

HERTFORDSHIRE COUNTY COUNCIL

**RESOURCES, PROPERTY AND THE ECONOMY CABINET PANEL
WEDNESDAY, 14 FEBRUARY 2018 AT 10:00AM**

RESOURCES MONITOR – QUARTER 3 (OCTOBER – DECEMBER 2017)

Report of the Director of Resources

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Executive Member/s: - David Williams – Leader of the Council (as responsible for Resources, Property and the Economy)

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 October - December 2017 (Quarter 3).

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	

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) also improved from 93% in Q2 to 100% in Q3.
2. Finance
Performance around E-supplier payments (report reference 2.1) is encouraging through new processes and solutions being put into practice. The application to form a 100% Business Retention Pilot, whilst unsuccessful, demonstrated the benefits of greater retention and cooperation plans for Business Rates Retention, between the County and all Hertfordshire districts.
3. Assurance
The shared internal audit service (report reference 3.1.1) is above the target of delivering 950 of its planned audit days for Q3 with a total of 985 (+4%). Customer satisfaction (report reference 3.1.2) with this process remains above the target score.
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, although this has declined slightly from Q2.
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) remained at 100% against a challenging KPI target. Similarly, the number of subject access requests (report reference 5.1.2) and I.T system availability (report reference 5.1.3) have both remained at 100%. The number of high severity incidents reported (report reference 5.1.4) has declined to 22 this quarter from 25 in Q2.
6. Legal, Democratic and Statutory Services
During Q3 Legal Services improved the number of hours of legal advice delivered at 21,741 hours vs 21,342 hours during Q2 (report reference 6.1.1).
7. Hertfordshire Business Services (HBS)
HBS continues to provide a significant return to the Council (report reference: 7.1.1) at a £1.2m forecast. 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) have improved by 82% for Q3 to a new total of 69k. The increase can be attributed to the continuing efforts to produce engaging content, whilst the Council's Facebook presence had a large increase in followers due to the amount of residents interested in what was happening during the snow. The average media score (report reference 8.1.3) for Q3 was 682 and so improved from an average of 655 in the previous quarter.
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; whilst the average days lost due to sickness absence (report reference 9.1.3) has remained consistent with the previous two quarters. A new KPI based on apprenticeships statistics has also been introduced for Q3 (report reference 9.1.5).

1. HR

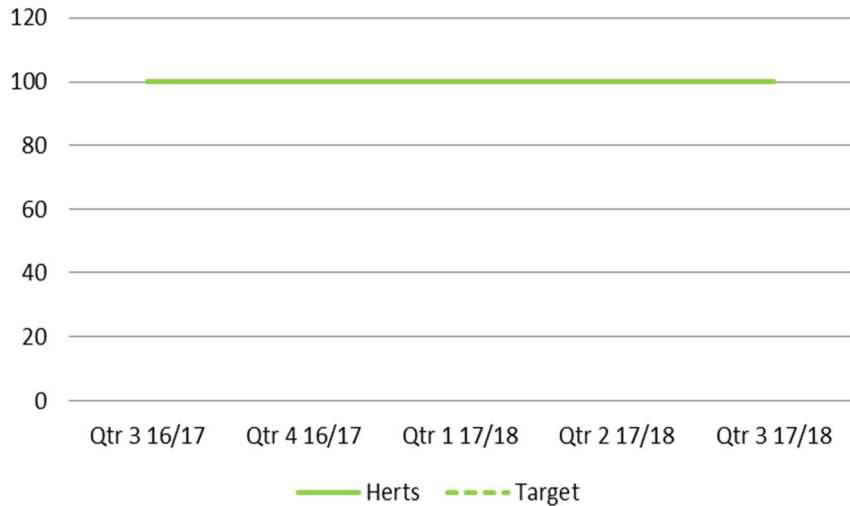
1.1. Key Performance Indicators (KPIs)

1.1.1. HR Employee Relations customer satisfaction rating (GREEN)

100 

Performance remained at 100% this quarter.

Good to be high.



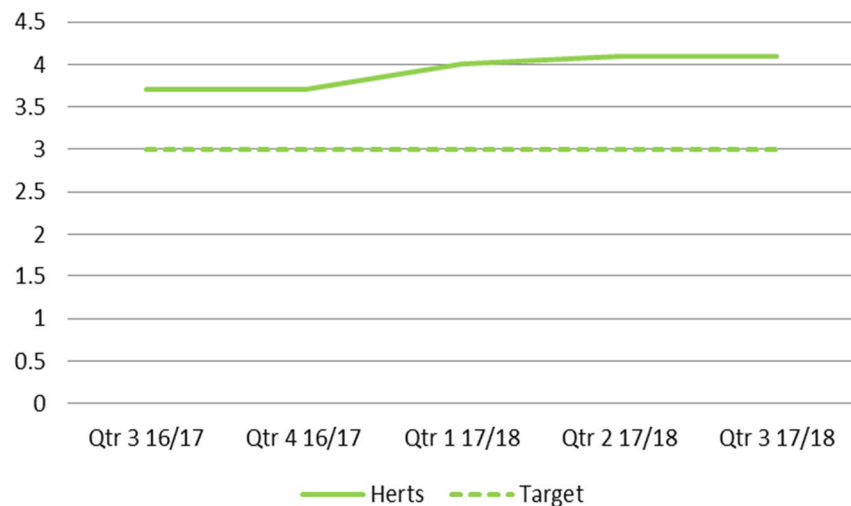
A satisfaction email is sent to managers following completion of support from the Employee Relations team. Feedback is sought about the efficient and professional service from the team. Customer satisfaction remains at 100% in Q3.

1.1.2. Candidate Satisfaction with the Recruitment Process (GREEN)

4.1 

Performance has remained the same as last quarter.

Good to be high.



In Q3, candidate satisfaction with the recruitment process remained at 4.1 out of a potential score of 5. This remains above the target of 3.

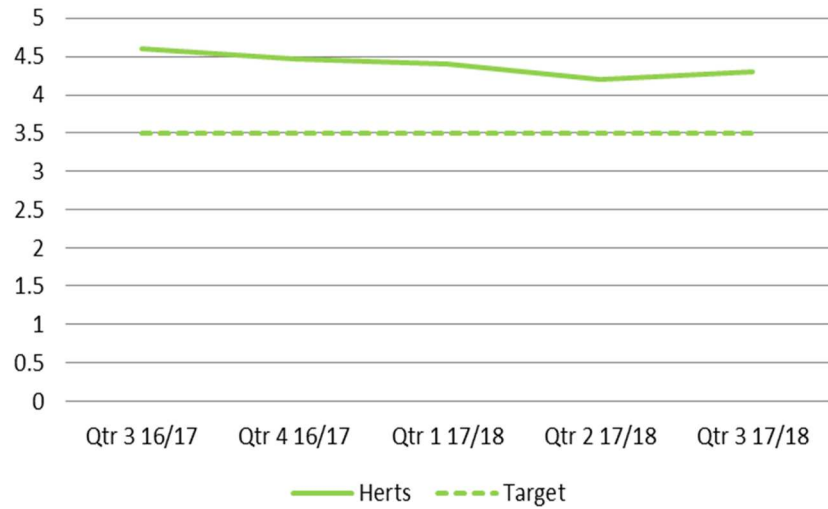
1.1.3. Hiring Manager Satisfaction with the Recruitment Process (GREEN)

4.3



Performance increased slightly from 4.2 last quarter.

Good to be high.



Feedback from hiring managers on satisfaction with the recruitment process has increased slightly from 4.2 in Q2 to 4.3 in Q3. This is based upon a potential score of 5 and remains above the target of 3.5.

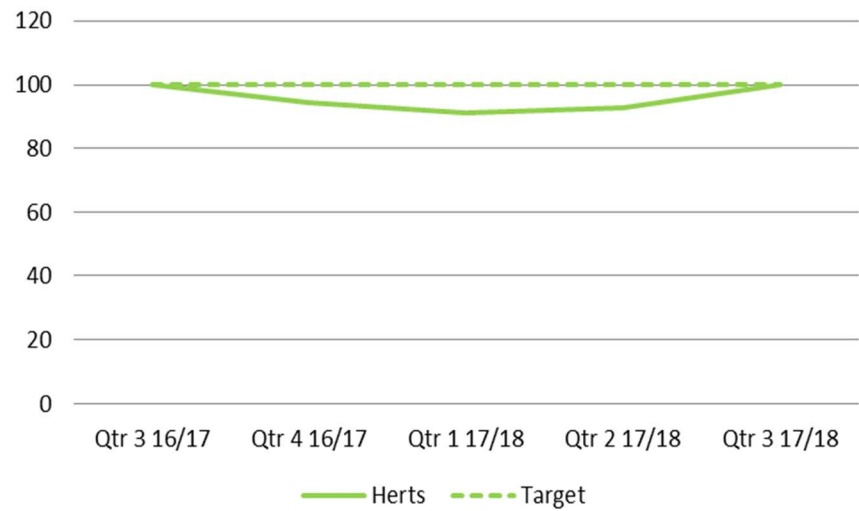
1.1.4. % DBS checks processed within 48 hrs (GREEN)

100



Performance improved from 91.2 last quarter.

Good to be high.



Performance on this indicator increased from 93% in Q2 to 100% in Q3, achieving the target. Measures implemented to increase internal HR counter signatory availability supported the target being reached.

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, LEP and briefing senior members. The 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 Council continues to make use of opportunities to make the case for funding reform, including our response to the Provisional Settlement and a consultation on Fair Funding.
Project (GREEN)	E-supplier payments	<p>Our supplier Proactis has introduced new processes which facilitate suppliers invoicing and improves SERCO management of suspense items. These have been implemented successfully.</p> <p>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 any issues that might arise.</p> <p>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>
Project (AMBER)	E-commerce	<p>Phase 1 implementation now completed except for HALS (Herts Archives and Local Studies – see below), and all services migrated. Cloudbuy (the outgoing supplier) was switched off on 31st October 2017 and most of the Chip & PIN Machines have now been deployed.</p> <p>The procurement of a new Merchant Card provider is progressing but at a slower pace than originally planned. It is now due to be completed on 31st January 2018.</p> <p>HALS requires a new application to be able to integrate with Civica ICON, which provides functionality to input and process card payment transactions online and directly with the banking systems. Therefore the decision was made to procure Orange Leaf. Procurement of Orange Leaf is now complete and implementation started. An interim solution for HALS has been deployed as a stop gap measure between Cloudbuy switch off and Orange Leaf go live.</p>

2.2 Key Performance Indicators (KPIs)

2.2.1 Movement in service expenditure (NO RAG)

Movement:
 Q2 variance: +£2.191m
 Q3 variance: -£3.906m

Movement (absolute): £6.097m

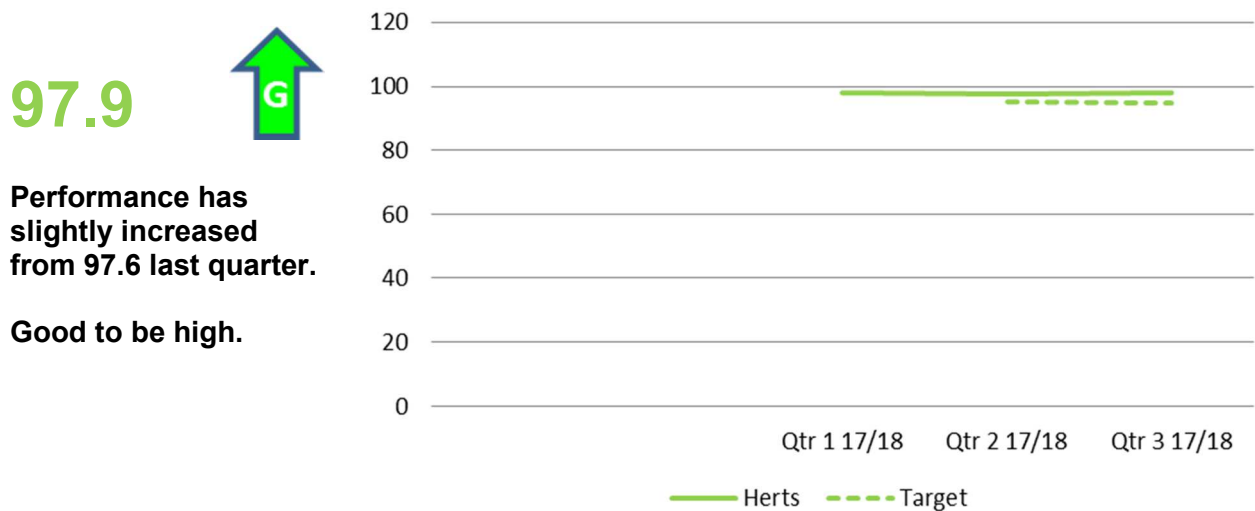
Assessment:

The target is for there to be minimal movements not only between the variance that is reported 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 Q2 to Q3 in the last 3 financial years is £3.377m. Whilst the change is outturn between Q2 and Q3 for 17/18 is higher than this average, a number of one-off factors have resulted in a greater movement this year. These include, for example, central MRP savings which following changes to the Minimum Revenue Provision (MRP) policy introduced in 2017/18, a further £2.75m savings have been identified as achievable within the new policy. These have been included in the 2018/19 Integrated Plan (IP) and can be realised from 2017/18.

2.2.2 Budget Holder Completion % (GREEN)



During Q3, 243 budget holders within Resources were required to 'process complete' one of their cost centres. Overall, 238 (97.9%) users completed this on time which indicates a good performance in comparison to other departments, with the average completion rate across the County Council at 94.8%. The Resources performance is also above the target of 94.8% and has slightly improved from Q2, which had 97.6% of users completing the process on time.

3. Assurance

3.1. Key Performance Indicators (KPIs)

3.1.1. Delivery of the County Councils Audit Plan (including Schools) % completion (GREEN)

SIAS (Shared Internal Audit Service) 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 Council's Annual Governance Statement.

As of December 2017, 985 audit days had been delivered which is an increase from 918 at this point last year and above the target of 950.

3.1.2. Customer Satisfaction with the delivery of the 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.

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.

Current performance is on target with all questionnaires returned in 2017-18 meeting the agreed target score.

3.1.3. Health and Safety Performance Overview (GREEN)

71 audits have been undertaken in 17/18 to date with 88.7% demonstrating good overall health and safety management systems. Delivery of audit plan remains on target.

Currently compliance levels in 17/18 are +2.1% from 16/17.

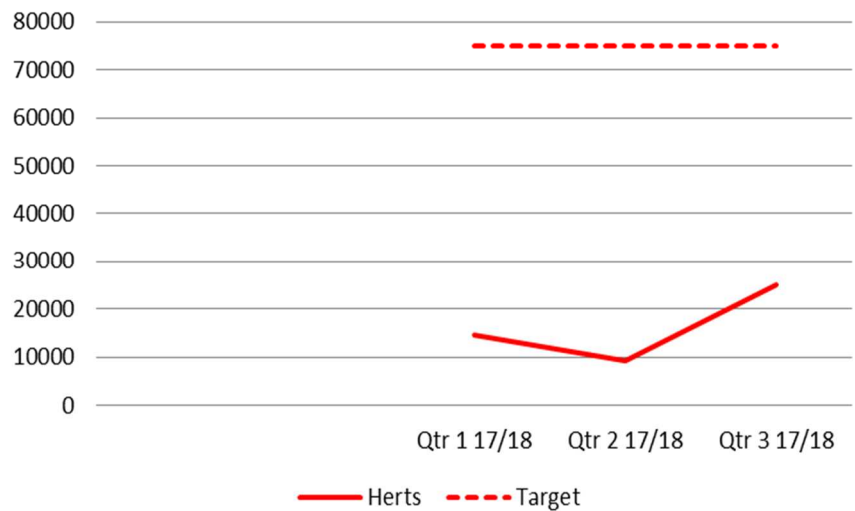
3.1.4. Fraud Performance – Identified Fraud Value (RED)

£25k



Performance has improved from £9k last quarter.

Good to be high.



SAFS (Shared Anti-Fraud Service) investigates a proportion of reported fraud each year and records identified losses and savings for all clients (£1.4m across all clients to date). This KPI measures identified fraud losses/savings relevant to the County Council. It covers all service areas and investigations into fraud committed by staff, elected members, contractors and service users. The service works with internal and external partners to assist with recovery of losses and seeks to impose sanctions where appropriate. The indicator is relevant as it shows that the Council takes positive action to identify, prevent and investigate fraud.

A target of £300k identified fraud was agreed based on the capacity of the service to resolve a set number of investigations each year and show a positive return on investment from the Councils membership of SAFS. Areas of reported fraud in 17/18 to date include Blue Badge, Payroll, Pensions, Direct Payment and Insurance. Due to staffing issues within the Service and some very complex, high value frauds (one in the region of £500k) which will not be resolved by March 2018, it is unlikely that the target will be achieved for 17/18.

4. Property

4.1. Key Performance Indicators (KPIs)

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

Year	RAG rating	Commentary
Projects for completion in 2017/18	GREEN	Of the 53 projects scheduled for completion in 2017/18: 89% (47) have either been delivered or are on track for completion 9% (5) have minor barriers to delivery 2% (1) have significant barriers to delivery
Projects for completion in 2018/19	AMBER	Of the 39 projects scheduled for completion in 2018/19: 79% (31) have either been delivered or are on track for completion 18% (7) have minor barriers to delivery 3% (1) have significant barriers to delivery
Projects for completion in 2019/20	GREEN	Of the 20 projects scheduled for completion in 2019/20: 90% (18) are on track for completion 10% (2) have minor barriers to delivery 0% (0) have significant barriers to delivery
Projects for completion in 2020/21	GREEN	Of the 27 projects scheduled for completion in 2020/21: 81% (22) are on track for completion 11% (3) have minor barriers to delivery 7% (2) have significant barriers to delivery
RAG Rating Explanation: Green = more than 80% of projects are on track or completed Amber = between 70% - 80% of projects are on track or completed Red = fewer than 70% of projects are on track or completed and 30% or more have major barriers to delivery		

Performance has remained good with the majority of projects either being delivered or on track for completion from 2017-2021. The main exception to this is 2018/19, which is now an amber rating as 79% of projects are now on track or have been completed, compared to 89% in Q2. Whilst each project is independent and has its own specific challenges, the reasons for the 8 projects now facing barriers or delays in 2018/19 can be categorised as follows:

- There are a number of outstanding planning issues that need to be resolved with the relevant local planning authorities (x3 projects)
- Property is awaiting the outcome of decision making processes - from other County Council departments (x3 projects) and from partner agencies (x2 projects) - before being able to progress projects further.

The other shifts since Q2 are mainly due to:

- The addition of key disposal projects to the Action Plan.
- The addition of new projects requested by services and approved for by the Asset Management Board
- Amalgamation of a number of separate but related projects into a single project.
- The target completion date for a number of projects has been changed from Year 1 to Years 3 and 4. Reasons for the change to the completion dates are due to either

changes made in the initial development of the action plan, or changes in the scope of projects (i.e. from exploring options to actual delivery). Services are kept updated on the progress of all projects through regular multi-disciplinary team meetings between Property and key service representatives.

5. Improvement and Technology

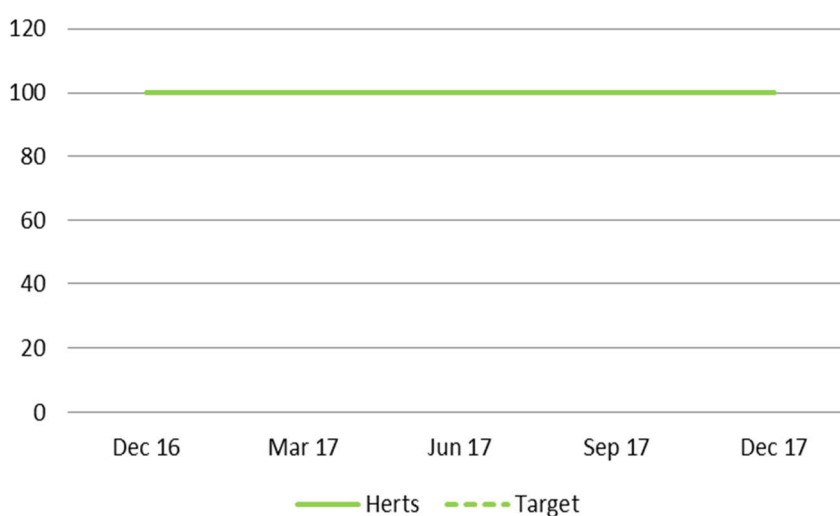
5.1. Key Performance Indicators (KPIs)

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

100 

Performance remained on target of 100.

Good to be high.



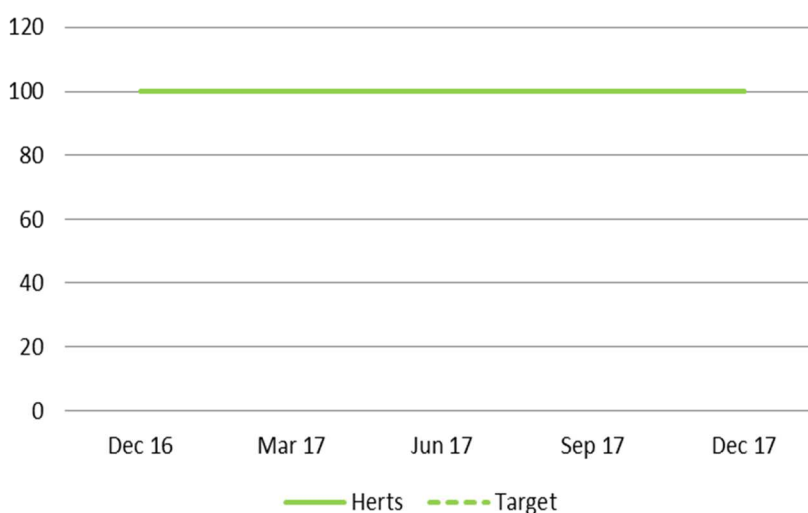
425 requests were carried out in Q3 compared to 406 in Q2. Performance remains high against a challenging KPI target.

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.



94 requests were carried out in Q3 compared to 99 requests in Q2. 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 social care files SARs are complex.

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

For Q3 the availability of IT applications has remained consistently high, with all applications available 100% of the time and consequently performing above target. This is an improvement from Q2, which had platinum classified applications availability at 99.8% during core hours (07:00 to 00:00). Note: the county council's most significant systems are categorised into Gold and Platinum – with Platinum being the most significant. Systems with lower levels of criticality to council business are rated Silver and Bronze.

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

The number of 'incidents' refers to the number of systems problems we get within a month that are at the highest severity levels – i.e. staff do not have access to a key system.

For Q3 there were 22 high severity incidents recorded (improving from 25 in total for Q2). The main critical incidents were within major infrastructure. There were 10 in total from this category (improving from 21 in Q2) which were for a variety of different issues, such as network access issues (5), Konica Minolta print jobs not printing (3), remote broadband access login issues (1) and delays accessing emails (1).

The majority of the remaining issues were related to the County Councils website, which had 8 incidents reported in Q3 (showing a significant increase from the 1 incident recorded in Q2). These were for either online payment systems not working (3), the website not being accessible (3), errors when registering for free school meals (1) or a fault reporting down for customer services centre (1).

6. Legal, Democratic and Statutory Services

6.1. Key Performance Indicators (KPIs)

6.1.1. Legal Services Overview (NO RAG)

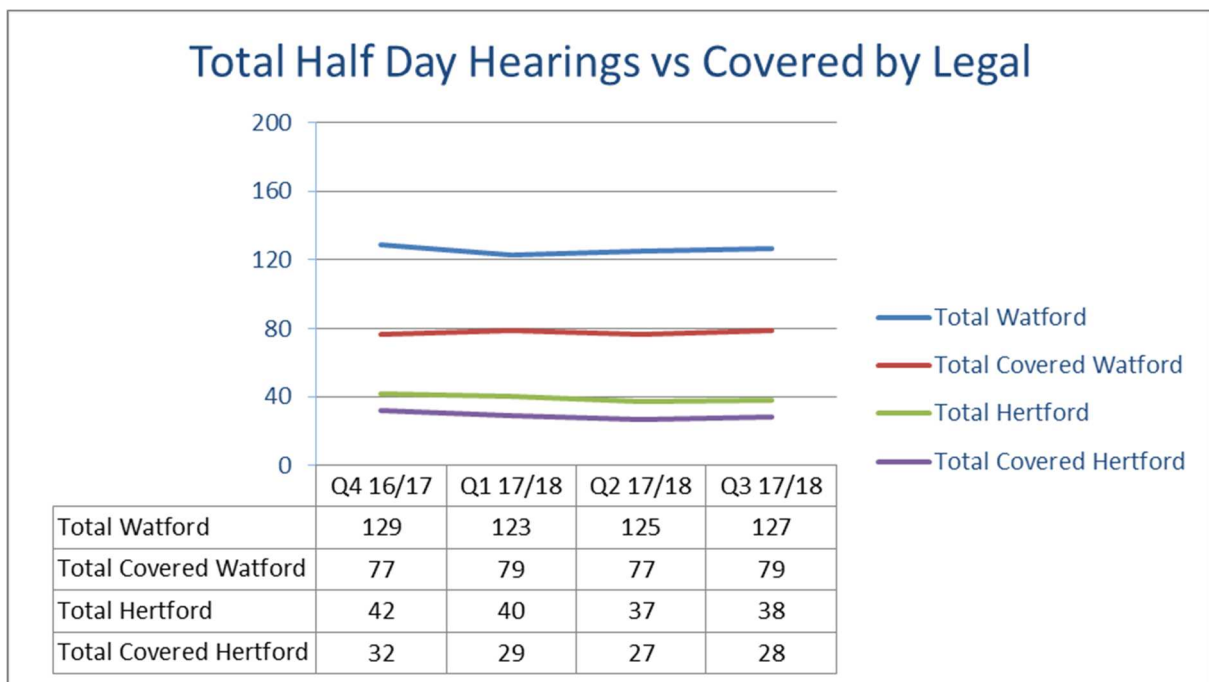
During Q3 Legal Services slightly improved the amount of hours of legal advice delivered at 21,741 hours vs 21,342 hours during Q2.

Client satisfaction:

Legal Services collect feedback on client satisfaction with the service that has been provided. 92% of the questionnaires returned over the last 3 Quarters¹ rated Legal Services as providing an excellent or good service (excellent 58%, good 34%). For the Childcare Litigation Unit (CLU) 96% of clients rated the team as providing an excellent or good service (excellent 75%, good 21%).

1 Legal Services have received 181 completed feedback questionnaires (29% of all questionnaires sent).

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



The percentage of half-day hearings covered has remained consistent and has exceeded KPIs despite an overall reduction in the number of lawyers in the service and the impact of Christmas and Bank Holiday leave.

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 15 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.

The development of advocacy generally and of the Advocacy Unit is continuing to make improvements in case management and in reducing reliance on external Counsel. The Courts Service and CLU are working to ensure that the overall time taken for, and the number of hearings taking place in, care proceedings are reduced and it is anticipated that this will, in due course, reduce the overall number of hearings taking place.

6.2. Statutory Services KPIs

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

	Q2 17/18	Q3 17/18
Courtesy and Professionalism	99.93%	99.95%
Information	99.82%	99.72%
Convenience	99.68%	99.48%
Accommodation	99.38%	99.02%
National KPI	96%	96%

All customer satisfaction rates exceed national key performance indicators. 3900 Responses to the survey have been received in the first 9 months of the year.

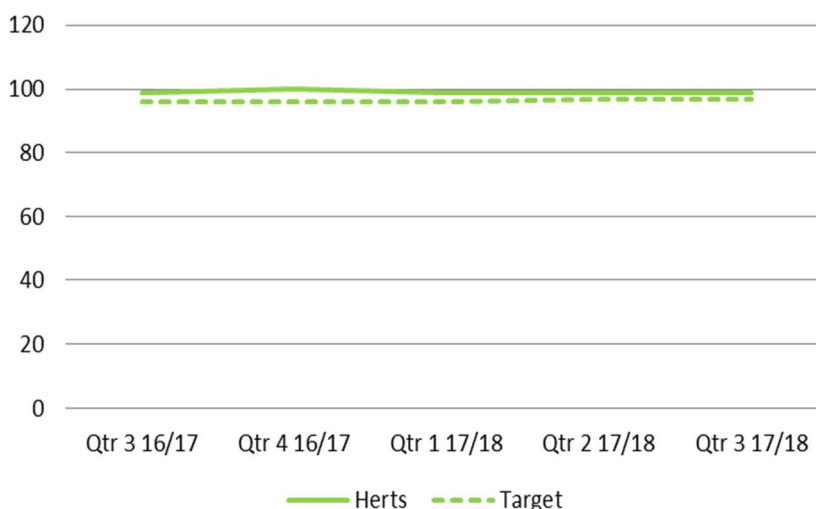
6.2.2. Timeliness of Birth Registrations (%) (GREEN)

99



Performance remained the same since last quarter.

Good to be high.



In Q1, Q2 and Q3 99% of Birth Registration were registered within the statutory timescales. Hertfordshire is performing well and exceeding the national and regional averages.

The reason for this high statistic is a combination of factors:

- Good availability of appointments across the county's register offices.
- Ease of access, online booking (70+%), call handling 98% on first contact.
- Clear information available to new parents including web presence, leaflets, posters and good communications with maternity services.
- Effective Requisition process (process by which new parents are chased if they have not registered).

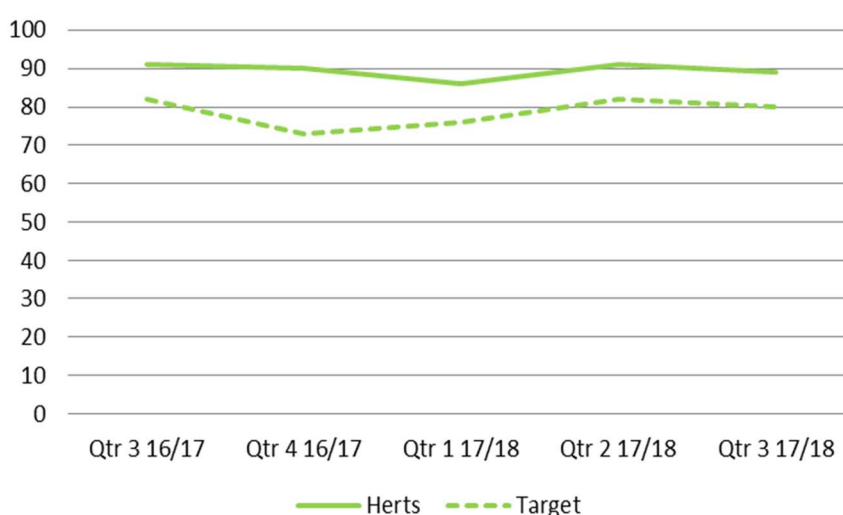
6.2.3. Timeliness of Death Registrations – No Coroner Involvement (%) (GREEN)

89



Performance decreased slightly from 91 last quarter.

Good to be high.



At Q3, 89% of deaths registered where there is no coronial involvement were within the statutory 5 day period. Hertfordshire is still out performing national and regional averages.

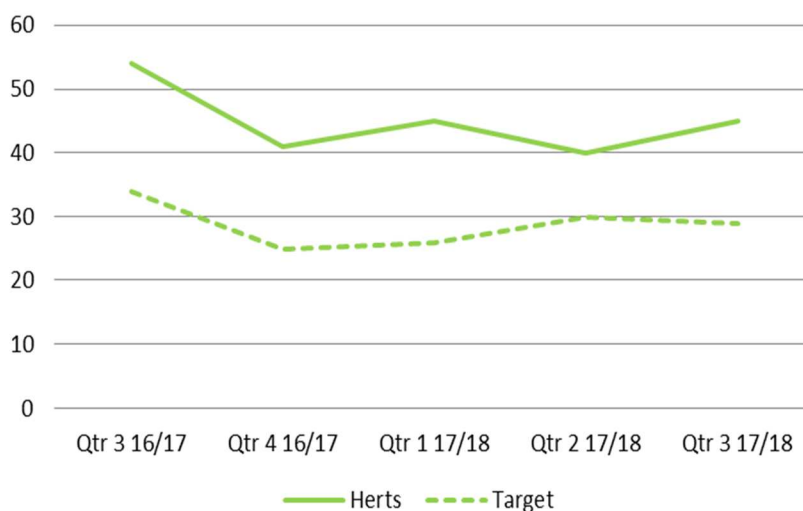
6.2.4. Timeliness of Death Registrations – Inc. Coroner Involvement (%) (GREEN)

45



Performance increased from 40 last quarter.

Good to be high.



Hertfordshire continues to significantly outperform regional and national averages. The Q3 average is 45% for Hertfordshire compared to 17% regionally and 29% nationally.

There is ongoing partnership working between the Registration Service and the Coroner Service to expedite the processes. Electronic transfer of coronial paperwork will be available from 2017 on implementation of a new Case Management system, which is expected to expedite processes further.

7. Hertfordshire Business Service (HBS)

7.1. Key Performance Indicators (KPIs)

7.1.1. HBS Performance Overview (RED)

HBS is forecasting to provide a significant return to the County Council of £1.2m. However, overall performance has declined vs a target of £1.8m (-£600k). This is due to:

- Lower margins on Herts Full Stop sales (arising in part from currency pressures), and reduced schools sales.
- Reduced income from printing, as cost savings are passed onto services.
- Reduced income in Fleet Services with reduced level of purchasing and leasing of vehicles across the County Council.

Further work is under way to investigate options for improving the position. Longer term investment options are also being developed.

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

8.1. Key Performance Indicators (KPIs)

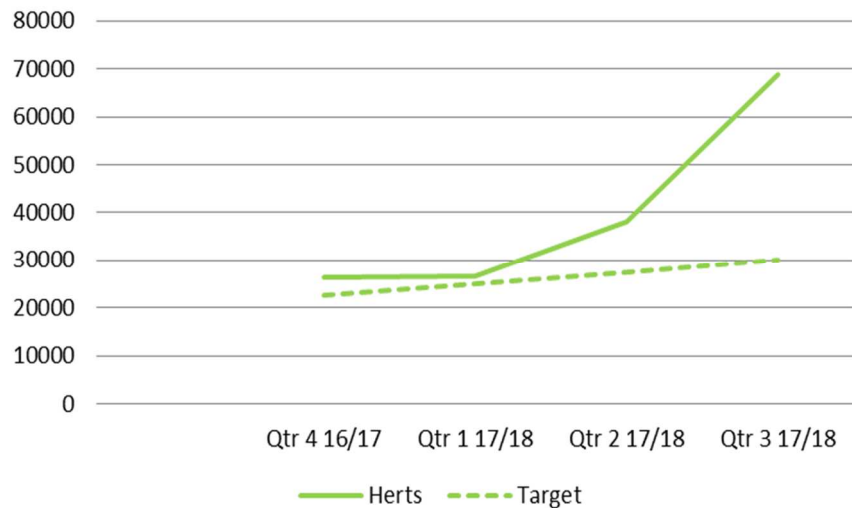
8.1.1. Social Media Engagements (GREEN)

69k



Performance improved from 38k in Q2.

Good to be high.



There was a large increase in social media engagements this quarter, up from 38k to 69k (+82%) in Q3 compared to Q2. The increase can be attributed to the continuing efforts to produce engaging content, whilst Facebook had a larger increase in followers than usual due to the amount of residents interested in what was happening during the snow and officers requesting them to like the page. The overall engagement rate has also increased which indicates that it is increasing against impressions, not just that there has been an increase in the number of posts.

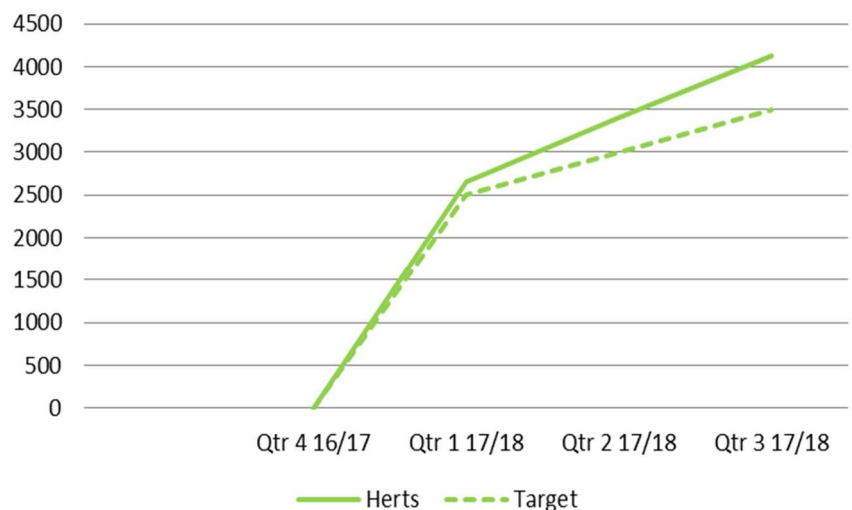
8.1.2. News Subscribers to Update Me (GREEN)

4.1k



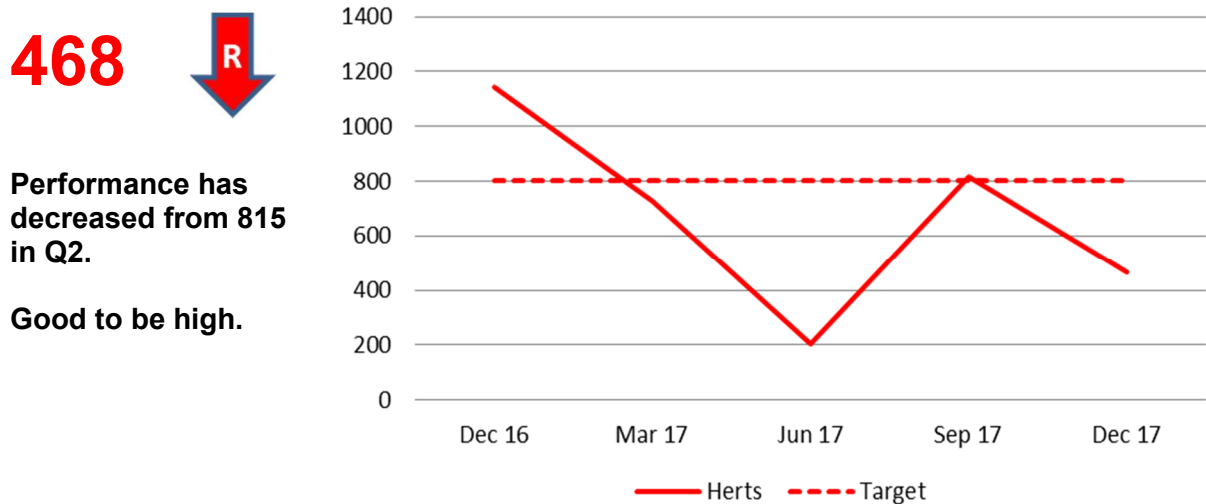
Performance improved from 3.4k in Q2.

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 steady rate though this rate has slowed slightly due to decreased promotion which we will ensure we increase this quarter. Engagement in this quarter was at around 50% across all bulletins. We have continued to increase subscribers to the News bulletin which directs subscribers to the News Blog ahead of our 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.

8.1.3. Media Score (RED)



Despite the quarter finishing on 468, the average media score across the quarter was 682 and so up from an average of 655 in the previous quarter. Highlights this quarter included widespread local coverage following our event at a local gritting depot, broadcast coverage on a new aerial ladder platform, homecare workers over Christmas and a new women's refuge opening in Watford for domestic abuse victims. In addition to these, the press office sold in a trading standards successful prosecution, and the announcement of the New Leader of the Council, David Williams to regional, broadcast and trade publications.

In addition to our proactive media work we managed issues such as the withdrawal of funding from Nascot Lawn respite centre as well as the decision to withdraw from our lease at Cuffley Camp and have successfully managed a balanced tone in the media across both these stories. Over the last five months the media team have dealt with over 351 enquiries from the media.

9. Service-wide Resources Indicators

9.1. Key Performance Indicators (KPIs)

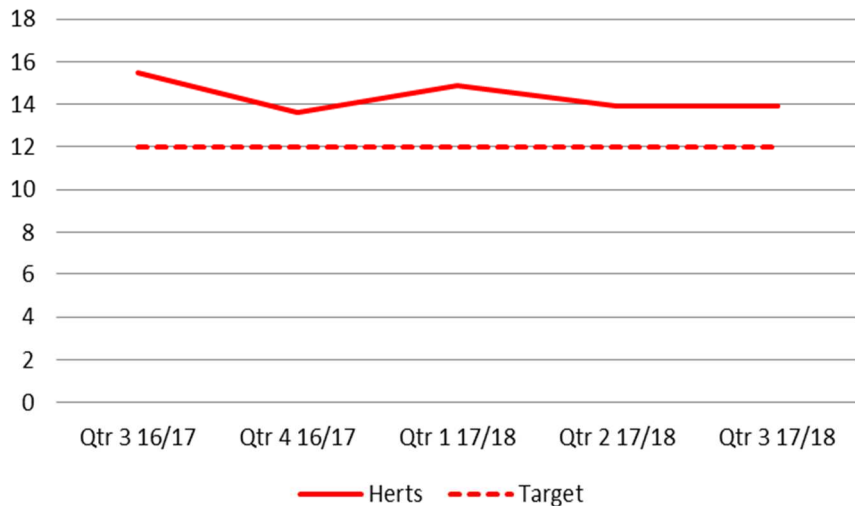
9.1.1. Resources % Voluntary Turnover (RED)

13.9



Performance remained the same as last quarter.

Good to be low.



Voluntary turnover has increased this quarter in Resources, both including and excluding HBS and LHS (Libraries & Heritage Services). Excluding HBS and LHS, turnover has reduced from 14.5% in Q2 to 15.3% in Q3. Including HBS and LHS, turnover has increased from 13.9% to 14.7%. Across Council Departments turnover has slightly fallen from 13% to 12.9% in the same period. Turnover is based upon 12 month rolling average figures to the end of December 2017.

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.

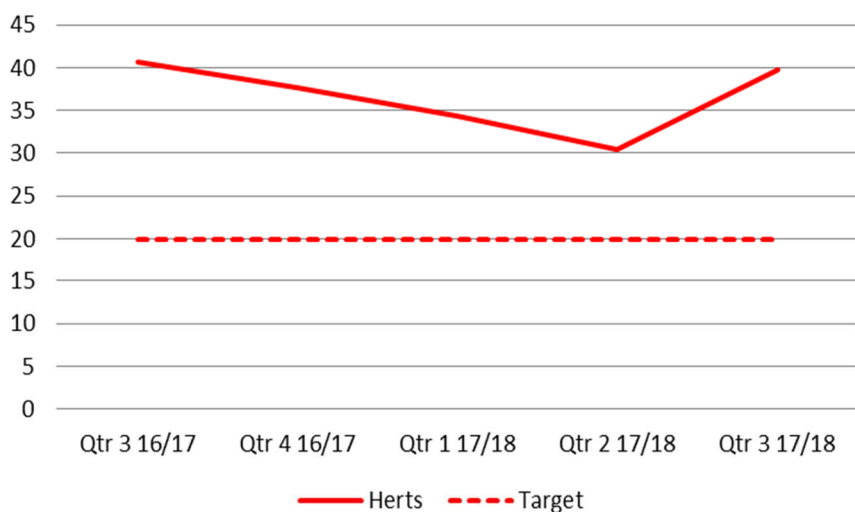
9.1.2. Resources Young People – total turnover % (RED)

39.8



Performance significantly declined from 30.5 last quarter.

Good to be low.

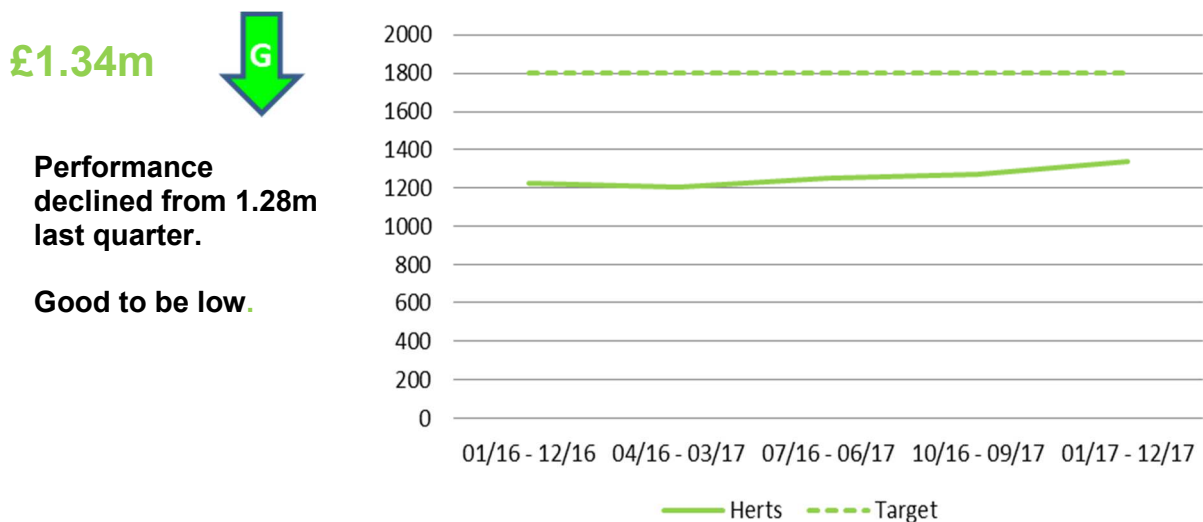


For the period reported in Q3, there were 27 (39.8%) under 25 leavers across Resources (including LHS and HBS). Fifteen of these leavers were in LHS and a further twelve were in Resources, there were no under 25 leavers in HBS.

Eleven of the fifteen LHS leavers were Customer Service Assistants which are part time weekend roles, where turnover is likely to be higher. LHS also has a turnover rate of 56% due to a higher proportion of seasonal leavers. The twelve leavers from Resources left from a variety of roles and teams, there are no patterns to observe.

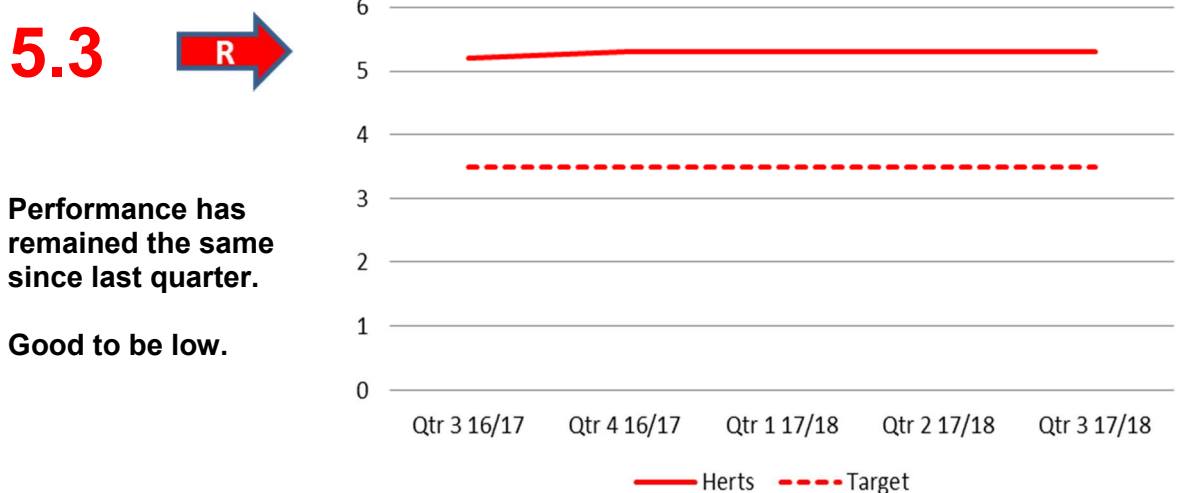
The increased turnover of young people for Q3 is consistent across HCC, with the average department increasing from 25% in Q2 to 31.7% in Q3. Turnover levels in Q2 also dipped for the whole Council and Q3 figures are similar to Q3 2016-17 levels. Turnover figures are based upon a rolling year to the end of the quarter.

9.1.3. Resources Agency Spend (£) (GREEN)



Agency spend data is based on a rolling year to the end of November 2017. Agency spend for Resources (incl. HBS and LHS) has increased this quarter, by £63,270 when compared to Q2 which is a 4.7% increase. Agency spend represents 3% of the total Resources (incl. HBS and LHS) pay bill (an increase from 2.8% of the total pay bill in Q2).

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



Sickness levels in Resources (incl. HBS and LHS) have remained the same as Q1 and Q2, at 5.3 days average per employee. Resources figures excluding HBS and LHS, have continued to reduce from 4.7 days in Q2 to 4.4 days in Q3. The average across Resources compares favourably with the Council Departments total of 7.2 days. Sickness absence data is based on a rolling year to the end of November 2017.

Between Q2 and Q3 there have been small increases in sickness levels across 4 Service areas within Resources, and reductions across 6. The lowest level of sickness is in Human Resources at 2.4 days.

Managers are required 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 on an apprenticeship programme	Number externally appointed onto an apprenticeship programme	Departmental apprenticeship cost to date
Adult Care Services	3	13	£52,100
Childrens Services	20	4	£65,800
Community Protection	2	0	£6,000
Environment	1	0	£2,500
Public Health	0	0	£0
Resources	5	4	£49,000
HCC total	31	21	£175,400

This is a new indicator for Q3. The Apprenticeship Levy liability for the Council is £932,553 for 2017/18. To maximise the levy the Council estimates a requirement for approximately 140 apprentices per annum. To date 52 members have been enrolled onto a programme and a further 59 staff members have been identified for future programmes. These figures should be considered in the context that new apprentice standards are emerging on a regular basis and this is expanding the Council's ability to identify further apprentice opportunities.

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

During Q3, the Resources department has continued to receive a low amount of stage 1 complaints at just three in total, improving slightly from the four received in Q2. The complaints were received for issues reported within Community Engagement, Hertfordshire Catering Limited and Finance departments, with no noticeable trends between these complaints given the relatively small base number. All three of the complaints received were both acknowledged and received a full response within the target timeframe.

R&P received only one stage 2 complaint within Q3 regarding a fly-tipping case, which was also dealt with within the correct timescales. There were also no Ombudsman complaints received during Q3.

There were 34 compliments received for the Resources department during Q3 (increasing slightly from the 32 received last quarter). All of these are for Legal, Statutory and Member Services, with Citizenship Services receiving the majority of compliments (16) followed by Registration Services (9), then Coroner Services (7) and lastly Highway Boundary & Land Charges (2). Higher compliment rates are expected for public facing services such as statutory services than back office functions that primarily act to support the County Council's services, therefore this is not unexpected.