

Report of the Deputy Chief Executive / Director of Customer & Corporate Services

Portfolio of the Executive Member for Finance & Performance

## **Finance and Performance Outturn 2018/19**

### **Summary**

1. This report provides a year end analysis of the overall finance and performance position. This is the final report of the financial year and assesses performance against budgets, including progress in delivering the Council's savings programme.

### **Recommendations**

2. The Executive is asked to:
  - 1) Note the year end underspend of £153k and the unused contingency of £648k.
  - 2) Agree to transfer the overall underspend of £801k to the 2019/20 contingency pending consideration by the new Executive of budget amendment proposals to Council in July 2019
  - 3) Agree the proposals for the Housing Revenue Account balance outlined in paragraphs 42 and 43
  - 4) Note the financial risks outlined in the report and the need to continue to maintain a prudent contingency and reserves that is reflective of these risks
  - 5) Note the continued effective financial management across the Council and the ongoing delivery of savings
  - 6) Note the performance information set out in paragraph ?? onward

Reason: to ensure significant financial issues can be appropriately dealt with.

## Background and analysis

### Financial Outturn

3. The council's net General Fund budget for 2018/19 was £121.9m and the provisional outturn position is a net underspend of £153k (excluding unallocated contingency).
4. This position is consistent with previous years where expenditure has been within the overall approved budget. It is also consistent with the reports during the year which, whilst highlighting a number of pressures, have also set out the clear expectation that expenditure would be within budget. It maintains the council's overall financial health and provides a strong platform upon which to meet the further financial challenges ahead. Good progress has been made with achievement of savings in the year. Whilst some areas have experienced slight delays, as set out in the report, overall progress is good and areas of delay have generally been mitigated by other savings in relevant areas.
5. An overview of the outturn, on a directorate by directorate basis, is outlined in Table 1 below and the key variances are summarised in the main body of the report.

2017/18 outturn		2018/19 budget	2018/19 Monitor 3	2018/19 Draft Outturn
£'000		£'000	£'000	£'000
+147	Children, Education & Communities	23,089	+943	<b>+896</b>
-204	Economy & Place	16,577	nil	<b>-282</b>
-274	Customer & Corporate Services	20,564	-250	<b>-428</b>
+285	Health, Housing & Adult Social Care	49,724	+830	<b>+946</b>
-574	Central budgets	11,923	-350	<b>-1,285</b>
-620	Sub Total	121,877	+1,173	<b>-153</b>
-761	Unallocated Contingency		-648	<b>-648</b>
-1,381	Total	121,877	+525	<b>-801</b>

Table 1: Finance overview

6. Whilst the year end position is positive, there remain considerable financial challenges looking ahead into 2019/20 and beyond. The

February 2019 budget council report approved some £4m of savings in 2019/20 and progress in delivery of the savings, as well as dealing with underlying issues experienced during 2018/19, will again require careful monitoring.

7. The 2019/20 budget agreed in February 2019 provided for significant growth in adults and children's services budgets and makes proper provision for all known cost increases. This, combined with a track record of effective budget management, gives confidence in the council's future financial stability. This financial stability allows the council to invest in key priority areas. The budget for 2019/20, both revenue and capital, already provides for investment in key services.
8. The following sections provide further information on the financial outturn of each directorate.

### **Children, Education & Communities**

9. The outturn shows an overspend of £896k, an improvement from the Monitor 3 report.
10. Children's Social Care staffing budgets have overspent by a net £224k, mainly due to agency staff being used to cover important but hard to fill social worker posts.
11. In respect of Looked After Children there is a net overspend on placement costs of £961k, including £256k on local fostering, £469k on IFAs, £64k on Adoption and Special Guardianship Order allowances and £77k on direct payments. This is offset by a net underspend of £110k on out of city placements. There were an additional 10 placements in local fostering arrangements at the end of 2018/19 compared to 2017/18, and an additional 5 in IFAs, with a number of children moving in and out of IFAs during the year. The growth in IFAs is the main driver of the overspend and is due to the shortage of local foster carers. It was planned that the Make York Home project would result in a reduction in IFA placements and the overall budget would then be sufficient, however the difficulty in recruiting new local foster carers has hampered this strategy.
12. Local Area Teams budgets have underspent by £101k, mainly due to staff vacancies within the Healthy Child Service.
13. There is a net underspend of £201k within other Education & Skills staffing budgets due to a number of staffing vacancies within the Skills, Effectiveness & Achievement and Early Years Learning & Welfare teams.

14. The savings targets for the SEN element of home to school transport have not been achieved because of a growth in the number of pupils/students requiring transport and the specialist requirements of that transport accordingly resulting in a net overspend of £247k. The main increase in numbers have been at post 16/19 where because of the city now being able to provide more specialist education provision for this group of students more locally, subsequently we have had to provide more transport to the likes of York College, Askham Bryan, Choose 2, Blueberry Academy. The changes in legislation to allow EHCP's to ages 19-25 resulting in significantly more students accessing this option has significantly increased our transport spend accordingly.
15. The cost per pupil of transport over the last 3 years has gradually been falling as we have worked with our transport providers to increase the size of vehicles and reduce the number of passenger transport assistants. This indicates strong contract management processes are in place to reduce expenditure. As indicated above however the increase in numbers and need has impacted on expenditure. The option of renegotiating contracts has not been considered as we have driven down costs through the contract management process and we are clear that we would be unable to find a transport provider who could deliver a service for the volumes required and meets the high level of safeguarding assurances that we have set.
16. A number of other minor variations make up the overall directorate position.

### **Economy & Place**

17. The outturn position for Economy & Place is an underspend of £282k, an improvement from the Monitor 3 report.
18. A review of maintenance and safety arrangements, alongside the management and administration of fleet, has resulted in additional expenditure being incurred to ensure the continuing operation of a compliant service in line with the standards as directed by operating licence requirements, health and safety and duty of care to transport users. This has resulted in an overspend of £558k primarily on additional staff brought in to deliver the service more effectively. The introduction of more preventive maintenance will deliver a more efficient fleet which will, over time, bring costs down.
19. Income from council car parks was 4% above budget, resulting in a surplus of £232k. Whilst the first quarter of the year was slightly below budget, income over the summer was strong as the Rose Theatre and

good weather attracted visitors to the city centre. There has also been additional income from season tickets of £144k and additional income from Respark permits of £108k. There was a one off business rates refund for St Georges Field car park (£150k) and additional income from Penalty Charge Notices (£59k). These were offset by additional equipment and telecom charges of £105k.

20. There was an overall underspend on Waste Services totalling £78k however there are some variations within this overall total. There was an overspend of £228k in waste collection. Additional staffing has minimised the impact that sickness levels have had on the waste and recycling collections and reduced the necessity to co-mingle recyclate. It has also enabled necessary staff training to be completed without impacting the service.
21. There was an underspend of £247k (-4%) on the budget for disposal of waste at Allerton Waste Recovery Park. The tonnages delivered to the facility were lower than forecast resulting in savings to the councils as well as an opportunity for additional income to the councils from Yorwaste who delivered additional tonnes of their commercial waste into the facility (£150k). There was also a saving on procurement costs (£50k) and one off saving from backdated business rates at the facility (£39k).
22. A number of other minor variations make up the overall directorate position.

### **Customer & Corporate Services**

23. The outturn position is an underspend of £428k, an improvement from the Monitor 3 report.
24. The main variations include underspends across a range of services due to staff vacancies including business support (£92k), business intelligence (£76k) and ICT (£101k). Additional grants received, along with a number of staff vacancies following a restructure, have resulted in an underspend of £311k on housing benefits. These underspends are offset by an overspend in Registrars which is due to an underachievement of income. A number of other minor variations make up the overall directorate position.

### **Health, Housing & Adult Social Care**

25. The outturn position shows a net overspend of £946k, an increase from the Monitor 3 report.

26. There has been a £163k underspend on Contracted Services largely due to one contract coming to an end and a delay in starting two further contracts, along with a staff vacancy (now filled) and a small underspend on housing related support contracts.
27. There is an underspend of £127k on the Supported Employment scheme at Yorkcraft as places within the scheme have been held vacant pending a review of the supported employment offer.
28. There is a total underspend of £101k across the small day services, the largest underspend being on Pine Trees, a day support service for customers, which is £54k underspent due in the main to securing additional Continuing Health Care (CHC) income for two customers (£19k) and holding a small number of staffing vacancies (£31k).
29. The P&SI Community Support Budget (CSB) is £117k under spent due to having fewer customers than budget (£69k) and increased CHC income (£48k). In addition there is an underspend of £87k on the Learning Disability CSB budget largely due to the average cost per placement being less than assumed in the budget.
30. This is offset by an overspend of £111k on the Older People CSB budget due to an increase in the average cost of those placed outside of the tiered framework contracts. The home care model is under review as we look to reduce the use of these providers.
31. There was considerable pressure on the Department's external residential care budgets across all customer groups due to a combination of the number of customers being placed exceeding the budgeted number plus an increase above inflation of the weekly cost of placements. The pressure on placements was significantly affected by the closure of two homes during the autumn, both of which had been willing to accept council fee rates. Alternative placements were found for 78 individuals, but these were at higher rates.
32. There is an overspend of £180k on Mental Health external residential placements, due to having 3 more working age customers than in the budget. Similarly, the budget for P&SI residential placements has overspent by £78k due to having 2 more working age customers than budgeted for. We will be bringing forward proposals for Mental Health accommodation to reduce use of residential care for working age mental health.
33. The Learning Disability working age residential budget has overspent by £405k for a number of reasons: number of placements were higher than

budgeted (£256k), a reduction in CHC received (£111k), and an increase in the average cost of placements (£38k).

34. There was a £272k overspend in relation to nursing care across all customer groups with the majority of the pressure being felt in Older person's nursing care which overspent by £211k. The lack of vacancies in the city means customers are having to be placed in more expensive placements (£543k). In addition there are currently more customers than was assumed in the budget (£389k). This is offset by an increase in the average rate of customer contributions (£161k), 10 more CHC customers (£360k).
35. The Supported Living for Learning Disability customers has overspent by £695k. This is mainly due to above inflation rate increases and an increase in the number of voids. This is partially offset by increased CHC contributions of £276k. A dedicated task force is actively reviewing all schemes and considering the use and need to maintain the void placements to try and recover the position in 2019/20. This task force has already delivered significant savings as a result of reviews of individual support plans, revised care arrangements agreed with providers and identification of individuals' entitlement to CHC.
36. A number of other more minor variations make up the overall directorate position.

### **Housing Revenue Account**

37. The Housing Revenue Account budget for 2018/19 is a net cost of £6,473k due to the £10m investment from the working balance into providing new council houses. Overall, the account continues to be financially strong and the outturn shows an underspend of £1,549k, a small improvement from the monitor 3 position.
38. The working balance will reduce from £29.4m at 31 March 2018 to £24.5m at 31 March 2019. This compares to the balance forecast within the latest business plan of £23.0m.
39. Repairs & Maintenance has overspent by £97k, compared to a forecast underspend of £180k at monitor 3. There was an overspend of £600k on general repairs offset by an underspend of £503k on projects and other smaller schemes. The capital modernisation programme has not been fully delivered in 2018/19 and as a consequence of a delay in the retender of the tenants choice contract, a higher than forecast number of repairs have been charged through revenue relating to bathrooms and kitchens, in addition, 108 more void properties have been processed in 2018/19

than in 2017/18. An acceleration in gas servicing works has improved the compliance of gas servicing and more electrical tests were completed than forecast, improving the safety of our homes.

40. There was an underspend across General Management of £461k, an improvement of £392k since monitor 3. This was primarily due to lower than forecast corporate support recharges (£166k) and underspends arising from vacancies and charges to capital projects (£195k) in both the Housing Operations and Building Services Teams. Delays in undertaking stock condition surveys has meant funding identified for this work (£100k) is carrying forward into 2019/20.
41. Slippage of capital expenditure has resulted in the expected contribution to the capital programme from the revenue budget being reduced by £1m and these funds will be carried forward to 2019/20 to fund the slippage. The bad debt levels have reduced, resulting in an underspend of £264k.
42. Rental income was £227k lower than budgeted. This is due to a higher number of voids at Ordnance Lane pending the opening of James House. In addition, tenants have moved out of Lincoln Court pending the commencement of capital refurbishment.
43. There are a number of ongoing implications of the outturn position into 2019/20. It is necessary to reprofile the revenue contributions funding the capital programme slippage of £1,032k into 2019/20 and also the funding set aside for the stock condition surveys of £100k. This leaves a balance of £417k which will transfer into working balances.
44. The Housing ICT programme has been set up to replace over 27 housing and building services into one single modern ICT solution. This has now moved into the “Do” phase. A long term partnership has been initiated by signing contract with Capita PLC for the delivery of a new cloud based ICT system that will transform the way housing and building services offer services to customers, enabled by modern ICT. Whilst this is a capital project the costs relating to the backfilling of in-house experts is a revenue cost, which is required to ensure the success of such a large project. These costs are estimated to be £340k. It is proposed that £340k of the year end underspend is set aside to support this key implementation stage of the project, on a one off basis.

### **Corporate Budgets**

45. These budgets include treasury management and other corporately held funds. Significant slippage in the capital programme has been reported in the Capital Outturn report also on this agenda with some £30m that was



expected to be spent during the year now proposed to be spent in 2019/20 and 2020/21. This delay in spending has an impact on the treasury budgets through lower interest payments/debt repayment, resulting in an underspend of £574k.

46. The corporate redundancy and pension strain budget has underspent by £555k due to there being fewer redundancies that have resulted in additional pension strain costs, and an overall reduction in the costs of the pension strain. Pension strain costs are charged over a 5 year period, and as previous costs have dropped out the newer costs have been lower than forecast. These costs are difficult to forecast as they depend on the circumstances of the individual employee made redundant. These budgets also cover pension strain costs for teachers.
47. A number of other minor variations make up the overall outturn position.

### **Reserves and Contingency**

48. The February 2019 budget report to Full Council stated that the minimum level for the General Fund reserve should be £6.4m (equating to 5% of the net budget). At the beginning of 2018/19 the reserve stood at £7.4m and, as part of the budget report, approval was given to maintain this level of reserve in 2019/20 thus giving some headroom above the minimum level to take account of the continued risks facing the council, in particular the scale of future reductions on top of those already made. In addition, the budget report outlined significant risks associated with major capital projects, reduction in New Homes Bonus and health budgets. The report also contained a strong recommendation that revenue reserves should be increased over the next couple of years, in recognition of the current risks the council faces.
49. On the general contingency, the Executive was advised within the Monitor 3 report that there remained an unallocated balance of £648k and that it was being assumed this remaining balance may be needed to support some of the general pressures outlined in the Monitor 3 report. As the position has improved at outturn, this has not been necessary and it is proposed that the unused contingency is added to the 2019/20 contingency.
50. If approved, the transfer outlined above along with the base budget of £500k would take the balance on the general contingency to £1.3m. The level of reserves will remain at £7.4m.

## Loans

51. Further to a scrutiny review, it was agreed that these quarterly monitoring reports would include a review of any outstanding loans over £100k. There are 2 loans in this category. Both loans are for £1m and made to Yorwaste, a company part owned by the Council. The first was made in June 2012 with a further loan made in June 2017 as agreed by Executive in November 2016. Interest is charged on both loans at 4% plus base rate meaning currently interest of 4.75% is being charged. All repayments are up to date.

## Performance – Service Delivery

52. This report is based upon the Performance Framework for the Council Plan (2015-19) which was launched in July 2016 and built around the three priorities that put residents and businesses at the heart of all Council services. For 2019/20 Q1 report there will be a new Performance Framework based on the new Council Plan (2019-2023) approved by Executive.
53. 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. The DoT (Direction of Travel) is calculated on the latest three results whether they are annual, quarterly or monthly.
54. Of the strategic indicators where new annual data has been provided since the last reporting year, the following have seen improvements:
- % of panel who agree that they can influence decisions in their local area
  - Overall Customer Centre Satisfaction (%) - CYC
  - % of panel confident they could find information on support available to help people live independently
  - % of adults (aged 19+) that meet CMO recommendations for physical activity (150+ moderate intensity equivalent minutes per week)
  - Number of days taken to process Housing Benefit new claims and change events
  - FOI & EIR - % In time – (YTD)
55. The following indicators have been identified as having a poor direction of travel:
- % of panel satisfied with the way the council runs things
  - Net Additional Homes Provided (YTD)

## A Council That Listens to Residents

A Council That Listens to Residents							
	2015/16	2016/17	2017/18	2018/19	DoT	Frequency	Benchmarks
% of panel who agree that they can influence decisions in their local area	NC	25.65%	26.87%	28.95%	➔	Quarterly	National Community Life Survey 17/18: 26%
% of panel satisfied with their local area as a place to live	NC	89.84%	89.94%	88.61%	➔	Quarterly	National Community Life Survey 17/18: 77%
% of panel satisfied with the way the Council runs things	NC	65.54%	62.13%	57.33%	⬇ Bad	Quarterly	National LG Inform 18/19: 60%
Overall Customer Centre Satisfaction (%) - CYC	91.54%	92.48%	93.13%	94.15%	➔	Quarterly	Not Available

The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual or quarterly.

56. The council carries out a number of consultation and research activities throughout the year, including: annual surveys, statutory research, one-off pieces of research and using Talkabout, our citizens' panel, which is comprised of a representative sample of around 1,000 York residents who are invited to complete a bi-annual survey to capture a variety of resident satisfaction measures across all areas of council business. Details of all other public consultations are available on the consultations page of the Council's website.

**% of residents who agree that they can influence decisions in their local area - this measure gives an understanding of residents' recognition about how we are listening and reacting to residents views**

57. The results from the latest (Q3 18/19) Talkabout survey found that 29% of panellists agreed that they could influence decisions in their local area which is higher than the latest national figure of 26% (Community Life Survey 2017/18). 92% of respondents think it's important that residents can influence decisions in their local area.

### Armed Forces Covenant Community Survey

58. The Armed Forces Community Survey ran from 11 February to 1 April 2019. The survey aimed to capture something of the size and characteristics of the Armed Forces Community who live among the wider York community in order to better commission and target local services. It takes place as part of a larger data research project commissioned by City of York Council to assess the needs of the Armed Forces community in North Yorkshire.
59. 241 members of the Armed Forces community participated which included current and ex-service members or relatives of.
60. Key results included:

- 65% of respondents had heard of the Armed Forces Covenant.
- 49% of respondents said they had been treated differently due to a connection to the armed forces. 71% of comments related to negative experiences and employment and public perception appeared frequently however the 29% of positive comments also frequently mentioned these two areas.
- 86% of respondents were satisfied with their local area as a place to live and 65% felt part of their local community (80% of Talkabout panellists feel they belong to their local area). When asked what the barriers were the most frequent answers were public perception or understanding, lack of events, work commitments or lack of support to get involved.
- 8% respondents had experienced homelessness.
- 20% of the respondents live in council properties.

61. Examples of other major consultations active during Q4 2018-19 include;

- **York Business Accommodation Survey** - A consultation seeking York businesses' views on their premises to support the development of the city's long-term economic strategy.
- **York Outer Ring Road** - We asked for feedback on proposed improvements to the York Outer Ring Road roundabouts at Clifton Moor and Wigginton Road.
- **Minster Precinct Neighbourhood Plan** - We asked for comments on the Minster Precinct Neighbourhood Plan consultation
- **Bishopthorpe Road Parking** - We asked for feedback on four options to improve visibility for pedestrians.

### **Castle Gateway**

62. The first planning applications relating to the Castle Gateway Masterplan are due to be submitted in early summer 2019; we asked for opinions to shape the initial 'work package', which includes a multi-storey car park at St George's Field and a residential development in the Castle Mills area. Residents were invited to feedback on plans through an online survey.

*% of residents who have been actively involved in redesigning and delivering services - this measure gives an understanding of residents' recognition about how they are involved in service redesign*

### **Future Focus**

63. The Adult Social Care community led support model continues to develop. Talking Points are community locations that offer residents the opportunity to have a face to face conversation with social care staff. By the end of May there will be 6 Talking Points in operation. Talking Point appointments have been increasing and nearly 300 customers have now

been seen, either by appointment or as a 'drop-in'. As a result of offering this option, these customers have been seen more quickly with an average waiting time during the year of approximately 8.5 days as opposed to 9 weeks. The quick response reduces the risk of customers experiencing a crisis situation and enables the social care team to provide a more proportionate response earlier on in the social care process.

64. A number of very positive outcomes for the project have been identified. In particular:

- The percentage of customers going on to receive paid for services was 35% (compared with 78% in Q2 2017/18) with 40% of those seen being given advice, information and support meaning they needed no ongoing services.
- More than 95% of people invited to the hub have said they were satisfied with the experience and, most importantly, their outcomes from attending a Talking Point. More than 95% of residents seen said they would recommend the Talking Point option to others and more than 99% reported feeling welcome when visiting a Talking Point.

65. Moving into 2019/20, changes will include the amalgamation of existing teams into a new Adult Social Care Community Team which should lead to a further increase in Talking Point appointments and new ways of staffing these. This, in addition to the implementation of more streamlined community led support paperwork and a change in working processes should mean that all people waiting for support should be seen more quickly.

#### **Voice of the Children**

66. York Youth Council (YYC) continues to work with colleagues from the North Yorkshire Youth Executive and the North Yorkshire Police Youth Commission. The working group is now known as 'North Yorkshire Young Minds Combined' and they continue to look at ways they can improve the awareness of existing mental health services.

67. Representatives from the YYC attended "Convention 3" in Leeds in January. They took part in a variety of workshops looking at the Make York Mark results. Workshops were centred around knife crime, mental health and work experience.

68. Participation opportunities for young people in care and care leavers continue to be delivered via the Children in Care Council (CiCC). This includes monthly Show Me That I Matter panel meetings (13-17 yrs), monthly meetings of the Care Leavers Forum, I Still Matter (17-21 yrs) and fortnightly Speak Up Youthclub sessions (10-16yrs). Activity has included taking part in sessions with York Human Rights, providing

feedback on Young People missing from Care and meeting with Health workers to discuss health assessments. Other activity has included:

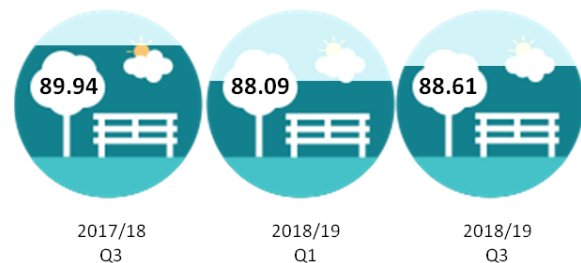
- A pilot with the Assessing Permanent Carers team to gather young people's views to inform the assessment process when recruiting foster carers
- Meeting with members of the Virtual School to talk about support in school
- Starting work on the 2019 Guarantee for Children and Young People in Care (the assessment of need entitlement)
- Joint work with North Yorkshire Young Minds Combined
- Advocacy casework for children and young people who are in care or leaving care, going through the child protection process or wanting to make a complaint has continued to be provided
- The CiCC and Care leavers Forum have met with the Director, Assistant Director, Service Manager for Pathway and Elected Members to feedback on the work they have been doing.

**% of residents satisfied with their local area as a place to live - this measure gives an understanding of residents' views about the area and the quality of their ward / neighbourhood**

69. The next version of the Talkabout Survey will be sent to the panel during May 2019 and the results will be published in a future Monitor.

70. The results from the latest (Q3 18/19) Talkabout survey showed that 90% of the panel were satisfied **with York** as a place to live and 89% **with their local area**. Satisfaction levels for the local area continue to be significantly higher than the latest national figures of 77% (Community Life Survey 2017/18) and 78% (Local Government Association Poll October 18).

% of panel satisfied with their local area as a place to live



71. Where residents indicated that they were dissatisfied **with York** as a place to live, the most common reasons were crime and anti-social behaviour (mainly city centre drinking), economy and transport (largely traffic issues), value for money and residents not being at the heart of decision making. Where residents were dissatisfied **with their local area** as a place to live, the most common reasons were crime and anti-social behaviour, public realm and highways. Specifically these concerns were about: intimidating and noisy groups of hen and stag parties; the lack of a police presence; the standards of street cleansing (including littering levels) and the poor quality of road surfacing.

72. 78% of respondents thought that their local area was a good place for children and young people to grow up. Where residents disagreed that their local area was a good place for children to grow up, the main reasons were safety, available activities or services and available green spaces.
73. 92% of respondents agreed that it was important to feel part of their local area with 80% agreeing that they did belong. These results have both increased from the previous survey and the latter is higher than the National benchmark scores of 62% in the Community Life Survey 2017/18 and 78% from LG Inform.
74. When asked if they agree their local area is a place where people from different backgrounds get on well together a decrease can be seen from 75% in Q1 to 68% in Q3. This is below the national figure of 82% from the Community Life Survey 2017/18.

**% of residents satisfied with the way the Council runs things - this measure gives an understanding of residents' satisfaction with frontline service delivery and the Council's responsiveness to residents' views**

75. The latest (Q3 18/19) Talkabout survey showed that 57% of respondents were satisfied with the way the Council runs things which is a further reduction compared to previous survey results. Satisfaction levels continue to be similar to the LG Inform benchmark figure of 60% for October 2018. Where residents indicated that they were dissatisfied with the way the council runs things, the most common reasons were public realm and highways.
76. The Council aims to deliver financial sustainability whilst improving services and outcomes for York residents and 43% of respondents agree that the Council provides value for money which is similar to the LG Inform benchmark figure of 44% for October 2018.

**% of residents who think that the Council and partners are doing well at improving the quality of streets/public spaces - this measure gives an understanding of residents' satisfaction with frontline service delivery and the Council's responsiveness to residents' views**

77. In the latest (Q3 18/19) Talkabout survey, panellists responded positively to one area indicating they believe the council are doing well in conserving York's heritage. Responses continued to reflect that panellists thought the council and partners could do more to reduce air pollution, improve the quality of streets/public spaces and encourage the use of low emission vehicles. The Low Emission Strategy (LES), introduced in 2012, has proved particularly effective at tackling emissions from service vehicles such as buses, taxis and Heavy Goods Vehicles which contribute to poor air quality in York. Work to improve the air quality includes the introduction of more electric Park & Ride buses, the continued roll-out of the new taxi licensing policy that specifies minimum emission standards for new or



replacement taxis and the delivery of the Strategic Electric Vehicle fast charge network in the city.

**Overall Customer Centre Satisfaction (%) - CYC - (being replaced with Digital service satisfaction 2017) - this measure gives an understanding of the quality of our face to face, phone and front office customer services (and in future our digital services through the CYC website)**

78. The Customer Centre offers advice and information on many services including benefits, council tax, housing, environmental, transport, educational, social care and planning. At the end of phone enquiries customers have the opportunity to complete a short phone based customer satisfaction survey or, when visiting West Offices, rate their experience via a feedback terminal. Customer Satisfaction remains high at the end of Q4, with 96% of people rating the service as either good or very good which is the highest ever recorded for this indicator.

### A Focus on Frontline Services

A Focus on Frontline Services							
	2015/16	2016/17	2017/18	2018/19	DoT	Frequency	Benchmarks
Children Looked After per 10k (Snapshot)	53	55	53	56	➡	Quarterly	National 17/18: 64 Regional 17/18: 71
Number of Incidents of ASB within the city centre ARZ	2,305	2,175	1934	2059	➡	Quarterly	Not Available
Household waste recycled / composted - (YTD)	42.80%	44.00%	43.00%	(Avail July 19)	➡	Quarterly	National 17/18: 43.2% Regional 17/18: 42.4%
Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 population (YTD Average) (New definition for 2017/18)	6.9	7.5	6.4	6.6 (Prov)	➡	Quarterly	National 17/18: 4.3 Regional 17/18: 3.4
% of panel confident they could find information on support available to help people live independently	NC	65.46%	64.81%	72.52%	➡	Quarterly	Not Available
Proportion of adults in contact with secondary mental health services living independently, with or without support (YTD Average)	28.50%	39.21%	69.00%	(Avail Jun 19)	➡	Quarterly	National 17/18: 57% Regional 17/18: 69%
% of adults (aged 19+) that meet CMO recommendations for physical activity (150+ moderate intensity equivalent minutes per week)	66.71%	72.03%	76.40%	(Avail May 20)	⬆ Good	Annual	National 17/18: 66.30% Regional 17/18: 64%
Average Progress 8 score from KS2 to KS4	0.04	0.11	0.11	(Avail Oct 19)	➡	Annual	National 17/18: -0.03
Number of days taken to process Housing Benefit new claims and change events (DWP measure)	5.87	5.58	3.20	2.67	➡	Quarterly	National 18/19 Q3: 9.37 days
The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual or quarterly.							

**Number of Children Looked After - this measure gives an understanding of the efficiency and effectiveness of a key front-line service which has impacts on vulnerability and the life chances of children**

79. There were 208 children and young people in care at the end of March 2019. The rate per 10,000 population has remained constant throughout 2018/19 against a national trend of increasing looked after numbers.



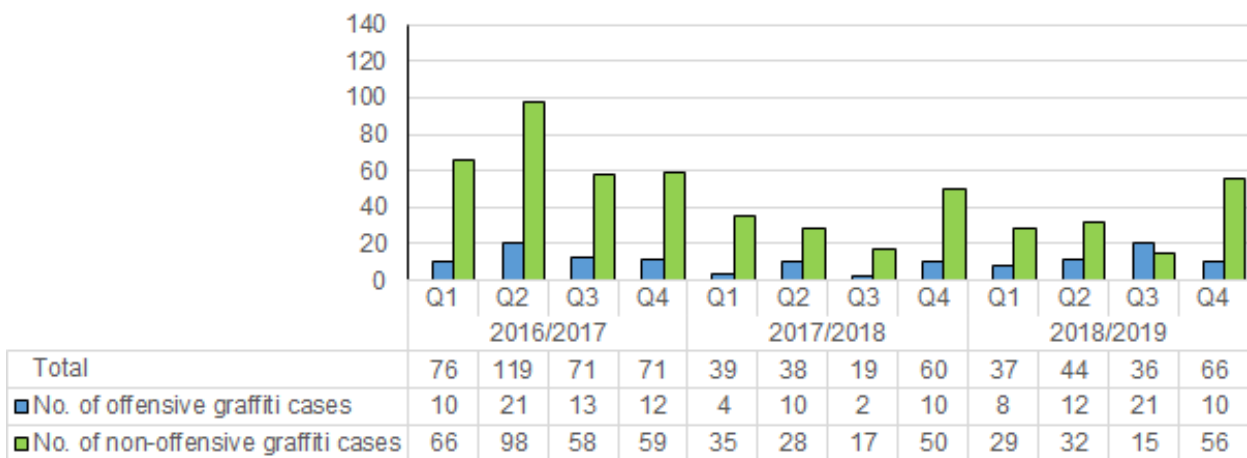
**Placement Review**

80. Despite the number of children in care remaining relatively stable over the past three years, the diversity and complexity of placement requirement is changing. York’s specific and unique sufficiency profile means Children’s Social Care are increasingly in a position where they are unable to place children and young people in existing Council provision and are having to spot purchase, often at short notice, external / private foster or residential placements that are expensive and may not be value for money in the context of the individual child.
81. In order to increase Foster Care sufficiency, a new training, support and remuneration offer has been developed for City of York Foster Carers. This offer has been consulted on with all Foster Carers and feedback was incorporated in the new proposal. The changes have been agreed and will be implemented in September 2019. Further work is also being developed on Foster Carer recruitment in order to develop a resourced systemic approach to recruiting new Foster Carers.
82. Residential sufficiency is also being considered and work is being undertaken to develop options of how additional residential provision for different age cohorts can be developed in order to meet need and demand more effectively.

**Number of Incidents of Anti-Social Behaviour within the city centre - this measure gives an understanding of the impacts of Anti-Social Behaviour on Leisure and Culture and therefore the "attractiveness" of the city**

83. Data for 2018-19 indicates a small increase in anti-social behaviour within the city centre, following a gradually decreasing volume in the last three years. An example of this is a rise in the number of cases of offensive graffiti reported from 25 in 2017/2018 to 41 up to Q3 in 2018/2019.

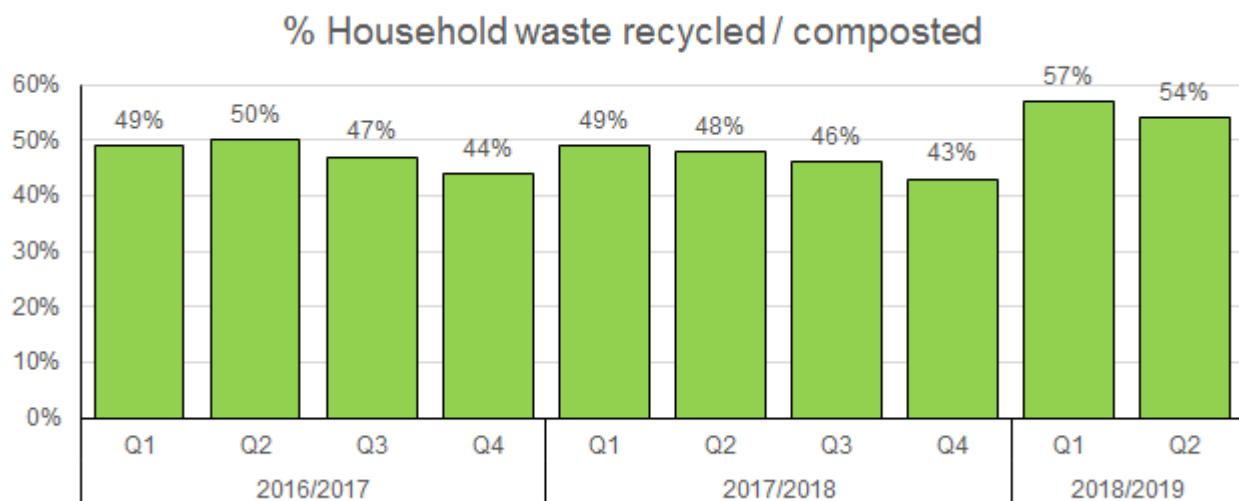
**Calls for Service - Graffiti**



84. Overall crime levels in York in 2018-19 have risen to 13,579 crimes compared to 11,958 in 2017-18 and this is due to a small increase in crime reports across a wide range of categories.

85. The number of service calls received due to “flytipping” concerns reduced from 2,276 in 2016-17 to 2,151 in 2017-18. Final figures for 2018-19 show a further reduction in calls received to 1,995. Figures for 2018-19 show that whilst the number of warning letters and formal cautions issued for fly tipping has reduced since the previous year, the number of prosecutions has increased.
86. In March 2019, the Neighbourhood Enforcement team was authorised to start issuing Fixed Penalty Notices for household duty of care offences. The Government has asked local authorities to set fine levels between £400 and £150 for this offence, with a minimum amount of £120 for early repayment. In York, the fine levels have been set at £250.00 with a reduced fee of £150 for early repayment within 10 days of issue. The introduction of these Fixed Penalty Notices contributes towards a range of initiatives developed by the Neighbourhood Enforcement team to combat fly-tipping.

Household waste recycled / composted (YTD) - this measure gives an understanding of a key outcome of the Council plan



87. Provisional figures for Q3 suggest the amount of household waste recycled in 2018-19 has increased slightly from 46% in the same period in 2017-18. It is worth noting that recycling rates are usually higher in the first half of the year and therefore could fall by the end of the year.
88. The amount of waste sent to Allerton Waste Recovery Park (in order to divert from landfill) in Q3 2018-19, has increased to 38,516 tonnes from 35,870 tonnes during the same period in 2017-18.
89. Residual waste (i.e. non recyclable) per household has increased to 427kg per household (410kg in Q3 2017-18) but this should also start to decrease from the initiation of the voluntary pledge, by supermarkets, to eradicate single-use plastics from packaging, with any remaining plastic in use will have to be totally recyclable by 2025.

Delayed transfers of care from hospital which are attributable to adult social care - this measure gives an understanding of how well our health and social care services are integrated

90. A delayed transfer of care (DToC) occurs when a hospital patient is deemed medically fit to be discharged, but cannot be released from hospital because they are waiting for community support to be arranged by the NHS and/or a local authority, or because the patient cannot agree where he/she should reside following discharge. The number of days that hospital patients are delayed in these circumstances are aggregated and measured to show how well NHS and local authority adult social care services are working together.
91. There continues to be a fluctuating trend in the number of days that patients are delayed leaving hospital that are “*attributable to adult social care*”. In 2017/18, on average, there were 6.4 beds occupied each day per 100,000 adults by York residents across the health and social care system that were attributable to adult social care. During 2018-19, this average increased to 6.6 beds per day for every 100,000 adults in York. Although it is increasing, patients are staying in hospital, on average, for shorter periods of time, which means that the system is getting better at supporting people to get where they want to be quickly, but against a backdrop of increasing numbers of unplanned or emergency admissions.

#### Better Care Fund

92. The Better Care Fund (BCF) provides CYC and the Vale of York Clinical Commission Group (VoY CCG) with finances to work together on a range of measures, including delayed transfers of care, aimed at improving outcomes for NHS and adult social care users in the City of York area.
93. The total number of bed days that patients resident in York have been delayed in hospital, for all reasons, during the last financial year was 10,969. This equates to 30 beds each day occupied (on average) because of DToC across the health and social care system. In the last 3 months, this figure was 2,601 bed days which equates to 29 beds each day. Current challenges are:
- Recent changes to the Continuing Healthcare ‘discharge to assess’ pathways have had unintended consequences in that they have increased the amount of DToC attributable to the NHS.
  - The closure of two large nursing homes in the city has impacted on the ability of Adult Social Care to place patients quickly.
  - The residential and nursing care markets continue to provide challenges as there is limited capacity for people to enter these homes.

% of residents confident they could find information on support available to help people live independently - this measure gives an understanding of residents’ ability to support themselves in line with new adult social care operating model

94. The results from the latest (Q3 18/19) Talkabout survey showed that 73% of residents were confident that they could find information on support available to help people live independently which is a 7% increase from Q1. The creation of the Live well York website during 2018, an information and advice community website for adults and families, along with the use of Talking Point venues across the city may have contributed to this increase in confidence.

#### **Admissions to Residential Care Homes**

95. Avoiding permanent placements in residential and nursing care homes is a good measure of how effective packages of care have been in ensuring that people regain control of their lives. Research suggests that, where possible, people prefer to stay in their own home rather than move into residential care.

- The rate at the end of Q4 2018-19 for younger adults (aged 18-64) requiring permanent residential and nursing care is lower than a year earlier, with 1.49 younger adults per 100,000 population being placed into these homes during 2018-19 Q4, compared with 2.99 per 100,000 population during 2017-18 Q4.
- For older people, aged 65 or over, the rates of those assessed as needing to go into residential care during 2018-19 Q4 was lower than in 2017-18 Q4 (104 per 100,000 population in 2018-19 Q4 compared with 109 per 100,000 population in 2017-18 Q4).

96. There are 1,306 registered care beds in York of which, 507 are residential care and 709 are nursing care, with the majority (around 80%) of these beds are specifically for older people. This is a reduction from the number previously reported following the closure of Moorlands and Amelia House. Additional care home accommodation is being developed in Fulford, New Earswick and at Burnholme.

97. The Older People's Accommodation Programme is focused on increasing the opportunities for older people to live well independently with a view to delaying and preventing the need for residential care. The programme has increased the provision of accommodation for Independent Living with Extra Care, including the recent extension of Glen Lodge, the current project to extend the accommodation at Marjorie Waite Court and provision of round the clock care at Auden House. The next phase of the programme will focus on identifying what is important to the city's residents about how and where they live in older age.

**Proportion of adults in contact with secondary mental health or learning difficulties services that are living independently - this measure gives an understanding of adults' social care users perception of their ability to support themselves**

98. Improving employment and accommodation outcomes for adults with mental health and learning difficulties are linked to reducing risk of social exclusion and discrimination. Supporting someone to become and remain employed is a key part of the recovery process, while stable and appropriate accommodation is closely linked to improving people's safety and reducing their risk of social exclusion.

- During 2018-19 Q4, 8.4% of those with learning disabilities were in employment, the same rate as reported during 2018-19 Q3.
- The percentage of those with learning disabilities living in their own home, or with family, was at similar levels in Q4 (75%) compared to Q3 (76%).

99. At the end of 2018-19 Q3, the latest data available to CYC, 22% of all clients in contact with secondary mental health services were in employment, which represents a similar level compared with Q2 (21%). The percentage of all adults in contact with secondary mental health services living independently, with or without support, was 84% at the end of 2018-19 Q3, unchanged from the level reported in 2018-19 Q2.

**% of Physically Active Adults (to be replaced by people engaging with Wellbeing service after launch) - this measure gives an understanding of the overall health of the cities residents**

100. The latest data from the Adult Active Lives Survey for the period November 2017 to November 2018 was published in April 2019. 492 people in York aged 16 and over took part in the survey and reported higher levels of physical activity, and lower levels of physical inactivity, compared with the national average. Positively:

- 73.1% of people in York did more than 150 minutes of physical activity per week compared with 62.6% nationally and 64.9% regionally.
- 14.4% of people in York did fewer than 30 minutes per week compared with 25.1% nationally and 22.5% regionally. Positively, this figure is considerably lower than the 19.4% reported for the period of May 2017 to May 2018.

101. Latest figures from the Public Health Outcomes Framework for 2017-18 show that 76.4% of York adults were physically active, compared with 66.3% nationally and 64.0% regionally. On a continued theme, only 13.8% of York adults were physically inactive compared with 22.2% nationally and 24.1% regionally. The data also shows that York has the 5<sup>th</sup> highest physical activity level and the 3<sup>rd</sup> lowest physical inactivity level in England.



Average Progress 8 score from Key Stage 2 to Key Stage 4 - this measure gives an understanding of educational attainment levels within the city

102. Progress 8 is a measure of the progress made by pupils between Key Stage 2 and Key Stage 4. A positive score represents progress above the average for all pupils and a negative score progress below the average for all pupils. In 2018, the average Progress 8 score for Year 11 pupils was +0.11, which is significantly above the national average. The Progress 8 score of +0.11 is the same as 2017 and again puts the city in the top quartile for all Local Authorities.

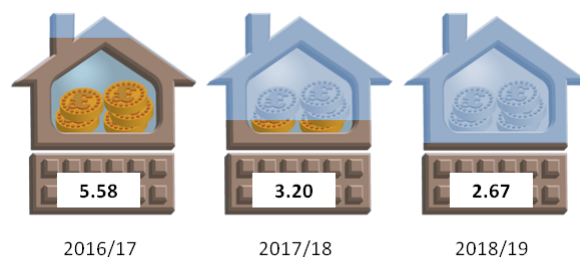
103. Reducing the attainment gap between disadvantaged pupils and their peers remains one of the City's main priorities. This year, Schools and partner agencies across York have signed up to a city-wide pledge to help disadvantaged pupils achieve at school. Work will prioritise actions needed to improve the outcomes for disadvantaged children in the early years in order to address issues early and close the attainment gap more sustainably. This year, School Improvement Projects which include a focus on narrowing attainment gaps include:

- Reading for Real – 8 Primary Schools
- Inclusion Expert – 4 Primary Schools
- Secondary attendance - 1 Secondary school
- Excellence for all – 2 Secondary and 2 Primary schools
- Making the difference with differentiation - 4 Primary schools
- Empowering the disadvantaged – 4 Primary schools
- Using metacognition and self-regulation training to improve outcomes for disadvantaged students – 2 Secondary schools

Number of days taken to process Housing Benefit new claims and change events - this measure gives an understanding of the efficiency and effectiveness of a key front-line service

104. Due to improvements in digital processes, performance in this area remains consistently strong in York with the average number of days taken to process a new Housing Benefit claim, or a change in circumstance, less than 2 days during 2018-19 Q4. York performance is also the best out of all other local authorities that we are benchmarked against (North and East Yorkshire, Lincolnshire and the Humber) and much higher than the national average of 9.1 days (2018-19 Q2).

Number of days taken to process Housing Benefit new claims and change events (DWP measure)



## A Prosperous City for All

A Prosperous City for All							
	2015/16	2016/17	2017/18	2018/19	DoT	Frequency	Benchmarks
%pt gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19 - (Snapshot)	32.00%	33.90%	(Avail May 19)	(Avail May 20)	➡	Annual	National 16/17: 25.2% Regional 16/17: 27.2%
Median earnings of residents – Gross Weekly Pay (£)	£496	£508.1	£519.3	£512.60	➡	Annual	National 18/19: £571.1 Regional 18/19: £520.9
Net Additional Homes Provided - (YTD)	1,121	977	1296	291 (Apr-Sep 18)	➡	Half Yearly	Not Available
Business Rates - Rateable Value	NC	£247,348,791	£254,662,152	£255,782,931	➡	Quarterly	Not Available
One Planet Council - All Resources - Total CO2 (t)	NC	NC	NC	NC	➡	Annual	Not Available
% of panel who give unpaid help to any group, club or organisation	NC	64.30%	66.22%	64.72%	➡	Quarterly	National Community Life Survey 17/18: 64%

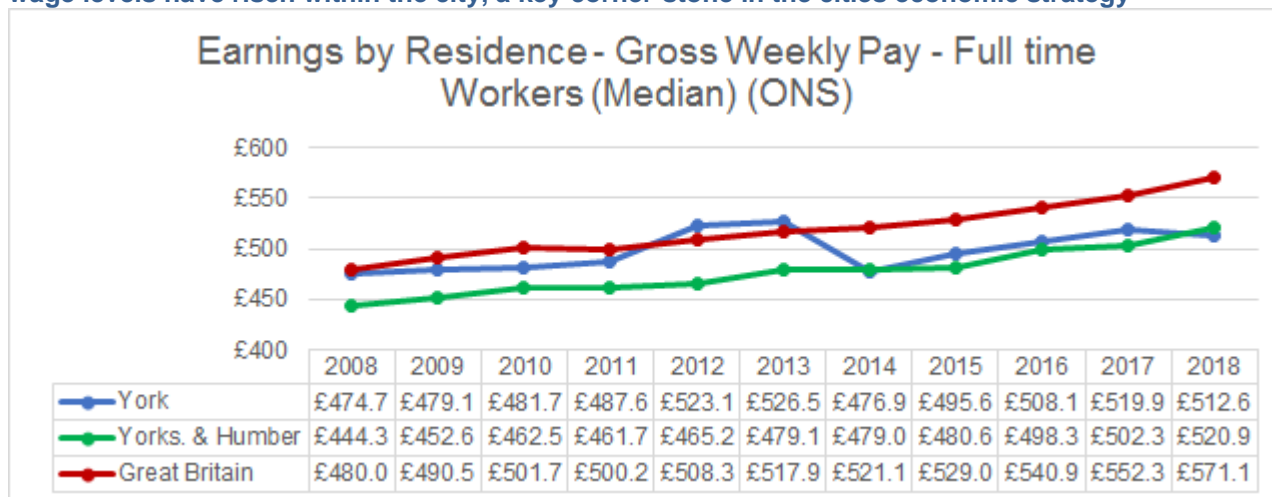
The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual or quarterly.

**%pt gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19 - this measure gives an understanding of the inequality gap**

105. The attainment gap at age 19 is currently 33.9% in York compared to 25.2% nationally. Work continues with York's 6th forms and colleges to ensure that young people achieve their potential post-16. There has been good progress in recent years on the Level 3 attainment gap at age 19, the 16/17 result is a dip and we need to see if it is a "one off". Clearly this outcome is fed by indicators at earlier points; achieving a Level 2 outcome at 16 is a prerequisite for following a Level 3 programme post 16. This means that work with younger pupils is critical to sustainable improvement in the long term. The margins are small with this indicator – ten more disadvantaged young people achieving Level 3 at 19 would bring the York % gap below national. We intend to look at this issue with York College in particular in the summer term when the 17/18 data is available.

106. 2.7% of York's 16-17 year olds were Not in Education, Employment or Training (NEET) at the end of March 2019. However, 86% of those young people are not qualified to Level 2, demonstrating challenges before people are aged 19. Learning and Work Advisers from the council's Local Area Teams provide specialist information, advice and guidance to young people who are in the care of the local authority, those in alternative education provision, those in the youth justice system, and those aged 16-18 who are NEET.

Median earnings of residents – Gross Weekly Pay (£) - this measure gives an understanding of wage levels have risen within the city, a key corner-stone in the cities economic strategy



107. In April 2018, the median gross weekly earnings for full-time resident employees in York were £512.60, a decrease of 1.4% (excluding inflation) from £519.30 in 2017. Since the economic downturn of 2008 to 2009, growth (excluding inflation), has been fairly steady, averaging approximately 1.1% per year up to 2017. Nationally the increase was 1.5% and regionally, 1.3% over the same period.

108. As our Economic Strategy recognises, York has high levels of employment in low paid work such as retail, food and leisure, and tourism. To make housing in the city more affordable for residents, we need to grow more high paid jobs and support lower paid industries to be commercially successful so that they can increase pay. Our current strategy focuses on growing more jobs in better paid industries, while our city centre economy is driven by tourism, retail, food and leisure. During 2017 there were 5,000 additional jobs created. The majority of these jobs were in the professional, scientific, technical businesses and food and drink sectors.

#### City Centre Jobs

109. In 2016, there were a total of 20,500 people employed in York city centre, around 18% of all jobs in the city. Over the past 15 years, a net 4,250 jobs have been lost from the city centre, although the overall total number of jobs in the city was static. Public administration was the biggest loser among sectors in that period, with over 1,700 jobs lost, 50% of the 2003 total. Retail was the second biggest loss, with a 20% reduction in employment and 1,100 jobs lost. In the same period, employment in the food and drink service sector increased by over 1,000, a 40% gain, while the cultural and creative sectors gained a total of 800 jobs, a 700% increase.

#### Job Seekers Allowance (JSA) Claimants

110. The JSA figures should be viewed in the context of the number of people receiving Universal Credit in York increasing from 4,889 in February 2019



to 5,005 (provisional) in March 2019 (of which 2,014 were not in employment). Figures from the Office for National Statistics showed that;

- There were 180 JSA claimants in York in March 2019 which is a decrease from 185 in February 2019 and a decrease from 285 in March 2018.
- The claimant count for York represents 0.1% of the working population, which is lower than both the regional and national figures of 0.8% and 0.6% respectively in March 2019.
- Recent figures also highlight a fall of 10 in the youth unemployment count since March 2018. The youth unemployment figure is lower than both the regional and national figures of 0.6% and 0.3% respectively.

#### **Department of Work and Pensions**

111. Data released by the Department of Work and Pensions is published 6 months in arrears and the latest data relates to August 2018. The total number of claimants for either Income Support or Employment Support Allowance in York is 5,000, which is a decrease of 170 from May 2018. The claimant count represents 3.6% of the working population which is lower than both the regional and national figures of 7.6% and 6.8% respectively. Although these figures are the lowest in the region, due to the changes in the benefits system some of the data is transitional. The introduction of Universal Credit, for example, means that some people are still in the process of transitioning over. The Council provides a dedicated Universal Credit support service offering assistance with making a claim, managing a claim, support relating to monthly budgeting and any concerns over money resulting from a claim.

#### **Net Additional Homes Provided - this measure gives an understanding of how many new homes have been built in the city**

112. Data for the second half of 2018-19 will be available at the end of May. The first half of 2018-19 shows that, positively, there were 1,447 net housing consents granted which represents a continued high level of approvals. Of these approvals, 98.3% were for traditional housing sites which include the Former British Sugar Corporation Site, the Former Lowfield School Site and York St John University Playing Fields Site. Between April and September 2018 there were 291 net additional homes completed (this compares to a half yearly average of 550 additional homes completed during this period over the previous five years). Of these additional homes:

- 67.4% were completed on housing sites.
- 13.7% were a result of off campus privately managed student accommodation schemes which comprised the Former Herbert Todd & Son site in Percy's Lane and Abbeyfields Veterinary Centre in Clarence Street.

- 9.3% resulted from 'prior approval' i.e. sites benefitting from relaxed permitted development rights to allow conversion to residential use.
- 9.6% resulted from the development of over 55's accommodation.

#### **Planning Applications**

113. In the year to December 2018, the number of major planning applications processed within the required timescale (88%) has increased significantly from Q2, is above the 2017/18 year end figures, and is at the same level as the national and regional benchmarks. The number of applications has remained consistently at the same level (around 50 in the year to Dec 2018). In the year to December 2018, minor planning applications processed within the required timescale (77%) is at a similar level to previous years but is still below the national benchmark (85%). Whilst the number of applications has decreased slightly, the 83% performance in Q3 is a positive achievement.

#### **Business Rates - Rateable Value - this measure gives an understanding of how much money the Council is likely to receive to spend on public services**

114. The Government announced in the Budget on 29 October 2018 that it will provide a business rates scheme (Retail Discount) for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The purpose of this new discount is to support the 'high street' which has been affected by changes in consumer spending preferences such as online shopping. The relief is temporary for two years from April 2019. The relief could benefit as many as 1,500 hereditaments across the city on the basis of their current rateable value.

#### **Council Tax Collection**

115. The collection rate for Council Tax at the end of March 2019 was 97.6% which is higher than the corresponding period in 2017/18. The collection rate for Business Rates at the end of March was 98.7% which is higher than the target rate for collection.

#### **One Planet Council**

116. Work is continuing with One Planet York partners to explore how the council can assist in promoting a city-wide campaign, involving existing initiatives, to reduce single use plastics and the waste that they cause and to encourage people to drink more water. There are significant environmental problems with disposing of single use plastics, which release toxic chemicals when they break down, are a non-recyclable material and therefore a waste of energy and economic value, and also contribute significantly to waterway litter in York, which can then contribute to long lasting plastic pollution on beaches and in the marine environment. As a result the Council will work with partners such as Make It York to explore opportunities (such as licensing arrangements) to reduce the use of single-use plastic cups and food trays at events held on Council land, and the possible introduction of a 'code of conduct' for such events.

### **Hyper Hubs**

117. The council has invested over a number of years in building Electric Vehicle (EV) charging infrastructure in council car parks, shopping parks and leisure centres. This has enabled the uptake of EVs in the city and the transition to cleaner fuels to be accelerated. Council owned charging points have usage rates of over 1,500 sessions per month, and have also been a catalyst for the use of electric buses on the Park&Ride network. York is an air quality management area with regular exceedances of NO<sub>2</sub> levels in urban highly populated areas due principally to transport emissions resulting in air pollution. The transition away from polluting vehicles is one which will benefit the health of residents and visitors in York. Members have agreed to proceed with planning and procurement processes to deliver rapid charging points for electric vehicles, or 'Hyper hubs', in strategic locations across the city, following a successful bid to the European Regional Development Fund (ERDF) for funding to support this scheme.

### **Anti-Idling Measures**

118. Whilst air quality in the city is generally improving, York currently has exceedances of the annual average nitrogen dioxide objective at a number of locations around the inner ring road. The idling of stationary vehicles causes unnecessary pollution which harms public health and the environment, wastes fuel and adds to noise levels. Anti-idling awareness raising and campaigns will continue to be the primary approach to reducing stationary vehicle idling in York. Enforcement will only be used as a last option where a driver refuses to switch off an engine when asked. Anti-idling campaigns will focus on idling hotspots around the city centre and other locations such as schools and residential areas where complaints arise.

### **% of residents who give unpaid help to any group, club or organisation - this measure gives an understanding of how much volunteering is currently being undertaken within the city**

119. The results of the latest (Q3 18/19) Talkabout survey showed that 65% of the respondents give unpaid help to a group, club or organisation which is comparable with the government's Community Life Survey 2017/18 which found that 64% of respondents reported any volunteering in the past 12 months.

## Other Performance

Organisational Health Check: Performance, Employees and Customers							
	2015/16	2016/17	2017/18	2018/19	DoT	Frequency	Benchmarks
Red rated Major Projects - CYC	0	1	1	0	⇒	Quarterly	NC
Amber rated Major Projects - CYC	5	5	6	8	⇒	Quarterly	NC
Overall Council Forecast Budget Outturn (£000's Overspent / - Underspent)	-£876	-£542 (excluding contingency)	-£620 (excluding contingency)	-£153 (excluding contingency)	⇒	Quarterly	NC
PDR Completion (%) - CYC - (YTD)	59.00%	75.90%	90.40%	86.34%	⇒	Quarterly	NC
Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	2,104	2,071.6	1972.2	2107.85	⇒	Quarterly	NC
Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	10.1	10.2	11.5	11.3	⇒	Quarterly	CIPD (Public Sector) 16:17: 8.5 days
Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.00%	7.60%	7.55%	7.82%	⇒	Quarterly	NC
% of staff who would recommend the council as a good place to work	NC	NC	NC	72.00%	⇒	Quarterly	NC
% of external calls answered within 20 seconds - CYC	88.15%	89.01%	89.75%	87.70% (2018-19 Q1)	⇒	Quarterly	SSAC Industry Standard 17/18: 80%
% of complaints responded to within 5 days	NC	75.40%	58.76%	56.90% (2018-19 Q4)	⇒	Quarterly	NC
FOI & EIR - % In time - (YTD)	95.60%	93.14%	89.20%	90.86%	⇒	Quarterly	NC
Digital Services Transactions / Channel Shift					⇒	Quarterly	NC
The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual or quarterly.							

**Major Projects - this measure gives an understanding of the performance of the large projects the Council is currently working to deliver**

120. At the end of March 2019 there were 20 major projects in progress, an increase from 14 at the end of December 2018. The Allerton Waste Recovery Park project has closed as the facility is now operational. Officers will continue to oversee the joint working until the shared arrangements with NYCC are in place. Seven new major projects have been added to the portfolio since December 2018. These are:

- Smart Travel Evolution Programme (STEP)
- Procurement of ICT Services
- Flood Risk
- City Centre Access Project
- Parking Review
- Sufficiency Strategy
- Inclusion Review

121. Each project is given a status to give an overview of significant risks and provide assurance as to how individual projects are being managed. 8

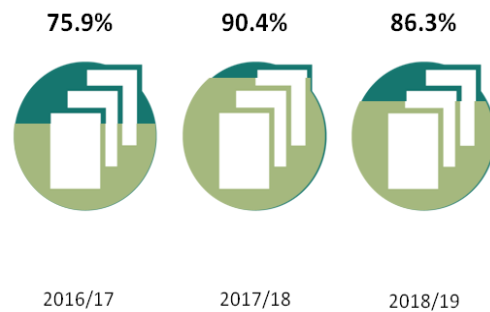
projects are rated “Amber” and 12 are rated “Green”. The Guildhall project is now rated as ‘Green’ as the tender process has been completed and a successful contractor has been selected.

## Performance – Employees

**Staffing PDR Completion Rates - this measure gives an understanding of how we making sure that the organisations strategic aims, goals and values are being passed to all employees**

122. 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. The annual PDR process starts in May and, by the end of March 2019, 86.3% of PDRs had been undertaken, a decrease from 90.4% at the same point in the previous year.

PDR Completion (%) – CYC - Snapshot



**Staff Total - this measure gives an understanding of total numbers of staff, and our staffing delivery structure**

123. At the end of March 2019 there were 2,574 employees (2,108 FTEs) working at City of York Council (excluding schools), an increase of 13 individuals (11 FTEs) from the end of Q3.

124. As per the Council’s commitments to be an equal opportunities employer and city, and to fulfil transparency commitments, the council has looked at its Equalities profile. Two snapshots of data were taken from September 2017 and September 2018, data excludes Councillors, casual and school staff. Facts from this are:

- 48% of staff preferred not to state their religion, or it wasn’t recorded
- 73% of staff were white British, 23% didn’t specify their ethnicity and 4% were from black and minority ethnic backgrounds
- The most prevalent age range for staff was 50-59
- Females made up just over 60% of the total number of staff
- 74% of staff said they were not disabled, with 22% preferring not to say. For those who stated that they had a disability, a long standing illness or ‘other’ disabilities were the highest recorded types.

**Average sickness days lost per FTE (12 Month rolling) - this measure gives an understanding of the productivity of the organisations employees**

125. At the end of March 2019 the rolling 12 month sickness days per FTE figure has decreased to 11.3 days (from 11.7 at the end of Q3). Proposals for tackling absence were agreed to Executive in Autumn 2018 on the



future use of a dedicated external team to focus on attendance and work with managers and employees on a timely return to work. Work to procure this service is underway.

**Staffing Turnover - this measure gives an understanding of the number of staff entering and leaving the organisation**

126. Total staff turnover has increased slightly to 12.4% (from 12.1% at the end of Q3) over the rolling 12 months to March 2019 whilst voluntary leavers have remained steady at 7.8% (7.7% at the end of Q3). This level of staffing turnover is expected and in line with the council's changing service delivery models.

**Staff Satisfaction - this measure gives an understanding of employee health and their satisfaction with the Council and a place to work and its leadership, management and practices**

127. Throughout 2018/19, employees will be invited to complete six short surveys covering a range of topics including 'values and behaviours' and 'leadership and management', with feedback helping to shape and improve the organisation and make CYC an even better place to work. A report summing up wider organisation action will be created at the end of the survey process.

## **Performance – Customers**

**External Calls answered within 20 seconds - this measure gives an understanding of speed of reaction to customer contact**

128. The latest available data (2018-19 Q1) shows that the percentage of all external calls answered within 20 seconds was 88% which is well above the industry benchmark of 80%.

### **Customer Centre**

129. Our Customer Centre is the main point of contact for residents and business visitors. During Q4, the number of calls received increased to 55,564 (54,912 in Q3), with 94% answered (52,267). The increase in demand is seasonal and expected. During peak periods customers may experience increased waiting times and, although calls are typically not held in a queue for more than 44 seconds, customers can make use of the call back facility.

**% of complaints responded to within 5 days**

130. In 2018/19 Q4 the council received 348 stage 1 corporate complaints and responded to 56.9% of them within the 5 day timescale. This is a significant improvement from Q1 where 39.6% of complaints were answered within the 5 day timescale. Where timescales were not met, this was due to resource pressures in some service areas.
131. Additional resources have been provided to deal with and monitor complaints with work ongoing to:

- Ensure that complaints performance is monitored. Managers now have access to a dashboard of live reports relating to real time complaints and customer performance information;
- Refresh the corporate complaints policy and procedures along with the complaints IT system.

**FOI & EIR - % In time - this measure gives an understanding of our speed of reaction to FOI's**

132. In 2018/19 Q4, the council received 571 FOIs, EIRs and SARs. CYC achieved 89.5% in-time compliance for FOIs (Freedom of Information requests), 89.44% in-time compliance for EIRs (Environmental Information Regulations requests) and 77.42% in-time compliance for SARs (Subject Access to records requests). The council has achieved a full year in time compliance performance for FOIs and EIRs of 90.86% which is an improvement from 89.20% in 2017-18. This performance achievement is particularly noteworthy, given that there has been an overall increase in the number of requests received for the full year in 2018-19 of 11.7%, compared to 2017-18.

**Digital Services Transactions/Channel Shift**

133. The number of residents who came to West Offices during Q4 increased to 10,716 (10,656 in Q3). The average wait time was 5 minutes and 84% of residents were seen within the target wait time of 10 minutes. 13,345 business visitors came to West Offices during Q4 (12,557 in Q3). In addition to speaking with customers over the phone and face to face, the customer service team also responded to 9,882 emails.

134. Customers are also opting to access services using alternative ways;

- 1,879 made payments using the auto payments facility,
- 21,428 people used the auto operator (transfers to individuals and teams without speaking with a customer service team member),
- 68% of street lighting and street cleansing issues were reported by customers on-line
- 305 customers used the self serve option in the customer centre to access services
- Circa 7,500,000 pages of our website were reviewed (If a visitor visits a page more than once during the same session or in the relevant period, it is re-counted).

**Procurement**

135. During 2018-19, work continued on embedding social value principles in all procurements and finalising the Councils commissioning strategy, as well as introducing council wide contract management guidance and effectively managing relationships with our key suppliers.

## Annexes

136. All performance data (and approximately 1000 further datasets) within this document is made available in machine-readable format through the Council's open data platform at [www.yorkopendata.org](http://www.yorkopendata.org) under the "performance scorecards" section.

## Consultation

137. Not applicable.

## Options

138. Not applicable.

## Council Plan

139. The information and issues included in this report demonstrate progress on achieving the priorities set out in the Council Plan.

## Implications

140. The implications are:

- **Financial** are contained throughout the main body of the report.
- **Human Resources (HR)** There are no HR implications.
- **One Planet Council / Equalities** There are no One Planet Council or equalities implications.
- **Legal** There are no legal implications.
- **Crime and Disorder** There are no crime and disorder implications.
- **Information Technology (IT)** There are no IT implications.
- **Property** There are no property implications.
- **Other** There are no other implications.

## Risk Management

141. An assessment of risks is completed as part of the annual budget setting exercise. These risks are managed effectively through regular reporting and corrective action being taken where necessary and appropriate.



## Contact Details

<b>Authors:</b>	<b>Chief Officer Responsible for the report:</b>		
Debbie Mitchell Corporate Finance & Commercial Procurement Manager <i>Ext 4161</i>	Ian Floyd Director of Customer & Corporate Services (Deputy Chief Executive)		
Ian Cunningham Head of Business Intelligence <i>Ext 5749</i>	<b>Report Approved</b>	✓	<b>Date</b> 12/6/19
<b>Wards Affected:</b> All		✓	
For further information please contact the authors of the report			

## Background Papers:

None

## Glossary of Abbreviations used in the report:

BCF	Better Care Fund	JSA	Jobseeker's Allowance
CCG	Clinical Commissioning Group	LES	Low Emission Strategy
CHC	Continuing Health Care	NEET	Not in Employment, Education or Training
CMO	Chief Medical Officer	NHS	National Health Service
CSB	Community Support Budget	NYCC	North Yorkshire County Council
CYC	City of York Council	PDR	Performance and Development Review
EIR	Environmental Information Regulations	P&SI	Physical and Sensory Impairment
ERDF	European Regional Development Fund	SEN	Special Educational Needs
FOI	Freedom of Information	STEP	Smart Travel Evolution Programme
FSM	Free School Meals	VOA	Valuation Office Agency
FTE	Full Time Equivalent	YTD	Year To Date
ICT	Information and Communications Technology	YYC	York Youth Council