

Report of the Director of Customer & Corporate Services

2016-17 Draft Outturn

1. This report provides a year end analysis for the services falling under the responsibility of the Customer & Corporate Services Scrutiny Management Committee, which include all corporate, strategic and business services.

Financial Analysis

2. The council's net General Fund budget for 2016/17 was £120.9m and the net budget for the areas covered by this report is £19.8m.
3. The draft outturn shows an underspend of £259k, an improvement from the monitor 3 report. The main variations include pressures of £165k in customer services due to delays in the delivery of staff savings. These savings will be fully achieved within the current financial year and early actions were taken within the service and across the directorate as a whole to ensure this shortfall could be mitigated within the existing budget. This pressure is offset by savings achieved from vacant posts in a range of areas including finance & procurement (£174k), business intelligence (£142k) and democratic services (£72k). A number of other minor variations make up the overall position.

Performance – Service Delivery

4. The Performance Framework surrounding the Council Plan for 2015-19 launched in July 2016 and is built around three priorities that put residents and businesses at the heart of all Council services.
5. The Council Management Team and Executive have agreed a core set of thirty indicators to help monitor the council priorities and these provide the structure for performance updates in the following sections. Some indicators are not measured on a quarterly basis but the DoT (Direction of Travel) is calculated on the latest three results whether they are annual, quarterly or monthly.

6. Of these 30 strategic indicators, 19 are applicable to this committee and of these 15 have stayed the same, 1 is still under development and there have been improvements, since quarter 3, in the following 3 strategic indicators:
 - Number of days taken to process Housing Benefit new claims and change events
 - Overall Customer Centre Satisfaction
 - PDR Completion rate

7. A number of major projects have also been undertaken during year, notably; the Budget Strategy for 2016/17-2020/21 which includes significant investment but also predicts a budget under spend; delivery of the EU referendum process; significant income from leasing West Offices to partner organisations; major IT projects, such as procurement and implementation of a new case management system for Children's Social Care and an upgrade to the Adults Social Care case management system, along with mobile working, have also been delivered.

Performance – Overview			2014/15	2015/16	2016/17	Benchmark	DoT	
Performance – Overview	A Focus on Frontline Services	Number of days taken to process Housing Benefit new claims and change events (DWP measure)	5.91	5.87	5.58	Above National Average	↓	
	A Council That Listens to Residents	% of panel who agree that they can influence decisions in their local area	29.00% BYS 2012/13	24.00% BYS 2013/14	25.65%	Below National Average	→	
		% of panel satisfied with their local area as a place to live	91.00% BYS 2012/13	83.00% BYS 2013/14	89.84%	Above National Average	→	
		% of panel satisfied with the way the Council runs things	63.00% BYS 2012/13	54.00% BYS 2013/14	65.54%	Same as National Average	→	
		Overall Customer Centre Satisfaction (%) - CYC	58.15%	91.54%	92.48%	NC	↑	
	A Prosperous City for All	Median earnings of residents – Gross Weekly Pay (£)	476.9	496	509.6	Below National Average	↑	
		Business Rates - Rateable Value	£247,678,158	£247,997,505	£247,348,791	NC	→	
		% of panel who give unpaid help to any group, club or organisation	45.00% BYS 2012/13	55.00% BYS 2013/14	64.30%	Below National Average	↑	
	Organisational Health Check	Performance	Red rated Major Projects - CYC	-	0	1	NC	→
			Amber rated Major Projects - CYC	-	5	5	NC	→
Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent)			£-688	£-876	£-542	NC	→	
Employees		PDR Completion (%) - CYC - (YTD)	58.00%	59.00%	75.90%	NC	↑	
		Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	2,194	2,104	2,071.6	NC	→	
		Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	11.4	10.1	10.2	Above National Average	→	
Customers		Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.00%	7.00%	7.60%	NC	→	
		% of external calls answered within 20 seconds - CYC	91.27%	88.15%	89.01%	Above National Average	→	
		% of complaints responded to within 5 days	Measure under development		75.40%	NC	→	
		FOI & EIR - % In time - (YTD)	94.00%	95.60%	93.14%	NC	→	
	Digital Services Transactions / Channel Shift	Measure under development			NC	→		

NC = Not due to be collected during that period,

Performance Analysis

- The introduction of online direct debit forms, low cost and swift collection, has increased the collection rates for both Business Rates and Council Tax. The use of “Analyse” software has been used to identify increases in rateable values which has been maximising the collection rates, with the 2016-17 annual rate of 99.04% being the highest on record for Business Rates. This compares with 98.43% in 2015/16. The collection rate for Council Tax at the end of Q4 was 97.57% compared with 97.51% at the end of 2015/16.

Performance – Employees

- The number of people employed by the Council (excluding schools) has decreased to 2,610 (2,070 FTEs) at the end of March, from 2,643 (2,107 FTEs) in December.
- The 12 month rolling average of sickness days per FTE (excluding schools) has increased slightly to 10.2 days (from 10.1 in 15/16) and

still remains higher than the CIPD Public Sector average of 8.7 days. Stress related absence averaged 2.2 days per FTE in 2016/17, down slightly from 2.3 days in 2015/16.

11. The Council has committed to the Public Health England Workplace Wellbeing Charter, a statement of intent showing the council's commitment to improving the health and wellbeing of the people who work for the organisation. An accreditation assessment will take place in July.
12. This area is a major area of focus for the council corporate management team whilst organisational changes continue, and improved monitoring and controls within this area are being used. Changes to sickness absence reporting have been made, and managers are making better use of iTrent so that absence is reported directly into this system. This is a more efficient process for managers and also allows email alerts about their staff who meet an absence trigger point, along with web-links to information and guidance on how to manage the absence.
13. The percentage of employees voluntarily leaving the organisation over the past 12 months has increased to 7.6% (7.0% in 2015/16), 16.6% of whom left within their first year of service.
14. City of York Council is committed to developing confident, capable people, working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance and Development Review (PDR) appraisal. Three quarters of employees have a PDR recorded against their electronic employment record and it is anticipated further improvements in electronic recording will be made through the 2017/18 performance review process.
15. In July a staff survey will be undertaken to understand the levels of satisfaction and engagement within the Council and the validation of the People Plan implementation.

Performance – Customers

16. The council's Customer Centre is the main point of contact for residents and business visitors. During 2016-2017 244,277 calls were received, with 96% answered (91% 2015-2016). 75% of the calls were answered within 20 seconds (66% 2015-2016). This demonstrates a consistent improvement in performance. The number of residents who

came to West Offices decreased to 112,893 (141,556) with the average wait of 7.2 minutes). 75% of residents were seen within the target wait time of 10 minutes (70% 2015-2016).

17. 53,646 business visitors came to West Offices during 2016-2017 (67,998 2015-2017). The reduction in demand across our phone and face to face channels shows the changing behaviour of our residents; 21,332 payments were made using the auto payments system and 67,219 customers used the telephone auto operator.
18. From October 2016 residents have been encouraged to complete certain transactions online. As an example since November 2,454 street light and street cleansing issues were reported with 1,315 (55%) of these now being logged by residents online.
19. Since August 2016 412 new housing benefit claims have been completed using the self-serve points. 110 change of circumstances have been completed by customers since February 17. This change in behaviour allows the customer centre to continue to improve the service to residents and, respond to the needs of our most vulnerable residents as was always envisaged.
20. In Q4 2016/17 the council received 394 stage 1 complaints and of these 75.4% were responded to within the 5 day timescale. Where timescales were not met, this was because of resource pressures in some service areas. Work is ongoing to ensure complaints performance is monitored and there is cross council learning from complaints in a systematic manner.
21. In Q4 2016/17 the council received 510 FOIs, EIRs and SARs. In-time compliance of 92.4% has been achieved for FOIs (Freedom of Information requests) and 97.2% for EIRs (Environmental Information Regulations requests) and there has been sustained performance improvement for in-time compliance with Data Protection Act Subject Access to Records requests (SARs), of 80.6%.

Performance – Procurement

22. The tables below summarise the quarter 4 position for 2016/17 and the overall 2016/17 position.

2016/17 Quarter 4

Size of business	2016/17 Q4		Of which in Yorkshire & Humber	Of which in a YO postcode
	£'000	% of total	£'000	£'000
Micro (less than 10 employees)	3,053	8	2,037	1,556
Small (11 to 49 employees)	11,974	33	9,308	6,860
Medium (50 to 249 employees)	6,363	18	3,266	2,113
Sub total SME's	21,390	59	14,611	10,529
Large (250 or more employees)	14,725	41	6,207	3,413
Grand Total	36,115	100	20,818	13,942

2016/17 Total

Size of business	2016/17 total		Of which in Yorkshire & Humber	Of which in a YO postcode
	£'000	% of total	£'000	£'000
Micro (less than 10 employees)	10,556	7	7,681	5,860
Small (11 to 49 employees)	49,269	34	35,616	25,224
Medium (50 to 249 employees)	26,877	19	15,045	8,823
Sub total SME's	86,702	60	58,342	39,907
Large (250 or more employees)	57,910	40	25,433	13,263
Grand Total	144,612	100	83,775	53,170

Regional comparison

Indicator	York 2016/17	York 2015/16	Region average 2016/17
% channelled directly through Small & Medium Enterprises (SMEs)	60%	56%	48%
% of spend via Local Suppliers (in this context local means within the Yorkshire & Humber Region)	62%	60%	Not known
% of spend in local authority area	40%	36%	41%

23. Spend for 2016/17 shows that 60% of the total spend was with SME's, an improvement from 56% in 2015/16. Local spend has also shown a small improvement from 60% in 2015/16 to 62% in 2016/17. Regional figures are now only available for spend within the local authority postcode and, whilst our performance has improved from 2015/16 (increased from 36% to 40%) we are slightly below the regional average of 41%.

Implications

24. The financial implications are all dealt with in the body of the report.

25. There are no other specific implications of this report.

Recommendations

26. Members are asked to note the contents of the report.

Reason: To update the Committee on the 2016/17 outturn.

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	Report Approved	✓	Date 21 July 2017
Wards Affected: All			
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