

## PRIORITY 9

### WE WILL DELIVER QUALITY SERVICES THROUGH A PROFESSIONAL, WELL-REWARDED AND MOTIVATED WORKFORCE

**Lead Member / Lead Officer – Cllr John Jones & Carmel McKeogh**

In **Priority 9** we say that we will **deliver quality services through a professional, well-rewarded and motivated workforce**. This means that we will:

- Have high resident satisfaction with the Council and our staff;
- Have low levels of sickness absence;
- Have a reasonable level of staff turnover;
- Have high levels of satisfaction across the workforce with training;
- Achieve high levels of staff advocacy;
- Have high civic pride; and
- Deliver excellent consultation and really engage and understand our communities.

#### Challenges 2014/15

Our focus this year will be to:

- Continue to manage budgets well and take action to ensure that future years budget pressures are addressed;
- Move all agreed staff to Bickerstaffe House within the agreed timescales and with minimal disruption;
- Ensure that the ICT roll out plan for staff is executed effectively to help deliver efficiencies and meet the requirements of the Public Services Network;
- Support staff through continued budget pressure and build team and individual resilience; and
- Improve customer feedback mechanisms so that we continue to improve our understanding of the resident's view of Council services.

#### Current Activity

##### **Managing Budgets:**

The Council has robust financial monitoring systems and procedures in place to ensure that budgets are managed and savings targets are met. Progress against savings targets and financial performance are monitored by CLT on a monthly basis throughout the year, with financial performance also reported to the Executive and the Finance and Audit Committee. Services that are forecasting an overspend against budget of £75,000, or 1.5% of net budget where the controllable budget exceeds £5m, are required to develop and submit a recovery plan over a period not exceeding 3 years which is to be approved by the relevant Portfolio Holder.

At a more detailed level budget monitoring reports are sent monthly to budget managers and meetings are held with service accountants at various frequencies throughout the year. Finance Managers also attend Directorate Management Team meetings periodically to present the financial position.

A round of staff briefing sessions took place during March to inform staff about the consultation process for the proposed changes to terms and conditions.

One of the proposed changes was to increase the number of days unpaid leave from 4 to 5 for a period of 24 months to generate savings of £1 million per annum. We have worked with the Unions to enable employees to voluntarily sign up to any number of days unpaid leave. Currently, 2,005 out of a possible 2,307 employees have volunteered to sign up to unpaid leave resulting in savings of £1,070,837.

Another of the proposed changes to terms and conditions was to implement a 2 year pay freeze to mitigate redundancies and to generate further savings of £1 million per annum. However, following discussions with the Unions on 16th July, the pay freeze proposal has now been withdrawn. Further discussions will take place on 29th July to find alternative savings proposals for 2014/15 and beyond.

### **Move to Bickerstaffe House:**

The move to Bickerstaffe House is one element of the Council's Office Accommodation Strategy. The key objectives of the strategy are:

- Reduce the number of buildings we currently occupy, which are in poor condition and are costly to run, maintain and repair;
- Co-locate staff in the new town centre offices, making us more efficient and helping to regenerate the town centre;
- Provide a better service to our customers, through a single point of contact at Municipal Buildings, where frontline / public access services will be based;
- Make our services more accessible, by basing some employees in community-based locations if this is more appropriate to help them do their job more effectively;
- Strengthen the Council's identity and promote a 'one council' ethos, so that our customers and employees recognise and feel a part of the 'Blackpool family'; and
- Move towards more modern, flexible working practices which enable us to use our facilities more efficiently, and provide a better work-life balance for employees.

On 8th August 2014, 751 employees had been relocated as part of the schedule of office moves, with 533 moving to Bickerstaffe House. Over the next 3 months, a further 732 employees will relocate to Bickerstaffe House and other Council office locations.

In order to help prepare the organisation for moving to Bickerstaffe House and the associated transition to more modern and efficient working practices, a Cultural Change Steering Group was established in January 2014.

Chaired by the Deputy Chief Executive, an initial focus group considered the prevailing cultures within the organisation and the aspirations to foster a 'One Blackpool' ethos, incorporating appropriate directorate sub-cultures. Representation was sought from across the Council to ensure that all service areas were engaged via a departmental champion. This role acts as a conduit for communication to share information about the principles of the new working practices, encourage change in their own areas and provide feedback to the group about any concerns or resistance to change etc.

Whilst the move to Bickerstaffe House is seen as an important catalyst for change, in order to engender a One Council ethos it is essential that the common principles of efficiency, information security, trust and respect are applied consistently across the whole organisation through strong leadership. On this basis, the steering group continues to

harness the momentum for change and positivity surrounding the move to new offices, by focusing on improving communication across the organisation and providing support for managers to help them lead their services confidently through change to embrace more modern and efficient working practices and a trust based / outcome focussed culture.

### **ICT roll out and the Public Services Network:**

In order to facilitate the transition to more flexible and efficient ways of working, it is essential that staff are supported by the necessary technical infrastructure to enable them to do their jobs effectively.

Work is currently underway to refresh the desktop devices in use across the Council and to replace all Microsoft desktop software. This was necessary because of the age and condition of these devices and the withdrawal of support for Microsoft Windows XP. By August 2014, 1,333 new laptops have been rolled out to staff with new up to date Microsoft software. It is expected this rollout will continue with all 2,685 legacy desktop devices replaced early in the new calendar year.

All employees who have moved to Bickerstaffe House have been provided with new laptop equipment which enables flexible working and provides extra security features required for working remotely out of the office. Employees with the new equipment can now log in significantly faster, reducing time wasted waiting for IT systems to respond. A new follow me print solution has been introduced which means employees in Bickerstaffe House can now print securely to any printer in the building. Employees can also log in to any landline telephone which means they can sit at any desk and their telephone extension number travels with them. As of July 2014, 460 out of 750 employees have been moved on to this new way of working. Public Health and Social Services can also gain direct access to the NHS network from Bickerstaffe House, enabling more joined up working with health services.

All data centre services at Progress House have now been migrated to Bickerstaffe House. This provides the Council with a modern facility offering improved resilience of IT systems with backup power, cooling and fire prevention. The new data centre technologies have radically reduced the Council's IT power consumption and energy footprint enabling more data centre space for collaborative working with other public sector partners such as the NHS. The new data centre technologies have also improved the performance of the Council's servers and provide more efficient data backup and recovery reducing any potential downtime as a consequence of data loss or corruption.

ICT has also undertaken a great deal of work to ensure that the Council meets the requirements of the Public Services Network (PSN). The Public Services Network is a UK government network, the main purpose of which is to enable organisations, such local authorities and central government, to communicate electronically and securely. The PSN Code of Connection provides a minimum set of security standards that organisations must adhere to when joining the Public Services Network.

The Council was one of the first local authorities to achieve PSN compliance under the new zero tolerance requirements introduced in September 2013. The new infrastructure has been designed with PSN compliance as a core principle. The Council will need to reapply for PSN compliance again in the early part of 2015 and it is anticipated that new compliance controls / requirements will continue to emerge as the threats to IT security continue to increase.

### **Build team and personal resilience:**

Leadership and team building development are crucial if the Council is to remain effective in delivering high quality services in such challenging times.

The Executive Members, Corporate Leadership Team, Senior Leadership Team and the Aspiring Future Senior Managers have shown their commitment and support to continuous performance improvement by attending and endorsing the leadership development programme 'Building Management Capacity through Engaging Leadership'.

An integral part of supporting managers, teams and individuals is the Individual Performance Appraisal (IPA) process. Managers have a clearly defined set of objectives that are designed to ensure that they have the appropriate knowledge and skills to help them manage effectively, grow high performing teams and build leadership capacity across the Council. There are a number of learning and development opportunities for Leadership, Management and Team Building which can be used as stand alone interventions or combined to create bespoke training packages. These include:

- Themed management conferences such as More than a Manager which focused on apprenticeships and work placements;
- Supporting Me, Supporting You which highlighted tools and techniques to support managers and staff to be more resilient; and
- Making Change Happen which explores change and why managers need to embed culture change within their teams.

The Organisation and Workforce Development Team is committed to working with and supporting our entire senior, middle, first line managers and supervisors to develop high performing teams. A range of new training courses will be provided in 2014/15, such as Change Management, Becoming a Mindful Manager, Action Planning, Delegation and Co-consulting Groups for Problem Solving. The team will also continue to offer bespoke support to teams on request, with programmes being developed for services including Early Help for Families, Public Health and Illuminations.

As detailed in previous reports, employees at risk of redundancy have been offered a wide range of support through the Employee Assistance Programme. This support has now been extended to all employees by offering a unique opportunity to get a Career MOT. Employees are entitled to three 1:1 sessions to help better equip them for the future and to enable them to progress their career. Support available includes skills health checks, CV building, business start-up support, information on new career options etc. Sessions will be delivered by Laura Baines, Employment Advisor within the Positive Steps into Work service.

Sickness absence is currently reported at 9.63 days lost per full time employee, with stress, depression and anxiety remaining the most common cause of sickness absence within the authority at 20.48%. During the period 1st July 2013 – 30th June 2014, 64.8% of sickness absence was short term and 35.2% was long term. Short term sickness absence is defined as absences up to 4 calendar weeks including self certified absences.

The Council's Occupational Health Service continues to provide help and support to employees and managers in relation to their health and wellbeing at work through a variety of health events.

An employee exercise challenge was launched in May to celebrate the World Cup, with the aim of encouraging employees to use different forms of exercise to collectively travel the 11,606 miles to Brazil and back. As part of the exercise challenge, a 7 a-side football

tournament was held in Stanley Park with the assistance of Leisure Services. Six teams took part with the winner, Waste Services FC, being presented with a trophy and free induction to Gateway Fitness. The tournament contributed 600 miles towards the exercise challenge total.

A number of health check events are also being organised to coincide with the moves to Bickerstaffe House. As departments move into the building, mini health events will be held on each floor and information will be available on managing pressure, the Employee Assistance Programme and the new gym facilities in the building. Once all departments have relocated to Bickerstaffe House in October, a larger health event will be held with health information, free health MOTs, head massage taster sessions and much more.

### Customer Feedback:

During the first quarter of 2014/15 the Council has received 31 comments, 97 compliments and 201 complaints. The table below shows a breakdown of customer feedback by department:

Department	Comments	Compliments	Complaints	Total
Adult Services	3	62	28	<b>93</b>
Built Environment	10	13	68	<b>91</b>
Children's Services	5	7	28	<b>40</b>
Democratic Services	0	0	0	<b>0</b>
Deputy Chief Executive's	1	5	0	<b>6</b>
Leisure & Operational Services	6	1	26	<b>33</b>
Public Health	0	0	0	<b>0</b>
Regeneration, Tourism & Culture	1	2	4	<b>7</b>
Treasurer Services	5	7	47	<b>59</b>
	<b>31</b>	<b>97</b>	<b>201</b>	<b>329</b>

Over 50% of all feedback received by the Council during this quarter relates to six service areas. These were Neighbourhood Services (14.3%), Adult Social Care (12.2%), Children's Social Care (9.7%), Adult Services Care and Support (8.5%), Adult Services Commissioning (7.3%) and Council Tax (7%).

The table below highlights the main feedback themes this quarter. 82.9% of all feedback received relates to four themes.

Theme	Comments	Compliments	Complaints	Total	
Quality of Service	2	72	39	<b>113</b>	34.3%
Council Action	1	5	57	<b>63</b>	19.1%
Staff Conduct / Treatment of Customer	4	20	32	<b>56</b>	17%
Lack of Action	0	0	41	<b>41</b>	12.5%
	<b>7</b>	<b>97</b>	<b>169</b>	<b>273</b>	<b>83.1%</b>

Work is ongoing to ensure that customer feedback for all Council services is recorded on the customer feedback system, particularly across services previously within the Built Environment department. Users of the system are also being encouraged to record all the required information for complaints to ensure that accurate data can be reported in terms of the percentage of responses sent within timescale, complaint outcomes and lessons learned.

As well as improving the mechanisms for capturing comments, compliments and complaints, the Corporate Development Team are looking to conduct a Resident's Survey during

2014/15 to increase our understanding of the views of residents. The team are currently reviewing the methodology for the survey in light of best practice and feedback from the Corporate Peer Review. Further details will be included in the next Priority 9 report.

### **Strategic Risks Related to this Priority**

The following risks are being monitored through the Strategic Risk Register to ensure that the necessary controls are put in place to effectively manage each risk.

<b>Strategic Risk</b>	<b>Type</b>	<b>Risk Level</b>
Loss of significant funding streams / impacts of localisation of Business Rates Retention and Council Tax Benefit Scheme	Local	<b>High</b>
Public Health data	Local	<b>High</b>
Tendering of drug and alcohol treatment services	Local	<b>High</b>
Data theft and leakage leading to reputational damage and potential legal action / fines	Local	<b>Activity Necessary</b>
Failure to deliver critical services	Local	<b>Activity Necessary</b>
PSN compliance requirement to restrict network access for unmanaged devices	Local	<b>Activity Necessary</b>
Support ceases for XP OS on Windows meaning devices become end of life	Local	<b>Activity Necessary</b>
Failure to deliver major projects	Local	<b>Low</b>
Inability to retain staff of the right calibre and maintain morale	Local	<b>Low</b>
Legal or regulatory change	National	<b>Low</b>
Death / injury of employee or service user	Local	<b>Low</b>
Damage to the Council's reputation / poor external image	Local	<b>Low</b>
Increases in energy and commodity prices	Local	<b>Low</b>

**Details of the specific actions being taken to mitigate these risks can be found in the Strategic Risk Register.**

### **Key Actions & Performance Indicators for this Priority**

Details of the key actions and performance indicators for this priority can be found below.

## Priority 9 Key Actions

### Key – Overall Progress:



On track



Not on track but being managed by the department to bring back on track



Not on track and needs support from outside the department to bring back on track

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress															
Managing Budgets	Implement robust financial monitoring systems and procedures to ensure the Council's budget savings targets are met	Monitor the delivery of savings targets for 2014/15 by monthly reports to CLT and the Executive	Mar 2015	R	Phil Redmond	On track															
	Administration of an effective redeployment process	Ensure a fair, transparent and legal process is adhered to	Ongoing	DCE	Laurence Walsh	On track															
	Budget communications & employee support	Communicate cuts that have already happened	Apr 2014 then ongoing	DCE	Jenny Bollington / Kate Staley	On track															
		Terms & conditions changes																			
	Implement outcomes of CSR savings reviews	Announce 2015 budget shortfall and estimated job cuts	Review budget papers Identify areas impacted Hold meetings with Directors Put in place action plans Support consultation and selection Complete all paperwork and HR system amendments	May 2014	DCE	Janet Roberts / Cathy Swift / Laurence Walsh	On track														
		Implement unpaid leave savings of £1 million per annum for a period of 24 months						Union consultation Agree exemptions Voluntary sign up arrangements Review and monitor take up Ensure payroll deductions are actioned Enforce if necessary	Jun 2014	DCE	Linda Dutton / HR Managers	On track									
													Ensure services can continue to deliver their services	Mar 2015	R	Stephen Waterfield	On track				
																		Ensure efficiency in terms of space utilisation and more modern and flexible working practices to			

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
		achieve the 7:10 desk ratio and support the Council's cultural change programme				
ICT roll out	Implement technical infrastructure development programme	Ensure adequate project plans, risk registers, resource planning, scheduling and cost model is in place and up to date for the whole of the technical programme	Autumn 2014	DCE	Ken Place / David Powell / Darren Maskell / Neil Hargreaves	
		Decommission Progress House Data Centre and any legacy systems	Sept 2014			
		Migrate customers to Office 365	Sept 2014			
		Complete roll out of Windows 7 and eradicate Windows XP from the network	Nov 2014			
		Establish process for packaging applications for deployment to Windows 7 and Citrix clients	Dec 2014			
		Complete the Citrix upgrade and ensure the environment is configured to its optimum	Sept 2014			
	Support different work styles	Establish a support programme to enable customers to take full advantage of the new technologies being introduced	Ongoing	DCE	Sue Whalley	
		Support the introduction of Office 365, Office 2013 and its collaboration tools	Ongoing			
		Complete the roll out of the new print solution	Dec 2014			
	Information Governance and Data Security	Achieve compliance with PSN CoCo	Feb 2015	DCE	Laurence Carradus	
	New offices	Transfer new server and storage infrastructure from Municipal to the new Data Centre	Summer 2014	DCE	Ken Place / David Powell / Tony Doyle / Sue Whalley	
		Review capacity available for the development plan in light of budget cuts and the prioritisation of channel shift	Summer 2014			
		Deliver to 2014/15 ICT development plan	Apr 2015			
	Build team and personal resilience	Develop Aspiring Senior Leadership programme	Complete Real World / NWE0 programme	Dec 2014	DCE	Linda Dutton / Diane Howard
ILM programme						
Develop and run assessment centres						



Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
	<b>Agree, develop and commission a bespoke training programme for Children's Services</b>	Use information on IPA	Ongoing	DCE	Diane Howard	
		Plan and organise workforce development group				
		Undertake strategic TNA				
		Discuss with service leads				
	<b>Agree, develop and commission a bespoke training programme for Adult Services</b>	Use information on IPA	Ongoing	DCE	Diane Howard	
		Plan and organise workforce development group				
		Undertake strategic TNA				
		Discuss with service leads				
	<b>Support team building</b>	Pack types to be used with teams as required	Ongoing	DCE	Diane Howard	
		Bespoke solutions on request				
	<b>Increase take up of the IPA programme and system</b>	See separate action plan	Ongoing	DCE	Linda Dutton / Diane Howard	
	<b>Continue to grow iPool as an in house eLearning solution</b>	See separate action plan	Ongoing	DCE	Linda Dutton / Diane Howard	
	<b>Support services to improve attendance management across the Council</b>	Attend and support work of Absence Strategy Group	Ongoing	DCE	Linda Dutton / Lawrence Walsh / Karen White / Janet Roberts / Cathy Swift	
Improve management information						
Support casework						
Review and improve policy						
Increase number of managers trained						
Roll out improved recording arrangements						
<b>Continue to promote the Employee Assistance Programme</b>	Leaflets, posters, events, the Hub, induction etc	Ongoing	DCE	Karen White		
<b>Continue with health campaigns, hot topics, and regular employee health events</b>	Planning, organising, logistics and evaluation	Ongoing	DCE	Karen White		
<b>Customer feedback</b>	<b>Ensure that community views are captured and used to change service development and delivery</b>	Undertake and report on general household (reputation) survey	Jul 2014	DCE	Scott Butterfield	
		Develop, deliver, maintain and survey a citizen's panel	Sept 2014 then			

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
			ongoing			
		Develop and deliver consultation projects as required on an ad hoc basis	Ongoing			
		Develop and implement arrangements for the Complaints Review Panel	Jun 2014	DCE	Ruth Henshaw	
		Continue to support the Complaints Review Panel	Ongoing			
		Provide support across the Council on best practice in customer feedback	Ongoing			
		Manage the further development of the corporate customer feedback process and system	Ongoing	DCE	Amanda Bennett	
		Deliver the Council Couch project to reach out into the communities of Blackpool.	Oct 2014			

### Priority 9 Performance Indicators

#### Key – Performance Trend:

-  Performance is improving
-  Performance is getting worse
-  Data not due to be reported this quarter
-  Performance is staying the same

### PRIORITY 9 OUTCOMES

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Resident satisfaction with the Council						Baseline	New PI		
Level of civic pride amongst residents						Baseline	New PI		
Council wide staff turnover	11.78% (2013/14)				11.78% (2013/14)	n/a	11.29% (2012/13)	-	Turnover of permanent staff (excluding schools) as at 30/06/14
Satisfaction rates with training events	93% (9.3/10)					80% (8/10)	91% (9.1/10)	✓	Average rating out of 10

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Level of knowledge rating following training	89% (8.9/10)					80% (8/10)	88% (8.8/10)	✓	Average rating out of 10
Staff advocacy for the organisation: 1) Do you know what is expected of you at work?						Increase on last survey	2012 Survey 99%		Data reported this year refers to the results from the 2014 survey.
2) Do you have the materials and equipment you need to do your work right?						Increase on last survey	77%		
3) At work, do you have the opportunity to do what you do best every day?						Increase on last survey	66%		
4) In the last 7 days, have you received recognition or praise for doing good work?						Increase on last survey	56%		
5) Does your supervisor, manager or someone at work seem to care about you as a person?						Increase on last survey	87%		
6) Is there someone at work who encourages your development?						Increase on last survey	72%		
7) At work do your opinions seem to count?						Increase on last survey	76%		
8) Do the Priorities / Vision of the Council make you feel your job is important?						Increase on last survey	63%		
9) Are your colleagues committed to doing quality work?						Increase on last survey	93%		
10) Do you have a good friend at work?						Increase on last survey	88%		
11) In the last 6 months, has						Increase on	76%		

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
<i>someone at work talked to you about your progress?</i>						last survey			
<i>12) In the last year, have you had opportunities at work to learn and grow?</i>						Increase on last survey	77%		

**OBJECTIVE: MANAGING BUDGETS**

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Forecast variance of revenue outturn against revised budget	2.2% (£3,109,000)					<0.5%	<0.5%	n/a	
No. of redundancies (initially at risk)	305				305	n/a	890	n/a	
No. of voluntary redundancies (requested)	207				207	n/a	122	n/a	
No. of voluntary redundancies (accepted)	153				153	n/a	115	n/a	
No. of compulsory redundancies (served notice)	5				5	n/a	54	n/a	

**OBJECTIVE: ICT ROLL OUT**

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Removal of legacy desktop operating systems and rollout of minimum of Windows 7						100%	New PI		
% of customers in Office 365						50%	New PI		
% of compliance with PSN CoCo						100%	New PI		

**OBJECTIVE: BUILD TEAM & PERSONAL RESILIENCE**

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Number of IPAs in the HR system	15%					100%	51%	✗	Issues with the IPA system are impacting on performance for this indicator.
Completion rate of mandatory iPool modules	24%					100%	64%	✗	2 new modules have been made mandatory hence the fall in the completion rate.
No. of days lost to sickness absence	9.63					9.92	10.4	✓	Rolling year on year figures - data relates to the period 1st July 2013 to 30th June 2014. Number of days lost per full time employee.
<i>Adult Services</i>	12.6					14.27	13.56	✓	
<i>Chief Executive's</i>	1.08					1.31	0.57	✓	
<i>Children's Services</i>	9.89					12.03	10.27	✓	
<i>Governance &amp; Regulatory Services</i>	11.37					10.35	9.77	✗	
<i>Deputy Chief Executive's</i>	4.31					5.78	3.88	✓	
<i>Community &amp; Environmental Services</i>	10.85					11.73	14.28	✓	
<i>Public Health</i>	6.37					4.37	4.87	✗	
<i>Places</i>	5.53					6.82	5.15	✓	
<i>Schools</i>	8.51					9.26	9.23	✓	
<i>Resources</i>	7.78					5.46	7.96	✗	
No. of long-term attendance management cases received	26					n/a	208	n/a	
No. of short-term attendance management cases received	11					n/a	113	n/a	
No. of long-term attendance management cases received for stress (work related)	10					n/a	44	n/a	
No. of short-term attendance management cases received for stress (work related)	0					n/a	10	n/a	

**OBJECTIVE: CUSTOMER FEEDBACK**

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Average wait time at the Customer First counter	11.5 mins					7 mins	9 mins	✘	
% of transactions / contacts dealt with at the first point of contact within Customer First	81.23%					80%	78.42%	✔	
% of telephone calls answered in Customer First	28.83%					60%	41.2%	✘	
Customer satisfaction with service received in Customer First	83.79%					85%	83.51%	✔	
No. of comments	31					n/a	186	n/a	
No. of compliments	97					n/a	568	n/a	
No. of complaints	201					n/a	676	n/a	
% of responses to complaints sent within timescale	59.4%					80%	69%	✘	Still inconsistencies in reporting this data – looking to record reasons for timescales not being met in the future.