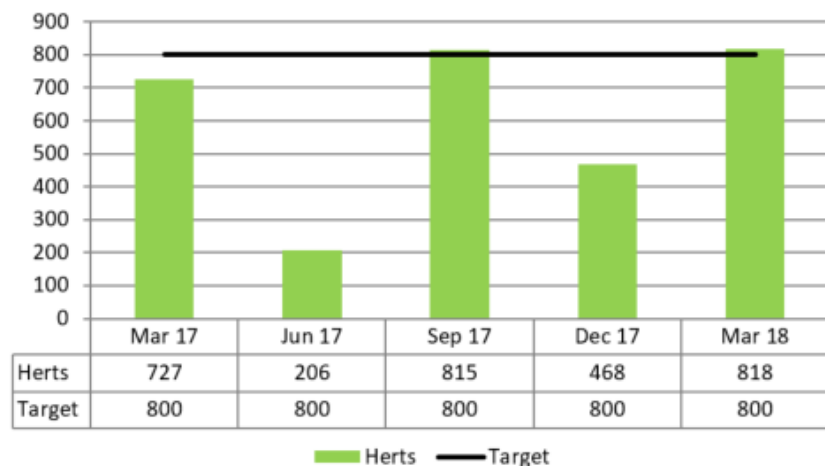
The Update Me system is designed for Herts residents to receive email updates about the services and issues that they are interested in. The system is growing at a faster rate than the previous quarter with an increase of 1,300 this quarter compared to 700 last quarter almost double the growth. Engagement in this quarter was at around 40% across all bulletins which is ahead of the industry average of 20%. The County Council have continued to increase subscribers to the News bulletin which directs subscribers to the News Blog and is ahead of targets. This was through active promotion on social media with direct links to that bulletin and the use of a competition to encourage people to sign up. The County Council also achieved an increase in overall subscribers to the system now reaching 80,000 Hertfordshire residents.

8.1.3. Media Score (GREEN)

818 

Performance improved from 468 last quarter.

Good to be high.



In terms of media sentiment, the team has performed well above the target this quarter due to an ongoing effort to push out positive news stories about the Council. There were 96% positive articles and 4% negative articles in total across the quarter. The average monthly target has been hit every month this quarter which is an improvement on previous quarters.

9. Service-wide Resources Indicators

9.1. KPIs

9.1.1. Resources % Voluntary Turnover (RED)

14.7 

Performance declined from 13.9 last quarter.

Good to be low.




Voluntary turnover has reduced this quarter in Resources excluding Hertfordshire Business Service (HBS) and Libraries & Heritage Services (LHS), and stayed the same including HBS and LHS. Excluding HBS and LHS, turnover has reduced by 0.6% from 15.3% in Q3 to 14.7% in Q4. Including HBS and LHS, turnover has remained at 14.7%. Across Council Departments turnover has slightly reduced from 12.9% to 12.5% in the same period. Turnover is based upon 12 month rolling average figures to the end of the quarter.

The most significant overall change was a reduction in voluntary turnover in Community Engagement – from 23.3% in Q3 to 16.9% in Q4 (following a previous reduction in Q3 from 27.2%, indicating greater stability in this area). The most significant increase has been in HBS – a 4.1% increase, followed by a 2.7% increase in Improvement & Technology. It is worth noting that % increases seem more dramatic where the departmental numbers are small.

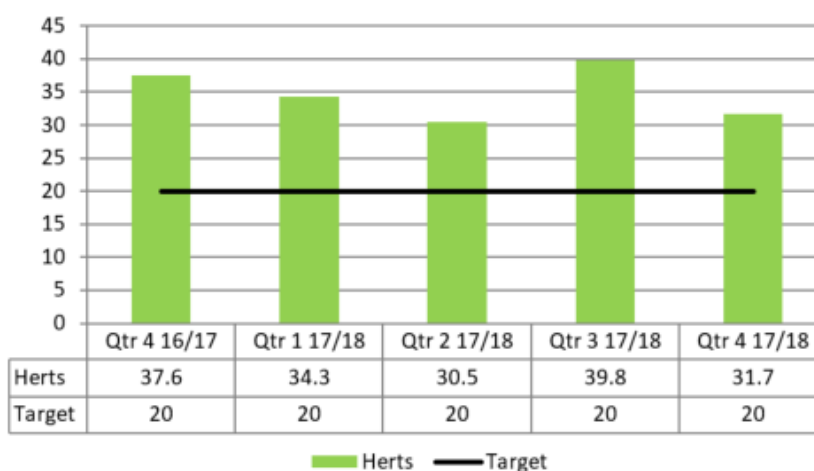
The most significant increase has been in Human Resources – an 8.8% increase following a 14.6% decrease in Q2. There were also increases of 5.3% in Legal Services and 3.9% in HBS, with reductions in Community Engagement, Assurance Services, Democratic & Statutory Services and LHS.

9.1.2. Resources Young People – total turnover % (RED)

31.7 

Performance improved from 39.8 last quarter.

Good to be low.



Turnover figures are based upon a rolling year to the end of the quarter. Turnover of young people across Resources (excluding HBS & LHS) has reduced from 32.8% in Q3 to 19.7% in Q4. This is a difference of 8 leavers when comparing under 25 leavers in the year to December 2017 (19 leavers) with the year to March 18 (11 leavers).

The total for Resources including HBS and LHS has also decreased from 39.8% to 31.7%. This is a difference of 9 leavers (from 37 to 28). Most of the Resources leavers are from LHS: weekend Customer Service Assistant roles and Library Assistant roles. Those young people leaving from the remainder of Resources are spread across roles and service areas.

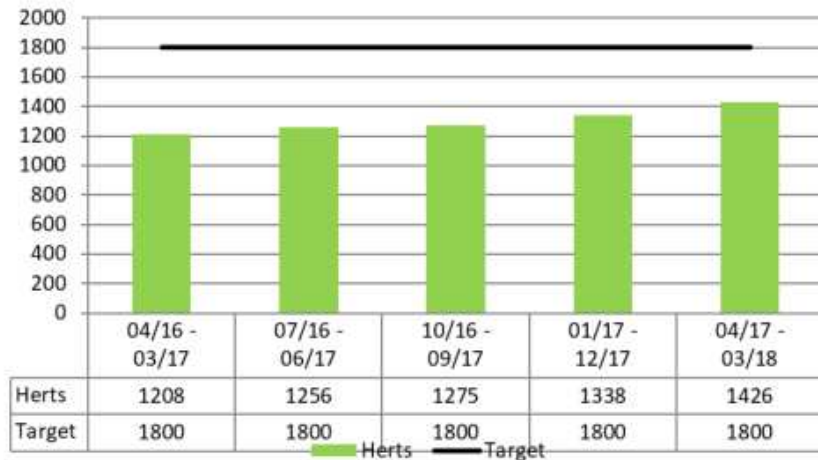
Council Department turnover of young people also reduced from 31.7% in Q3 to 31.3% in Q4.

9.1.3. Resources Agency Spend (£) (GREEN)

£1.43m 

Performance declined from £1.34m last quarter.

Good to be low.




Agency spend data for Q4 is based on a rolling year to the end of February 2018. Agency spend for Resources (excluding HBS and LHS), has increased by £51,208 (5.6%) from £922,398 to £973,606 when compared to the rolling year to the end of November, reported in Q3. This is due to increased spend on Legal roles in January and February 2018. Agency spend represents 3.1% of the total pay bill for Resources, an increase from 2.9% reported in Q3.

Agency spend for Resources (incl. HBS and LHS) has increased this quarter, by £88,684 (6.6%). This is an increase from £1,338,312 to £1,426,996. It is due to Legal roles in Resources and seasonal Warehouse Operative roles in HBS in December 2017. Agency spend reduced in LHS. Agency spend represents 3.2% of the total pay bill for Resources (including HBS and LHS), an increase from 3.0% reported in Q3.

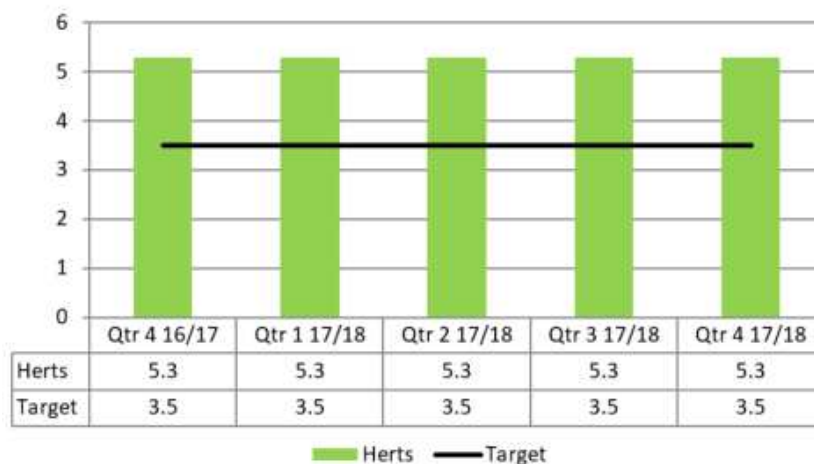
Agency spend in HBS represents 10.1% of the total pay bill, increasing from 9.3% in Q3. Agency spend has increased from £413,802 (rolling year to November 2017) to £451,316 (rolling year to February 2018).

9.1.4. Resources Average Days Lost due to sickness absence (all days) (RED)

5.3 

Performance has remained the same since last quarter.

Good to be low.



Sickness levels in Resources (incl. HBS and LHS) have remained stable at 5.3 days average per employee in Q2, Q3 and Q4. Resources figures excluding HBS and LHS, have started to increase following a previous reduction. They currently stand at 4.7 days, up from 4.4 days in Q3. Both averages compare favourably with the Council Departments average of 7.1 days (a drop from 7.2 days in Q3). Q4's Sickness absence average days data is based upon a rolling year to the end of February 2018.

Between Q3 and Q4 there have been increases in sickness levels across 4 Service areas (Community Engagement 0.6% increase, Property 1.5%, Legal Services 0.1% and Democratic & Statutory Services 1.4%), and reductions across the remaining 6 service areas, with a 1.5% reduction in Property being the most significant. The lowest level of sickness is 2.3 days in Human Resources and Finance.

Managers are asked to continue to actively manage absence and to contact the HR Service Desk if further support is required.

9.1.5. Apprenticeship Performance – Number of Current Employees, Number Externally Appointed and Costs (NO RAG)

	Number of current employees an apprenticeship programme					Number of externally appointed on to an apprenticeship programme employees an apprenticeship programme						Departmental apprenticeship cost to date				
	Q4	Q1	Q2	Q3	Q4	Q4	Q1	Q2	Q3	Q4	Q4	Q1	Q2	Q3	Q4	
Adult care services				3	7				13	14				52,100	58,146	
Children's Services				20	27				4	4				54,800	70,740	
Community Protection				2	2				0	0				6,000	6,000	
Environment				1	1				0	3				2,500	7,500	
Public Health				0	0				0	0				0	0	
Resources				5	21				4	7				49,000	248,625	
HCC Total				31	58				21	28				175,400	391,011	

These are new indicators which were first reported in Quarter 3. The Apprenticeship Levy liability for the County Council is £932,553 for 2017/18 and £962,000 for 2018/19. To maximise the levy the County Council estimates a requirement for approximately 140 apprentices per annum. To date 86 members of staff will benefit from development from apprentice opportunities, and the County Council has recruited 35 external apprenticeships. These figures should be considered in the context that new apprentice standards are emerging on a regular basis and this is expanding the County Council's ability to identify further apprentice opportunities.

9.1.6. Resources Number of Complaints and Compliments (NO RAG)

During Q4 the Resources department has continued to receive a low amount of stage 1 complaints at just 3 in total, which is consistent with the amount received in Q3. Two of the complaints were received within the Assurance department for issues relating to insurance claims and the Finance department received the remaining complaint. No noticeable trends can be seen between these complaints given the relatively small base number. All 3 of the complaints received were both acknowledged and received a full response within the target timeframe.

Resources received no stage 2 or Ombudsman complaints during Q4.

There were 52 compliments received for the Resources department during Q4 (improving from the 34 received last quarter). The majority of these are for Legal, Statutory and Member Services, with Citizenship Services receiving the majority of compliments (28) followed by Registration Services (13), then Coroner Services (7), Highway Boundary & Land Charges (2) and lastly Environment and Dispute Resolution (1). The Property department also received a compliment within the Building Management service. Higher compliment rates are expected for public facing services such as statutory services than back office functions that primarily act to support County Council services therefore this is not unexpected.