

Report of the Deputy Chief Executive / Director of Customer & Corporate Services  
Portfolio of the Executive Leader (incorporating Finance & Performance)

### **2017/18 Finance and Performance Monitor 3**

#### **Purpose of the Report**

- 1 To present details of the overall finance and performance position for the period covering 1 October 2017 to 31 December 2017, together with an overview of any emerging issues. This is the third report of the financial year and assesses performance against budgets, including progress in delivering the Council's savings programme.

#### **Summary**

- 2 The financial pressures facing the council are projected at £272k. This is an improvement on the projected overspend of £446k at Monitor 2. However, in previous years the Council has delivered an under-spend by the year end and it is expected that an underspend will again be achieved this year, demonstrating a successful track record of managing expenditure within budget over a number of years.
- 3 This also highlights that the Council's medium term financial strategy (considered elsewhere on this agenda) is serving the Council well, ensuring resources are managed effectively and savings plans continue to be delivered successfully. York is maintaining both sound financial management and delivering priority services to high standards, during a period of continued challenge for local government. In particular, key statutory services continue to perform well, having seen investment in recent years. Whilst there remain challenges in future years, the overall financial and performance position is one that provides a sound platform to continue to be able to deal with the future challenges.

#### **Recommendations**

- 4 Executive is asked to note the finance and performance information.  
*Reason: to ensure expenditure is kept within the approved budget*

## Financial Analysis

- 5 The Council's net budget is £119.6m. Following on from previous years, the challenge of delivering savings continues with £6m to be achieved in order to reach a balanced budget. The latest forecasts indicate the Council is facing financial pressures of £272k and an overview of this forecast, on a directorate by directorate basis, is outlined in Table 1 below. The position will continue to be monitored carefully to ensure that overall expenditure will be contained within the approved budget. The following sections provide more details of the main variations and any mitigating actions that are proposed.

| 2016/17<br>outturn |                                     | 2017/18<br>Forecast<br>Variation<br>Monitor 2 | 2017/18<br>Forecast<br>Variation<br>Monitor 3 |
|--------------------|-------------------------------------|---|---|
| £'000              |                                     | £'000   | £'000   |
| -32                | Children, Education & Communities   | +396  | +253  |
| +724               | Economy & Place                     | +366  | +371  |
| -259               | Customer & Corporate Services       | -200  | -200  |
| +191               | Health, Housing & Adult Social Care | +234  | +348  |
| -1,166             | Central budgets                     | -350  | -500  |
| -542               | Total                               | +446  | +272  |
| -549               | Contingency                         | -761  | -761  |
| -1,091             | Total including contingency         | -315  | -489  |

Table 1: Finance overview

### Children, Education & Communities

- 6 A net overspend of £253k is forecast primarily due to children's social care.
- 7 Children's Social Care (CSC) staffing budgets are currently projecting a net overspend of £211k, mainly due to expensive agency staff being used to cover important but hard to fill social worker posts. Also, as reported to Staffing & Urgency Committee in July, additional costs of £38k will be incurred this year paying 'golden hello' and 'golden handcuff' payments to new and existing staff in the referral and assessment team, along with a

major social work recruitment advertising campaign estimated at £40k. This should result in a reduction in costs going forward.

- 8 Based on the current numbers of Looked After Children (LAC) being maintained throughout the rest of the year, there is a net projected overspend on placement costs of £73k, including £160k on local fostering, £161k on adoption and SGO allowances, offset by underspends of £186k on specialist and out of city placements and £62k on Leaving Care costs. An overspend of £65k is forecast on Inter-Agency adoption fees as the new regional model is implemented and the level of fees we are able to retain in York reduces. There is also a net projected overspend of £176k within The Glen and disability short break budgets due mainly to delays in implementing the new model of provision for children with the most complex needs.
- 9 Within the Dedicated Schools Grant (DSG) funded Special Educational Needs budgets there is a net projected underspend of £405k. This is mainly due to savings on out of city education placements in light of the on-going efforts to support as many young people as possible in York. Education Psychology budgets are projected to underspend by £62k mainly due to difficulties in recruiting to some psychologist posts.
- 10 Local Area Teams budgets are projecting a net £354k underspend, mainly due to the early delivery of the full £1.4m saving in advance of the final £300k budget being removed from 2018/19. There is a net projected underspend of £156k within School Improvement due to a number of staffing vacancies, particularly within the Skills Team, offset by some additional costs including for the LAC virtual school head teacher.
- 11 Home to School Transport budgets are currently projected to overspend by a net £173k. There are significant pressures within SEN taxi budgets where inflation has been higher than expected and additional costs maybe being incurred as more high needs pupils return to the city as a result of the Make York Home project, resulting in not all of the savings planned for 2017/18 being delivered. This is partly offset by some small contractual savings on mainstream school bus contracts.
- 12 Following the early delivery of some budget savings, there is additional pressure on the directorate's £100k budget for early retirement and redundancy costs. Although the majority of costs will be offset by the savings achieved, a one off over spend of £50k is forecast for 2017/18. A number of other more minor variations make up the overall directorate position.

## **Economy & Place**

- 13 A net overspend of £371k is forecast primarily due to cost pressures within waste services and public realm and a shortfall in income from planning and Automatic Number Plate Recognition (ANPR) enforcement.
- 14 Income from Council Car Parks at November 2017 stands at 3.1% above 2016/17 income levels. This is in line with budget and it is currently estimated that the parking account will outturn at budgeted levels. There is a forecast shortfall in Penalty Charge Notice income (£31k) and this income will continue to be monitored closely. In addition there are one-off costs associated with the coin upgrade (£25k) along with other additional operational costs (£33k) which are in part due to the replacement of stolen parking machines, which have been the target of criminal activity.
- 15 Overall a small underspend of £12k is forecast across waste services. However, there are some significant variations within this overall total. Waste Collection is forecast to overspend by £498k, primarily due to additional staffing and vehicle costs. Sickness levels remain high and this is impacting the budget as costs on temporary staff are incurred. Further work is ongoing within the service to reduce the forecast overspend but operational pressures continue. There are forecast savings in waste disposal and Household Waste Recycling Centres from the Teckal arrangement (£59k) and the council has received increased recycling rebate (£270k) due to continued higher than budgeted recycle prices, additional income for landfill gas (£25k) and a saving from lower waste procurement costs and Yorwaste loan interest (£157k).
- 16 There are overspends of £266k on ANPR enforcement due to lower than anticipated net income from the scheme. The Coppergate ANPR Scheme implementation has had lower revenues than those seen previously and operational costs are not realising any economies of scale. These overspends are in part offset by mitigating savings from the West Yorkshire Transport Fund (WYTF) (£100k), additional income from Leeds City Region (£54k) and mitigating savings across road safety activities (£37k) and a staffing underspend in network management due to vacancies (£30k).
- 17 There is a forecast overspend on public realm operations of £178k due to operational overspends including sickness absence and staffing (£24k) and transport mainly due to additional sweeper hire (£55k). There are further unachieved operational savings which need to be addressed through closer working with Wards as to the expenditure of Ward budgets.
- 18 A £200k shortfall in planning fee income is forecast due to a lower number of large planning fees. It is expected that as progress is made on the local plan then income from developers will increase. A number of other minor

variations, including staff vacancies (£86k) and the early achievement of future year savings (£80k) make up the directorate position.

- 19 A range of actions are being undertaken within the directorate to try to bring expenditure within the approved budget and reduce the projected overspend as far as possible by the year end. Actions being progressed or considered include:
- Review of external funding streams to seek opportunities to maximise the impact on the revenue position.
  - Working with Communities team to review Ward activities and spend.
  - Reviewing working patterns and the use of agency staff.
  - Consideration of in year savings and revenue opportunities.

### **Customer & Corporate Services**

- 20 A net underspend of £200k is forecast, the same as the Monitor 2 forecast. This is despite the fact that the Crematorium will no longer overachieve on income and this is because forecasts elsewhere have improved, mainly due to staffing vacancies across a range of services including finance, democratic services and business intelligence. Agreed budget savings are being delivered in line with the original plans across a number of areas, including those within customer services. A range of other minor variations make up the directorate position. Work will continue to try and identify additional savings to help the overall position.

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

- 21 A net overspend of £348k is forecast for the directorate, mainly due to pressures within Adult Social Care.
- 22 There is a £100k underspend within the direct payment budget, due largely to additional reclaims received in the last quarter. Small Day Services, a series of Council run day support options is forecast to underspend by £160k due mainly to staffing vacancies and an overachievement of income. There is also an overspend forecast on staffing in the Hospital Discharge Team due to the employment of temporary agency staff and the cost of seven day working.
- 23 The Better Care Fund (BCF) for 2017/18 and 2018/19 has been agreed and submitted to NHS England and the plan is still going through the assurance process. Partners have, however, agreed a programme of spend which assures funding for existing schemes pending their review whilst investing in new initiatives such as social prescribing and a project to look at implementing 7 day services.

- 24 The department has also developed a plan to combat pressures expected over winter due to the hospital not opening an extra ward as would ordinarily be the case. Discussions are ongoing as to how this will be funded but the first call will be on any BCF schemes that are projected to underspend.
- 25 The Older Persons' community support budget is forecast to overspend by £107k due to backdated costs coming through for 2 customers since quarter 2.
- 26 There is a continuation of the 2016/17 overspend forecast for LD external residential placements of £474k as some high cost customers did not move into supported living schemes as expected. In addition Older Persons' external residential care is overspending by £321k due to having a net increase of 20 new customers since Q2 (£236k), an underachievement of income due to fewer customers making contributions than was assumed in the budget (£64k), and a £21k bad debt write off.
- 27 The Older Persons' Home budget is forecast to overspend by approx £294k due to a reduction in customer income as the service is modernised and services reduce capacity pending the outcome of formal consultations regarding future use, but also due to staffing overspends where the establishment is exceeded due to general assistants, a deputy manager, 0.5FTE of a service manager and the cost of cooks being re-graded. This overspend will be met from the capital receipts generated by the sale of homes in 2017/18 as permitted by new powers introduced in last year's budget.
- 28 Several savings relating to the current and future years are expected to be delivered by the Future Focus programme. A review of potential cashable savings delivered by the change has detailed an expectation of £909k to be delivered (cumulative) after 7 years. This is lower than the original targeted level of savings of £1.85m after 4 years but is reduced due to other pressures in the system and a conservative approach to expected savings derived from demand management. It is possible that these savings can be revised upwards at a point where more robust data is available from other authorities in relation to demand management from this approach. Phase 1 started in June 2017 and the business case outlining areas potentially yielding savings is nearing completion. The implementation phase will not start before autumn and no savings attributable to the programme have been factored into current projections for the sake of prudence. This creates a budget pressure of £212k in 17/18. In addition further one-off investment (in excess of the original £360k reported previously to the Executive) of £220k will be required to

complete phase 2. However the funding to support this has been found from within the wider existing HHASC directorate budgets.

- 29 The Department has identified areas to mitigate the overspend to bring it back to a balanced position. These include:
- Review the level of support in the Supported Living Schemes with a view to reduce/restructure the schemes to create a saving (£150k)
  - Use the underspend on the base Care Act budget (£427k) to offset pressures
  - Additional Continuing Health Care income which has not previously been accounted for (£76k)
- 30 There are pressures of £124k within Public Health. However this can be funded within the overall Public Health grant. The main variation relates to the substance misuse contract (£136k) as the provider went into administration earlier in the year.
- 31 A projected overspend of £44k across Housing and Community Safety is due to a number of small variations. A range of other minor variations make up the overall directorate position.

### **Housing Revenue Account**

- 32 The Housing Revenue Account Budget has been updated to reflect the most recent Business Plan, agreed at Executive on 15th November 2017. As a part of the Business Plan refresh the revenue contribution to capital schemes was reprofiled to reflect the spend profile in the capital budget on the IT replacement programme which increases the surplus budget in 2017/18 £3.186m to £5.246m. There were offsetting increases in expenditure in later years to reflect the new spend profile. A review of the budgets in the area shows that, overall, a surplus of just over £5m is now forecast.
- 33 Repairs and Maintenance is forecasting to overspend by £415k, an increase of £120k against quarter 2. Whilst work continues to reduce subcontractor spend (a reduction of £200k is expected from the 2016/17 subcontractor spend) further reductions are required to meet the savings target for 2017/18. The repairs team are seeing pressures from the number of void properties that require a substantial amount of work and are working to limit the number of days these properties are empty, as such the overspend on repairs is projected to be £0.5m.
- 34 Fire risk assessments on all communal areas will be completed by April 2018 at a cost of £5k above budget, which is £15k lower than previously forecast. Electrical testing is forecasting an under spend of £20k as it is

unlikely that the full programme of work will be completed this financial year due to staffing resources and the external paint programme is under spending by £70k.

- 35 A range of smaller underspends make up the overall variation.
- 36 The working balance position at 31 March 2017 was £22.64m. The projected outturn position outlined in the paragraphs above means the working balance will increase to £27.64m at 31 March 2018. This compares to the balance forecast within the latest business plan of £27.886m.
- 37 37The working balance is increasing in order to start repaying the £121.5m debt that the HRA incurred as part of self financing in 2012. The current business plan assumes that reserves are set aside to enable the debt to be repaid over the period 2023/24 to 2042/43. The level of working balance also enabled the creation of a £20m budget for new Council Housing (£10m coming directly from the working balance) which is proposed to be spent over the next four years.
- 38 Detailed information and regulations are still awaited regarding forthcoming changes to HRA legislation including the sale of high value properties. While the full extent of the impact of these changes is not yet known, the HRA will be required to make significant efficiencies in order to mitigate the reduction in income without reducing the HRA balance below prudent and sustainable levels.

### **Corporate Budgets**

- 39 These budgets include Treasury Management and other corporately held funds. It is anticipated that a £500k underspend will be achieved, predominantly as a result of reviewing some assumptions on the cash flow position following a review of the profile of planned capital expenditure which will mean less interest being paid than previously anticipated.

### **Contingency**

- 40 As outlined in the Monitor 2 report, the contingency is currently £761.6k and no further allocations have been made since the last report. However, Members are asked to note that this may be required to deal with some of pressures outlined in this report. Any decisions regarding the allocation of this sum will be brought to a future meeting.

### **Loans**



- 41 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 4.25% is being charged. All repayments are up to date.

## Performance – Service Delivery

- 42 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.
- 43 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.
- 44 Of the 21 strategic indicators where new data has been provided since the last report, the following have seen improvements since the last period:
- Proportion of adults in contact with secondary mental health services living independently, with or without support (Paragraph 69)
  - Overall Customer Centre Satisfaction (%) - CYC (Paragraph 101)
  - Business Rates – Rateable Value (Paragraph 115)
  - Overall Council Forecast Budget Outturn
  - Voluntary Turnover (%) – CYC Total (Excluding Schools) – (Rolling 12 month) (Paragraph 138)
  - PDR Completion (%) – CYC – (YTD) (Paragraph 139)
  - External calls answered within 20 seconds (Paragraph 141)
  - % complaints responded to within 5 days (Paragraph 143)
- 45 The Council's performance management strategy remains effective with performance levels remaining on a stable footing despite increasingly complex customer needs and/or demand for services. The latest resident Talkabout panel reflected some non-statistically significant reductions in satisfaction but in most areas remain higher than national benchmarks. There are some challenges to be faced with rising sickness levels and further information on this can be found in paragraphs 135-137.

|   |  |  | 2016/17                               | 2017/18 Q1       | 2017/18 Q2       | 2017/18 Q3             | Benchmark                           | DoT       |
|---|--|--|---------------------------------------|------------------|------------------|------------------------|-------------------------------------|-----------|
| Service Delivery                              | A Focus on Frontline Services                                      | Children Looked After per 10k (Snapshot)   | 55                                    | 54               | 52               | 53                     | Below National and Regional Average | ➡         |
|   |  | Number of Incidents of ASB within the city centre ARZ  | 2,175                                 | 487              | 539              | -                      | NC                                  | ➡         |
|   |  | Household waste recycled / composted - (YTD)   | 44.00%                                | 49.00%           | 48.00%           | -                      | Same Regionally                     | ➡         |
|   |  | Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 population (YTD Average) (New definition for 2017/18) | 7.49                                  | 4.6              | 5.2              | 5.6 (Oct 17)           | NC                                  | ➡         |
|   |  | % of panel confident they could find information on support available to help people live independently  | 65.46%                                | 70.51%           | NC               | 64.81%                 | NC                                  | ➡         |
|   |  | Proportion of adults in contact with secondary mental health services living independently, with or without support                                    | 39.21%                                | 62.29%           | 80.64%           | 93.13% (Nov 17)        | Above National and Regional Average | ↑<br>Good |
|   |  | % of physically active and inactive adults - active adults   | 70.24%                                | NC               | NC               | NC                     | Above National and Regional Average | ➡         |
|   |  | Average Progress 8 score from KS2 to KS4   | 0.11                                  | NC               | NC               | NC                     | Above National Average              | ➡         |
|   |  | Number of days taken to process Housing Benefit new claims and change events (DWP measure)   | 5.58                                  | 4.1              | 4.07             | 3.97                   | Below National Average              | ➡         |
|   | A Council That Listens to Residents                                | % of panel who agree that they can influence decisions in their local area   | 25.65%                                | 28.41%           | NC               | 26.87%                 | Above National Average              | ➡         |
|   |  | % of panel satisfied with their local area as a place to live  | 89.84%                                | 91.23%           | NC               | 89.94%                 | Above National Average              | ➡         |
|   |  | % of panel satisfied with the way the Council runs things  | 65.54%                                | 64.76%           | NC               | 62.13%                 | Above National Average              | ➡         |
|   |  | Overall Customer Centre Satisfaction (%) - CYC   | 92.48%                                | 93.23%           | 92.51%           | 93.50%                 | NC                                  | ➡         |
|   | A Prosperous City for All  | %pt gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19 - (Snapshot)   | (Avail Apr 2018)                      | (Avail Apr 2019) | (Avail Apr 2019) | (Avail Apr 2019)       | Above National and Regional Average | ➡         |
|   |  |  | (2014-15)                             | (2015-16)        | (2015-16)        | (2015-16)              |                                     |           |
|   |  | Median earnings of residents – Gross Weekly Pay (£)  | £508.10                               | NC               | £519.30          | NC                     | Below National Average              | ↑<br>Good |
|   |  | Net Additional Homes Provided - (YTD)  | 977                                   | NC               | 1,036            | NC                     | NC                                  | ➡         |
|   |  | Business Rates - Rateable Value  | £247,348,791                          | £255,784,571     | £253,966,276     | £254,436,091           | NC                                  | ➡         |
|   |  | One Planet Council - All Resources - Total CO2 (t)   | NC                                    | NC               | NC               | NC                     | NC                                  | ➡         |
|   | % of panel who give unpaid help to any group, club or organisation | 64.30%   | 66.44%                                | NC               | 66.22%           | Above National Average | ➡                                   |           |
| Organisational Health Check                   | Performance  | Red rated Major Projects - CYC   | 1                                     | 1                | 1                | 1                      | NC                                  | ➡         |
|   |  | Amber rated Major Projects - CYC   | 5                                     | 6                | 6                | 6                      | NC                                  | ➡         |
|   |  | Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent)   | £-542                                 | £636             | £446             | £272                   | NC                                  | ↓<br>Good |
|   | Employees  | PDR Completion (%) - CYC - (YTD)   | 75.90%                                | 40.90%           | 58.20%           | 88.42%                 | NC                                  | ↑<br>Good |
|   |  | Staff FTE - CYC Total (Excluding Schools) - (Snapshot)   | 2,071.6                               | 2043.6           | 2,036.8          | 2,001.4                | NC                                  | ➡         |
|   |  | Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)  | 10.2                                  | 10.2             | 10.4             | 10.7                   | Above National Average              | ➡         |
|   |  | Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)  | 7.60%                                 | 8.30%            | 7.30%            | 7.21%                  | NC                                  | ➡         |
|   | Customers  | % of external calls answered within 20 seconds - CYC   | 89.01%                                | 87.57%           | 89.40%           | 91.93%                 | Above National Average              | ↑<br>Good |
|   |  | % of complaints responded to within 5 days   | 75.40%                                | 73.20%           | 60.97%           | 65.60%                 | NC                                  | ➡         |
|   |  | FOI & EIR - % In time - (YTD)  | 93.14%                                | 92.50%           | 91.64%           | 88.80%                 | NC                                  | ➡         |
| Digital Services Transactions / Channel Shift |  |  | Narrative Measure - see paragraph 145 |                  |                  | NC                     | ➡                                   |           |

NC = Not due to be collected during that period,  
Benchmarking: N - National, R - Regional

## A Focus on Frontline Services

**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**

- 46 There were 196 children and young people in care at the end of December 2017. This evidences a continued consistency of practice and need, against the national trend of increasing looked after numbers.
- 47 City of York Council and the employee volunteering charity York Cares have been working together on a project called Bright Futures to help young people in care acquire the skills and experience needed to prepare them for their next steps. The project aims to match young people with employers in York who offer taster days and skills workshops.
- 48 The Department for Education asked local authorities to form Regional Adoption Agencies which they believed would help speed up the matching of children whose plan is adoption with suitable adoptive parents, thus improving the life chances of children who have often suffered neglect and other adverse life circumstances; improve adopter recruitment and support to adoptive families; and reduce inefficiencies in the system.
- 49 City of York Council have joined with four other local authorities (North East Lincolnshire, Hull, East Riding, North Yorkshire County Councils) to form a Regional Adoption Agency (RAA), known as 'One Adoption North and Humber. The RAA, hosted by City of York Council, is working to increase the number of prospective adopters (so that there is a larger 'pool' of potential adopters available for a child); share best practice; standard services available to support adoptive families and undertake joint marketing with the other RAAs in Yorkshire and Humber area to attract and recruit prospective adopters. Work to establish One Adoption North and Humber over the past six months has already brought an increase in enquiries via a centralised phone line and a new website.

**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**

- 50 In York, measures to tackle alcohol related ASB have seen a 36% drop in reports of alcohol related ASB from 2013/14 to 2016/17. The council made the decision to remove designated public place orders (DPPOs) in eight areas of the city after no alcohol-related incidents were reported in these areas during a three year period. All enforcement areas in the city were re-assessed due to a change in legislation which sees DPPOs replaced by public space protection orders. The remaining enforcement orders, which include those within the city walls and the railway station, will be updated to PSPOs.

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

51 The amount of landfill waste, in Q2 2017/18, has remained stable at 12,140 tonnes along with the residual waste per household at 140kg per household. 48% of household waste was recycled in Q2 (a slight decrease on the 50% recycled during the same period in 2016/17).

Household waste recycled / composted  
(Year to date)



**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**

52 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 awaiting a package of care from either the NHS and/or a local authority. 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. Patients are recorded as having entered hospital via an “acute” (Accident and Emergency) pathway or via a “non-acute” (other method, for example by entry to a provider of mental health services) pathway.

53 The DToC national indicators have recently been revised by the Department of Health and now measure overall DToC (ASCOF 2C1), DToC attributable to adult social care (ASCOF 2C2) and DToC attributable to both the NHS and adult social care (ASCOF 2C3). They all measure the average number of beds occupied each day by patients being delayed in their discharge from hospital.

54 There continues to be a downward trend, albeit with a slight upturn in the latest figures, in the number of days that patients are delayed leaving hospital that are attributable to adult social care. In the year to October 2016, on average, there were 13.4 beds occupied each day by York residents in hospital awaiting a package of social care; in the year to October 2017 (the latest period for which figures are available), this average had reduced to 9.7 beds.

- Focusing on how patients entered hospital, the total number of beds occupied because of delays attributable to adult social care for patients in the “acute” pathway continues to decrease over time (an average of 3.76 beds per day in the year to October 2017 compared with 5.99 beds per day in the year to October 2016).

- Similarly, there is a decrease for patients in the “non-acute” pathway which are attributable to adult social care (an average of 5.95 beds per day in the year to October 2017 compared with 7.40 beds per day in 2016-17).

- 55 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 transfer of care, aimed at improving outcomes for NHS and adult social care users in the City of York area. The total number of days that patients resident in York have been delayed during the year to October 2017 (the most recent data available) was 8,604 which equates to, on average, 24 beds each day occupied because of DToC, although during the most recent three-month period for which figures are available this figure was 23. The number of delay days attributable to adult social care during the three months to October 2017 (1,103) was higher than in the previous three month period to July 2017 (666); this was mainly caused by increasing delays in completing assessments, placing people in residential accommodation and creating packages of home care.
- 56 NHS England continue to set extremely challenging targets aimed at ensuring that no more than 3.5% of hospital beds nationally are occupied by patients subject to DToC. In York, this target equates to ensuring that no more than 16 hospital beds are occupied each day by patients subject to DToC. CYC and the VoY CCG are continuing to work together to try and ensure further reductions in the amount of DToC.
- 57 The Care Quality Commission (CQC) has been commissioned to review twenty local systems during 2017-18, focusing on how local services work together to support older people at the interface of health and social care. The local system is defined by the Health and Wellbeing Board area, and therefore the council area. A performance dashboard of six key indicators was used to identify the initial programme of reviews. These are:
- Emergency admissions of Older People per 100,000
  - Percentage of hospital discharges made at weekends
  - Older People receiving reablement after leaving hospital
  - 90<sup>th</sup> percentile length of stay of emergency admissions
  - Older People still at home 91 days after leaving hospital
  - Total days DTOC per 100,000
- 58 York was among the first twelve areas to undergo a review in this new methodology, based on poor performance, particularly in relation to weekend discharges and uptake of reablement. The York system has, in recent months, marginally improved its performance on the percentage of

discharges at weekends, DToC and the length of stay in hospital is, for the vast majority of patients, shorter.

- 59 The review investigated whether health and social care services were safe, effective, caring and responsive for older people, and whether the system was well led. It focused on how York supports older people to remain at home, living independently, what happens in a crisis and how well we support older people to return home once they have been admitted to hospital. The CQC reviewers spoke to system leaders, service users, health and social care staff, older people's organisations and Healthwatch York, amongst others.
- 60 The review made thirteen overarching recommendations based on a range of issues identified by inspectors. These include the need to implement seven day working and increase discharges at the weekend, addressing the challenging market capacity pressures in care homes and home care, and in particular to expand access to reablement as too few people are receiving it at present.
- 61 The Health and Wellbeing Board must submit a detailed action plan to the CQC and Department of Health by 31<sup>st</sup> January 2018 setting out York's response to the concerns and issues raised. Partners are considering a proposal for an Improvement Board for York to oversee the implementation of the action plan, reporting to the Health and Wellbeing Board. The Single Plan for York must address each of the issues identified by the CQC and deliver significant improvement on the key performance indicators, including weekend discharges and reducing DToC. The findings of the review are available on the CQC website ([www.cqc.org.uk](http://www.cqc.org.uk)).

**% 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**

- 62 76% of the respondents to the 2016/17 Adult Social Care survey said they found it easy or very easy to find information about services, in order to help themselves live independent lives (ASCOF measure 3D1). This score is higher than both the regional and national averages.
- 63 The results from the Q3 Talkabout survey showed that 64.81% of residents were confident that they could find information on support available to help people live independently.
- 64 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 Q3 2017-18 for younger adults (aged 18-64) requiring permanent residential and nursing care is higher than a year earlier, with 12.67 younger adults per 100,000 population being placed into these homes during the first nine months of 2017-18, compared with 8.26 per 100,000 population during the first nine months of 2016-17.
- For older people the rates of those assessed as needing to go into residential care during the first nine months of the year was lower than the corresponding period a year earlier (459 per 100,000 population in 2017-18 compared with 516 per 100,000 population in 2016-17).
- A Residential Care Panel sits weekly and scrutinises new requests for Residential Care. The key is to ensure that this is the most appropriate option for the individual.

65 The falls prevention pilot, launched in the Clifton ward in March 2017, has fitted 176 grab rails, 43 second banisters, six window restrictors and four carpet trim strips. It has also provided 38 items of equipment, including shower seats, free-standing toilet frames and raised toilet seats. The service has now been extended to Guildhall ward and takes city-wide referrals from Age UK, York Blind and Partially Sighted Society and CYC's Local Area Co-ordinators. It is intended to further extend the service to Fishergate, Holgate and Micklegate wards.

66 Glen Lodge Independent Living Community for Older People has received £4 million of investment to increase and further improve care services for older people. It comprises of 25 new flats and two new bungalows: these have now been completed and the first residents moved into the complex in November. Of these flats, 12 are specifically for people living with dementia based on best practice and environmental design. The care and support available includes 24 hour planned care to enable more people with higher care and support needs to live there.

67 We are working increasingly towards using a strength-based approach involving communities and their assets, which we hope will delay progression of a citizen's journey towards needing 24-hour care provision and maintain them in their own home within their community. This is a longer-term view, but we hope this will mean a reduction in admissions to residential care.



**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**

68 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.

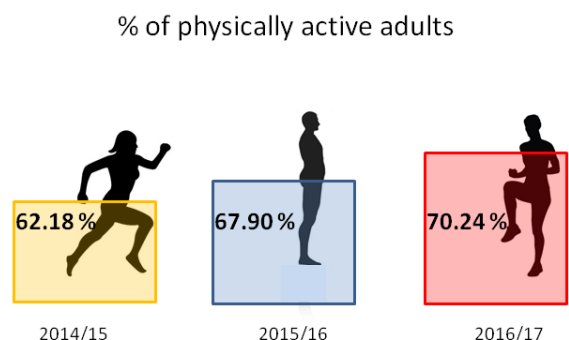
- During 2017-18 Q3 the percentage of those with learning disabilities in employment decreased slightly to 7.7%, compared with 7.8% at during 2017-18 Q2.
- The percentage of those with learning disabilities living in their own home, or with family, remained constant (this was 80% during 2017-18 Q3, the same percentage as during 2017-18 Q2).

69 At the end of November 2017, the latest data available to CYC, 14.29% of all clients in contact with secondary mental health services were in employment, which represents an increase compared with that reported at the end of 2017-18 Q2 (12.87%) and represents continuing progress in ensuring that employment is obtained for this group (this rate has almost trebled in the last 18 months). There has also been considerable progress during the last 12 months in obtaining suitable accommodation for this group: the November 2017 data shows that 93% were living independently, which represents a substantial increase from the 2017-18 Q2 rate (82%), and is over quadruple the rate reported at the end of 2016-17 Q1 (21%).

70 CYC is currently developing an Adult Learning Disabilities strategy and has recently finished a consultation on its Mental Health strategy. The Transforming Care Plan will continue to review and develop services for those with Learning Disabilities and those in contact with secondary Mental Health services.

**% 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**

71 The latest Active Lives Survey carried out by Sport England, for the year up to May 2017, was released in October 2017. The survey was based on a sample of 480 York residents aged over 16 and the results show that levels of physical activity and sports



participation in York are high. People are classed as active if they do at least 150 minutes of moderate intensity physical activity per week and inactive if they do less than 30 minutes per week.

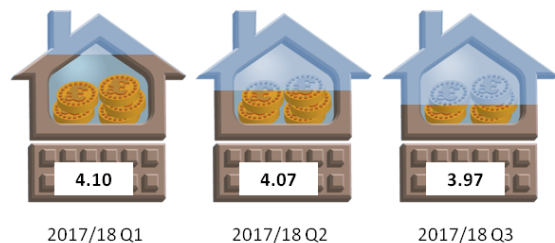
- 72 Based on this survey, a higher percentage of people are physically active (70.2%) compared with the national (60.6%) and regional (59.5%) averages and a higher percentage of people have taken part in sport and physical activity at least twice in the last 28 days (84.8%) compared with the national (77.2%) and regional (75%) averages.
- 73 A total number of 707 health check events have been carried out by the YorWellbeing service since its launch in February 2017. 228 face to face health checks have been conducted and the remainder have been carried out on-line. Based on the responses to the questions on physical activity within these checks, over 84% of people report being physically active which is a higher rate than the Sport England survey found for York, although the sample of people who have put themselves forward for a health check may not yet be fully representative of the population of York. The rates reported so far are higher for males (91%) than for females (82%).
- 74 During October, 7000 pupils from 25 York schools across the city took part in Walk to School week which aims to get more children walking, cycling or scooting to school. Archbishop Junior School was named the winner of the challenge and received the Jack Archer award along with £200 towards sport equipment.
- 75 As part of a drive to increase the levels of physical activity across the city, City of York Council has produced a directory of York's community sports clubs. The directory includes information and contact details for a variety of clubs offering a range of sporting and physical activity programmes with copies printed and distributed to schools, libraries and community centres. The council's Yorwellbeing service offers support to local sports clubs in areas such as funding applications, national governing body accreditations, facility development projects and community engagement.
- Average Progress 8 score from Key Stage 2 to Key Stage 4 - this measure gives an understanding of educational attainment levels within the city**
- 76 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.
- 77 In 2017, the average Progress 8 score for Year 11 pupils was +0.11 above the national average and this is an improvement on 2016 when progress was in line with the national average.

- 78 Building on the success of our six school primary writing project, which contributed to improved Key Stage 2 outcomes in 2017, we joined Pathfinder Teaching School Alliance and Huntington Research School in a bid for funding to the DfE Strategic School Improvement Funding for a larger project starting in January 2018. The bid was successful and realised £196k to deliver a programme of intensive training and support across at least 14 schools this year. The project will expand to include a further group of schools in 2018-19.
- 79 Ofsted's latest annual report warns of 130 'intractable' schools in England who have failed to improve since 2005. These schools share some similar characteristics, and many have high proportions of pupils from deprived areas and above average proportion of pupils with special educational needs and/or disabilities. Nationally there were 500 primary and 200 secondary schools judged to require improvement in at least two inspections. York's performance remains strong in terms of Ofsted outcomes with 95% of primary and 78% of secondary schools judged to be good or outstanding. 92% of all York pupils attend a school judged as good or outstanding.

**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**

- 80 Performance in this area continues to be the best it has ever been in York with the average number of days taken to process a new Housing Benefit claim or a change in circumstance is now less than 4 days at the end of Q3 2017/18.

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



## A Council That Listens to Residents

- 81 The council carry 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.
- 82 To ensure that a wide range of views and opinions are gathered, a number of different methods are used including; face to face drop in sessions, postal and web based surveys, focus groups and workshops.

- 83 The Youth Council Outreach and Engagement Workgroup are focusing on attending priority groups to include Snappy, Choose 2, RAY, Young Carers, Applefields and Danesgate. Their focus is to either recruit new members or attend quarterly sessions for each group to obtain the views of the young people and find out about any issues they are experiencing. These views will then be fed into the Consultation Workgroup and Campaign Workgroup for them to progress with the appropriate CYC Departments and or Councillors. They are also in the process of drafting a brief to invite film makers to create a Youth Council video.
- 84 The recent Secondary Voice Event on 15th November saw around 70 young people from nearly every secondary school in York attend. They engaged in workshops throughout the morning. These included a Q&A with local Councillors, consultation by the Healthy Child Service around access to School Nurses, and consultation around the York Central Development. They also provided their views on issues that affect them in York. These views and feedback will form a report that will then be sent to all schools that attended, local Councillors and Youth Councillors. These will then inform York Youth Council's local campaigns.
- 85 The Youth Council national campaign is currently "Curriculum 4 Life". It aims to help develop young people's political knowledge, sex and relationship education, cultural awareness, community cohesion, finance skills and sustainable living. York Youth council have created a questionnaire about this to send to schools and priority groups including Choose 2 and Snappy. In January we are holding a joint session with York Youth Council, "Show Me That I Matter" children in care council and Young Carers. They will be producing a young person's version of the Voice and Involvement Strategy and providing feedback on the CYSCB Website.
- 86 Participation opportunities for young people in care and care leavers continue to be delivered via the Children in Care Council. This includes monthly Show Me That I Matter panel meetings (13-18 yrs), monthly I Still Matter meetings (16-21 yrs) and fortnightly Speak Up Youth sessions (11-16yrs). Additional activity that has taken place during this quarter includes 2 focus groups, 3 young people's interview panels, the delivery of a Speak Up and Hear My Voice training session to higher education staff at the University of York and the facilitation of a webinar for social work professionals (via the Children's Social Work Matters network) highlighting the importance of raising aspirations and positive role models for children and young people in care. The CiCC has received two prestigious awards; the York Culture Award for Excellence in Equality and Diversity for it's Aspire to More project and the Kids Count Best Youth Campaign for it's contribution towards a the Inspired Youth project 'A Care Story'.

The service has also continued to deliver the Bright Futures Project in collaboration with York Cares, providing taster sessions, skills workshops and work experience opportunities for young people in care.

- 87 Information about rights and entitlements has continued to be provided to children and young people in care via 'new to care' letters, Information Packs, quarterly newsletters and the Show Me That I Matter website. Advocacy casework for children and young people who are in care, going through the child protection process or wanting to make a complaint has continued to be provided, in line with the local authority's statutory duty. During this quarter the service has received 5 advocacy referrals; 3 of which were in relation to children and young people in care and 2 in relation to child protection.

**% 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**

- 88 The latest national figure of 27% (Community Life Survey 2016/17) is consistent with the 27% of respondents to the latest Talkabout survey in York who agreed that they could influence decisions in their local area.
- 89 The Local Plan has been subject to substantial city-wide consultation including responses received to the Pre Publication Draft Local Plan consultation held in the autumn. A report will be taken to Executive in January asking Members to consider recommendations arising from this consultation and seek approval for a draft document which will be subject to consultation in February 2018 with the intention of submitting a plan for examination by the end of May 2018.
- 90 The work to plan the council's budget for 2018/19 is underway. With further financial challenges and major budgetary decisions to be made, the public have been asked for their views across a wide range of issues in the city and fed in these views by either completing an online survey or a paper version included in Our City. The consultation closed in mid December and the results will be presented in the Q4 Monitor.
- 91 The library public consultation commenced on the 7th November and lasts for 14 weeks, with a closing date of 14 February 2018. The framework of the consultation will be based around two methods;
- Consultation with the public, both library users and non-users, using a questionnaire and focus groups
  - Engagement with stakeholder groups: meetings to be held focussed around each library, involving stakeholder groups

92 We are seeking views about the future of the library service and whether the Council's vision for the service and ideas for the buildings are on the right lines. We want to know where people consider that they could most conveniently access library services in the future. We also need to know what kind of community involvement people want to have in their local libraries.

93 Other current consultations include:

- Marjorie Waite Court Planning Engagement – there are proposed plans to modernise Marjorie Waite Court and extend the existing scheme to increase the number of people who have access to this vital service.
- Accessing Customer Services at the Council – the council want more people to access council services online by choice and want to offer support for those who are unable to access services in this way. The consultation will help to inform the future approach to the continued delivery of excellent customer service.
- My Castle Gateway - a partnership between City of York Council and My Future York is consulting on the redevelopment of Castle Gateway. Stage 3 of the project is underway and views are sought on a range of plans reflecting that the public love, value or want to change. In January 2018, feedback will be used to help shape a preferred masterplan option.
- Windsor House consultation – Residents, relatives and staff at Windsor House are being consulted on the option to close the home in early 2018 as part of plans to modernise accommodation for older people in the city.

**% 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**

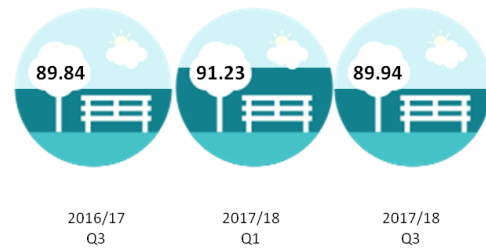
94 Community forums for a number of the major planning projects have been setup in order to discuss, listen and communicate with residents the plans and progress of these schemes.

95 Following a positive referendum result during August, City of York Council Executive agreed, at a meeting held on 19<sup>th</sup> October, to adopt the Upper and Nether Poppleton Neighbourhood Plan as part of the City of York Development Plan.

**% 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**

96 The results from the Q3 Talkabout survey showed that 92% of the panel were satisfied with York as a place to live and 90% with their local area. There have been non-statistically significant reductions compared to the April survey results but satisfaction levels continue to be significantly higher than the latest national figures of 78% (Community Life Survey 2016/17) and 82% (Local Government Association Poll October 17).

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



97 86% of respondents to the Q3 Talkabout survey agreed that it was important to feel they belong to their local area with 75% agreeing that they did belong. These non-statistically significant reductions from the previous survey are still significantly higher than the National benchmark scores of 62% in the Community Life Survey 2016/17 and 69% from LG Inform.

- 80% of respondents agree that York is a good place for children and young people to grow up and 73% agree that York is a place where people from different backgrounds get on well together.

98 The York BID appointed a new contractor for the Winter 2017 festive lights campaign with the intention of capitalising on the success of last year with plans for displays on a much larger scale. The York BID worked together with Make It York to light up the four bars, two bridges and many other streets with more than 160,000 LED lights and 125 Christmas trees. The displays have received positive reactions with Virgin Trains announcing that York is the most festive city in the UK, following a survey of Britain's social media.

**% 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**

99 The Q3 Talkabout survey showed that 62% of respondents were satisfied with the way the Council runs things. This is a non-statistically significant reduction compared to the April survey results but satisfaction levels continue to be significantly higher than the LG Inform benchmark figure of 50% for 2016/17. The Council aims to deliver financial sustainability whilst improving services and outcomes for York residents and 45% of respondents agree that the Council provides value for money.

**% 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**

- 100 The Q3 Talkabout survey showed that respondents believe that the council was doing well in conserving York's heritage and helping to reduce household waste but panellists thought that the Council and partners could do more to improve the quality of streets/public spaces.

**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)**

- 101 Customer Satisfaction remains high in Q3 with 94% of people rating the service as either good or very good.

## **A Prosperous City for All**

**%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**

- 102 Attainment at age 19 remains above average however there have been concerns about the gap between both disadvantaged young people and young people with Special Educational Needs (SEN) and their peers. Latest figures from April 2017 show the post 19 attainment gap is closing in some areas and, to address remaining challenges, Further Education providers will be strategically supported by the council to sustain focus on these groups.

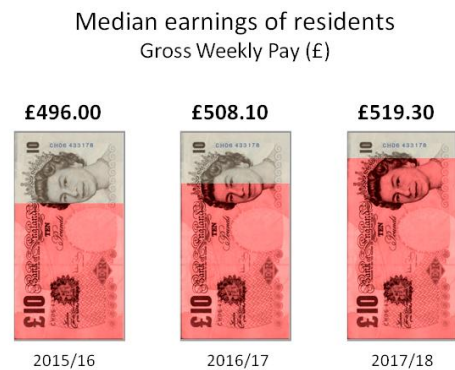
- 103 Learning and Work Advisers from the council's Local Area Teams provide specialist information, advice and guidance to young people who are in the care of the local authority, those in alternative education provision, those in the youth justice system, and those aged 16-18 who are Not in Employment, Education or Training (NEET). Appointments and group work are be available at locations across the city based on local need and complement the careers guidance and support provided through schools and other education providers under their statutory duties.

- 104 A partnership plan is being developed in consultation with YSAB (York Safeguarding Adults Board), governors and other agencies to identify actions to improve outcomes for disadvantaged children and communities in York.



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

105 In April 2017, the median gross weekly earnings for full-time resident employees in York were £519.30, up 2.2% from £508.10 in 2016. Since the economic downturn of 2008 to 2009, growth has been fairly steady, averaging approximately 1.1% per year between 2009 and 2017. The 2.2% growth seen this year is a welcome increase however, adjusted for inflation, weekly earnings actually decreased by 0.4% compared with 2016 (the Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 2.6% in the year to April 2017).



106 This mirrors the National picture as Great Britain gross weekly earnings also increased by 2.2% (£552.70 from £540.90) but regional earnings only increased by 0.8% (before inflation) (£502.30 from £498.30). In the region Leeds has the highest median gross weekly pay of £536.60 (up 1.65% before inflation) and Hull has the lowest £447.80 (down 0.9% before inflation).

107 Figures from the Office for National Statistics showed there were 295 JSA claimants in York in December 2017 which is a decrease of 15 from the previous month and a decrease of 235 from December 2016. The claimant count for York represents 0.2% of the working population, which is lower than both the regional and national figures of 1.3% and 1% respectively in December 2017. The recent figures also highlight a fall of 35 in the youth unemployment count since December 2016. The youth unemployment figure of 0.1% is lower than both the regional and national figures of 0.9% and 0.7% respectively.

108 The JSA figures should be viewed in the context of the number of people receiving Universal Credit in York increasing from 2047 in November to 2409 in December. Of these, there were 1270 claimants in December who were not in employment. Universal Credit became available to parents and couples in the York area in July, prior to which this was only available to single job seekers. The total number of JSA claimants and Universal Credit (out of work) claimants in December is 1360 which is an increase of 445 since December 2016.

109 Data released by the Department of Work and Pensions is published 6 months in arrears and the latest data relates to February 2017. The total number of claimants for either Income Support or Employment Support Allowance in York is 6350 which is a slight increase of 20 from November

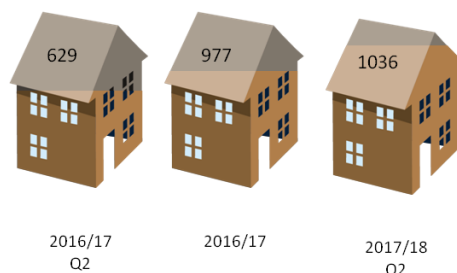
2016. The claimant count represents 4.6% of the working population which is lower than both the regional and national figures of 8.3% and 7.4% respectively. Although these figures are the lowest in the region, due to the changes in the benefits system some of the data is transitional. The introduction of Universal Credit, for example, means that some people are still in the process of transitioning over.

110 In the year to June 2017, the average house price in York increased by 6.6% whilst regionally there was a rise of 3.7% and nationally a rise of 3.3%. Average house price statistics themselves do not give a full picture of the affordability of privately owned housing, because these figures do not take into account average earnings. Dividing the house price data from the Land Registry by the median total gross annual salary figures (ASHE) produces a ratio which, in part, dictates how much people can afford to pay to buy their own home. In 2017 this ratio, in York, rose by 7.3% to 8.84:1 from 2016. Over the same period, regionally there was a rise of 2.6% to 5.83:1 and nationally a rise of 1.2% to 7.67:1.

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

111 At the end of Q2, York's housing market was looking healthy with 1,036 net additional homes completed. Of these additional homes, 61.5% were a result of off campus privately managed student accommodation schemes which comprised the privately managed developments at St Josephs' Convent Lawrence Street, St Lawrence WMC and 2-14 George Hudson Street. The remaining 35.8% of net additional homes resulted from traditional housing sites of which phase II of the Hungate Development Site provided a total of 195 completions.

Net Additional Homes Provided (YTD)



112 There were also 928 net housing consents granted of which 91.9% were the result of traditional housing consents which represents a return to higher level of residential approvals following a decline experienced during 2016/17. Of these consents approvals, an increase to the Hungate Development Site capacity, The Cocoa Works, Haxby Road and York Barbican, Paragon Street account for the major part of the overall approvals.

113 A five year plan to extend and improve council housing with a £20 million fund has been considered by the City of York Council. The fund will be used in a number of ways to secure new homes, including first refusal to buy former council homes when they are sold on the open market and

building new council homes and flats. Over the next five years, £79.9 million will be invested in repairing and improving existing council homes, £42.9 million on ongoing maintenance and £35 million for responsive repairs and cyclical maintenance.

- 114 City of York Council is taking a strategic and innovative lead to combat the current housing shortage by proposing to establish its first housing development company. The company will accelerate the delivery of homes by maximising use of its land assets, creating multi-tenure developments which respond to social needs and providing new homes for sale and rent, both affordable and at market rates.

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

- 115 The rateable value is the legal term for the notional annual rental value of a rateable property, assessed by the valuation officers of the VOA (Valuation Office Agency). The revaluation from 1st April 2017 resulted in a 4.14% percentage change increase in the rateable value for York with Yorkshire, whilst England increased by 9.1%. Currently English authorities keep hold of 50% of locally-collected business rates with the other half going into a central government pool and redistributed back to the local authorities according to need.

- 116 The collection rate for Council Tax at the end of Q3 was 84.08% compared with 85.07% in the corresponding period in 2016/17. The collection rate for Business Rates at the end of Q3 was 83.67% compared with 83.30% in the corresponding period in 2016/17.

**One Planet Council - All Resources - Total CO2 (t) - this measure gives an understanding of how many resources the Council is consuming, potential impact on the environment, and progress towards reducing**

- 117 The Council continues to host and facilitate One Planet York (OPY) – a growing network of over 60 businesses and organisations backing the vision of a sustainable, resilient and collaborative city – with an inclusive economy, strong community and healthy environment.

- 118 Key outputs include a new integrated city scorecard, a ‘liveable city’ conference involving 200 delegates and over 30 organisations, an updated OPY Prospectus showcasing practical examples of city leadership, an established social media presence and the emergence of new activity and groups, such as the York Walk and Cycle Forum, York Food Poverty Alliance, Sustainable Food City York and University of York One Planet Week. There is ongoing work to mainstream OPY as a place-making framework for York and to progress the LCR ‘Inclusive Growth’ agenda. Planning is also underway for a ‘Healthy City York’ conference in

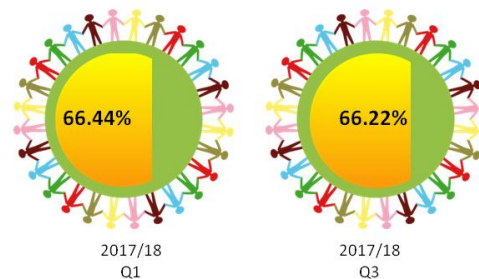
June 2018 as a collaboration between OPY and the Health and Wellbeing Board.

119 On 16 March 2017, the Executive approved One Planet Council (OPC), an internally focussed policy aiming to drive organisational resource efficiencies and put social, economic and environmental sustainability firmly at the heart of council decision-making processes (via the new integrated 'Better Decision Making Tool'). Work has also started to enhance social value through procurement and commissioning utilising One Planet principles.

**% 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**

120 The results of the October Talkabout survey showed that 66% (the same as the Q1 survey) of the respondents give unpaid help to a group, club or organisation which compares favourably with the government's Community Life Survey 2016/17 which found that 63% of respondents reported any volunteering in the past 12 months.

% of panel who give unpaid help to any group, club or organisation



121 In November, York launched its new volunteering strategy, 'people helping people' at a special event. Partners in the strategy alongside the council include York CVS, International Service, York Cares, the University of York, York St John University, North Yorkshire Police, York Timebank and the York Teaching Hospital NHS Foundation Trust. The partnership alone has over 6,000 volunteers, with people from every walk of life contributing as students, neighbours, young and older people who already make a significant difference in the city.

122 York is the tenth city in the UK to join the international Cities of Service coalition. The focus of Cities of Service is on 'impact volunteering'. This involves the creation of a volunteer strategy that targets community needs, uses best practice, has clear outcomes and measures progress. Impact volunteering aims to:

- Help local people find the best ways to mobilise energy, talent and passions to make a real difference to local priorities.
- Measure results and the impact volunteers are having, rather than measuring how many people volunteer.
- Create strong leaders to champion the approach and create support within the city.

## Performance

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

- 123 There are currently 13 major projects in progress which represents no change from Q2. Each project is given a status to give an overview of significant risks and provide assurance as to how individual projects are being managed. 5 are rated Amber (one less than in Q2) and there is 1 red rated project.
- 124 The Digital Services (CRM) project is red as no work has been undertaken in the live environment. However, the project has continued to make progress within a development environment and is working with service areas to determine whether there are any fixes that can be made to the current system to close any initial issues.
- 125 The Community Stadium project is now rated as Green due to the Design, Build Operate and Maintain contract being completed and the completion of the commercial land sale and developer offer. Site mobilisation and ground preparation started in December 2017 with full construction due to start 8 January 2018.
- 126 The York Central project achieved a major milestone in November 2017, when the Council's Executive agreed to the York Central Partnership's (YCP) recommendation to develop a Western access option and to undertake further design and legal work to ensure that the final alignment will seek to mitigate the effects of such a route on the Millennium Green and control costs to ensure deliverability. Also, the land within YCP's control that could be used for a Southern Option is being safeguarded, in order to protect against any risk to the York Central development caused by circumstances preventing the successful delivery of the Western Option.
- 127 The Castle Gateway project masterplanners, BDP, produced a series of ideas for the regeneration of the area which was broken in to 5 sub-areas. Public consultation on these emerging ideas for the Castle Gateway was completed in December 2017 (see paragraph 93). Work is progressing well at Stonebow House and is on schedule to be completed in Spring 2018. At 17-21 Piccadilly, Spark: York are onsite with a scheme to provide a start-up space for local business, street food and exhibition. There has been a delay in construction due to an issue with a contractor that led to a re-tendering exercise, but this has now been resolved and the scheme is due to open in March 2018 with a tenancy that runs until summer 2020.
- 128 The Provision of School Places 2017-2023 project has now concluded the forecasting phase where local datasets on current pupil numbers, migration and currently approved housing schemes were compiled into

the forecasts for the 17 primary and 4 secondary planning areas. This data included the school capacities, which is subject to future revision as well as the pupil number forecasts. School capacity across all existing schools is now well into a second level of assessment, where officers are planning and conducting site visits to assess the size of the school estate and to recalculate and revise data held by the Council regarding the capacity of the existing school buildings.

129 The Older Person's Accommodation (ASC) project has seen the completion of the extension to Glen Lodge Extra Care facility in Heworth and 12 residents have moved in so far in with five more expected before Christmas. Up to five apartments and one bungalow will be used for Step-down Care over the winter. The proposal for a 64 bed care home at Fordlands has secured planning permission and construction work will begin in Q1 2018.

### **Performance – Other**

130 The Council's performance management framework, which includes the service plan process, was agreed at Executive in July 2016, and set out the annual cycle that the Council will work to. Service Plans were produced which covered the 2017-18 and 2018-19 periods and directorate 'Plans on a Page' were written to provide a high level overview of directorates key objectives.

131 In line with the framework, the council are entering a review phase of the service plans during December and January. Existing actions within the plans will be reviewed, along with the timescales for each action. The content within the directorate plans on a page will also be reviewed alongside the offer of performance clinics with Assistant Directors. A collation of all service planning action updates will form the basis of directorate documents which bring together the evidence base that actions are being delivered.

132 Senior representatives of the region's 22 local authorities, Yorkshire Regional Flood and Coastal Committee, Environment Agency and Defra met in York in December. This Strategic Leadership Forum meeting provided an opportunity to work together to manage the increasing risks posed by flooding from rivers and seas, consider further solutions and the future effects of climatic change in order to create a 'flood-ready Yorkshire'. The attendees:

- received a detailed assessment of the present and future flood risk from the Environment Agency;
- heard how local authorities are integrating flooding into their economic development approaches, and

- explored ways to manage flood risk across entire catchment areas.

133 Among the work taking place across the city, the council is working with the Environment Agency on a £45 million programme following the impacts of the Boxing Day Floods in 2015.

## Performance – Employees

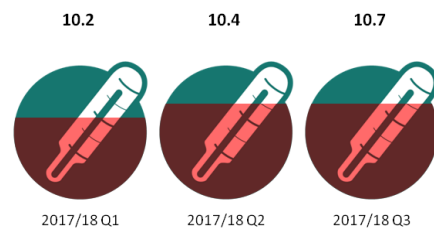
**Staff Total - this measure gives an understanding of total numbers of staff, and our staffing delivery structure**

134 At the end of Quarter 3 there were 2,497 employees (2,001 FTEs) working at City of Council (excluding schools), down from 2,556 (2,036 FTEs) at the end of Quarter 2. This continued decrease is expected in line with the council's changing service delivery models.

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

135 The 12 month rolling average of sickness days per FTE (excluding schools) has increased slightly from 10.4 days at the end of September, to 10.7 days at the end of December. This also remains higher than the CIPD Public Sector average of 8.7 days. The 12 month rolling average for Stress related absence has also increased from 2.8 days per FTE at the end of Q2 to 3.3 at the end of Q3. The organisation is continuing to manage and monitor sickness absence by ensuring that its impacts and costs are understood and discussed throughout the Council's management structure.

Average sickness days per FTE – CYC  
(Excluding Schools) – (Rolling 12 Month)



136 A report presented to the Customer and Corporate Services Scrutiny Management Committee in January provided information on the specific work activity underway to reduce the levels of sickness absence across the organisation.

137 The priority for the second year of the attendance and wellbeing plan is a focus on attendance management ensuring that the wellbeing priority is addressed. The key activities in 2018 in relation to attendance and staff wellbeing include:

- The implementation of self service absence reporting into iTrent which will reduce the reporting burden for managers and assist with more accurate reporting and improved management information
- The delivery of a suite of learning for managers including attendance management training, disability awareness, support with difficult conversations.

- Specific communication to ensure all employees have a shared understanding of their roles and responsibilities regarding application of policy.
- A review of the role of Occupational Health and counselling service.
- An engagement campaign to promote an understanding of the benefits of proactive management of absence and help support managers and staff to deal with sensitive issues e.g. mental health, support with cancer and terminal illness) and promotion of flexible working and work life balance, to ensure staff have an understanding of wellbeing initiatives and how they access them.
- Review of the current attendance management toolkit to consider improvements and determine if there are any recommendations to revise policy.

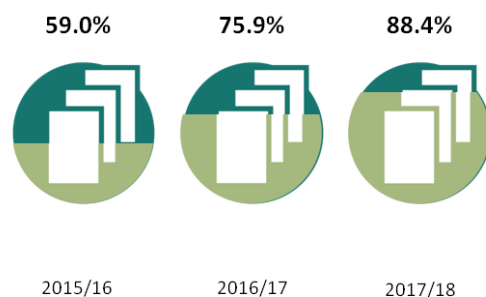
**Staffing Turnover - this measure gives an understanding of the number of staff entering and leaving the organisation**

138 7.2% of employees have voluntarily left the organisation in the 12 months ending December, down slightly from 7.3% at the end of Quarter 2. Total staff turnover (people leaving for all reasons not just resignations) has increased to 14% over the rolling 12 months to December an increase from 12% as at the end of September. This level of staffing turnover is expected and in line with the council's changing service delivery models.

**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**

139 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. By the end of December, 88.4% of PDRs have been undertaken through the 2017/18 annual performance review cycle, a significant improvement on the 75.9% seen during 2016/17.

PDR Completion (%) – CYC - Snapshot



**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**

140 The Council updated its values at the start of 2017 – We Work Together, We Improve, We Make a Difference. These have been implemented across the whole organisation via internal communications, senior management and team briefings, underpinning the annual Performance



Development Reviews, introducing 3 categories into the VIP awards linked to the values and with the Employee of the Month Award. These will be communicated and implemented further during 2018 as part of ongoing staff engagement work.

## **Performance – Customers**

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

141 In Q3 the percentage of all external calls answered within 20 seconds was 92% which is an increase from Q1 (88%) and is well above the industry benchmark of 80%.

142 The council's Customer Centre is the main point of contact for residents and business visitors. During Q3 2017/18, the number of calls received reduced to 50,834 from 58,099 in the previous quarter. Of these calls, 98% were answered (the same as in Q2), with 84% answered within 20 seconds. This is a considerable increase from 73% in Q1 and demonstrates a consistently good performance.

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

143 In Q3 2017/18 the council received 331 stage 1 complaints, which is a decrease of 38 on the number received in the previous quarter. The council responded to 65.6% within the 5 day timescale which is an increase from 60.97% in Q2. Where timescales were not met, this was due to resource pressures in some service areas. Additional resources have been provided to deal with and monitor complaints with work ongoing to; seek to reduce the number received in first instance, ensuring complaints performance is monitored, and that there is cross council learning from complaints in a systematic manner.

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

144 In Q3 2017/18 the council received 489 FOIs, EIRs and SARs. In-time compliance of 85% has been achieved for FOIs (Freedom of Information requests) and 98.4% for EIRs (Environmental Information Regulations requests).

**Digital Services Transactions/Channel Shift**

145 The number of residents who came to West Offices reduced to 12,425 (14,664 in the previous quarter) with an average wait of less than 6 minutes. 81% of residents were seen within the target wait time of 10 minutes. 15,725 business visitors came to West Offices during Q3 2017/18 (17,077 in the previous quarter).

146 The reduction in demand across our face to face channel shows the changing behaviour of our residents; 3,314 payments were made using

the auto payments system and 17,741 customers used the telephone auto operator.

147 Residents are now encouraged to complete certain transactions online. In Q3 2017/18, 58% (1,024) of all street lighting and street cleansing issues were reported by customers on-line which is an increase from 53% in Q2.

148 The Future Focus Team, Adult Commissioning Team, York CVS, York Healthwatch and York Age UK are working in partnership to develop the new wellbeing community website. The focus is on developing a community directory which will enable citizens to plan and help prevent problems while developing and maintaining independence for longer through conversations, information and support. The link to the community directory will be available to Social Workers and partners by 29th January, followed by a soft launch in April and a published full launch to align with the celebrating volunteering month in June as part of the People Helping People strategy which is now live.

149 The City of York Council are proposing to renew the ICT service contract by seeking a technology provider who will design, manage and support the council's data network services, internet, office and mobile telephone services and e-security protection services. Over the last decade, York has become the most digitally connected city in the UK by installing a future-proof fibre network, connecting schools, universities and community buildings to high-speed internet access and making improvements to online reporting and CCTV and traffic management.

## **Annexes**

150 All performance data (and approximately 975 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**

151 Not applicable.

## **Options**

152 Not applicable.

## Council Plan

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

## Implications

154 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

155 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

|   |  |   |                     |
|---|--|---|---------------------|
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| Ian Cunningham<br>Group Manager – Shared<br>Intelligence Bureau Ext 5749                    | <b>Report<br/>Approved</b>   | ✓ | <b>Date</b> 25/1/18 |
| <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:

|       |  |      |  |
|-------|--|------|--|
| ANPR  | Automatic Number Plate Recognition                           | FOI  | Freedom of Information                     |
| ARZ   | Alcohol Restriction Zone                                     | FSM  | Free School Meals                          |
| ASB   | Anti-Social Behaviour  | FTE  | Full Time Equivalent                       |
| ASC   | Adult Social Care  | GCSE | General Certificate of Secondary Education |
| ASCOF | Adult Social Care Outcomes Framework                         | HCA  | Homes and Communities Agency               |
| ASHE  | Annual Survey of Hours and Earnings                          | HRA  | Housing Revenue Account                    |
| AWRP  | Allerton Waste Recovery Park                                 | ICT  | Information and Communications Technology  |
| BCF   | Better Care Fund   | JSA  | Jobseeker's Allowance                      |
| BDP   | Building Design Partnership                                  | LAC  | Looked After Children                      |
| BID   | Business Improvement District                                | LAT  | Local Area Team                            |
| BMI   | Body Mass Index  | LED  | Light Emitting Diode                       |
| CCG   | Clinical Commissioning Group                                 | LSCB | Local Safeguarding Children Board          |
| CCTV  | Closed-circuit television                                    | NEET | Not in Employment, Education or Training   |
| CHC   | Continuing Health Care                                       | NHS  | National Health Service                    |
| CIPD  | Chartered Institute of Personnel and Development             | NHSE | NHS England                                |
| CPIH  | Consumer Prices Index including owner occupier housing costs | NYCC | North Yorkshire County Council             |
| CQC   | Care Quality Commission                                      | NYP  | North Yorkshire Police                     |
| CRM   | Customer Relationship Management                             | ONS  | Office for National Statistics             |
| CSC   | Children's Social Care                                       | OPC  | One Planet Council                         |
| CYC   | City of York Council   | OPY  | One Planet York                            |
| CYSCB | City of York Safeguarding Children Board                     | PCN  | Penalty Charge Notice                      |
| DSG   | Dedicated Schools Grant                                      | PDR  | Performance and Development Review         |
| DTOC  | Delayed Transfers of Care                                    | PPP  | Public-Private Partnership                 |
| EAP   | Employee Assistance Programme                                | RAA  | Regional Adoption Agency                   |
| EIR   | Environmental Information Regulations                        | RAY  | Refugee Action York                        |

|      |                                     |      |                                |
|------|-------------------------------------|------|--------------------------------|
| SASH | Safe and Sound Homes                | YOT  | Youth Offending Team           |
| SEN  | Special Educational Needs           | YSAB | York Safeguarding Adults Board |
| SGO  | Special Guardianship Order          |      |                                |
| SHMA | Strategic Housing Market Assessment |      |                                |
| SIA  | Security Industry Authority         |      |                                |
| VOA  | Valuation Office Agency             |      |                                |
| WMC  | Working Men's Club                  |      |                                |
| WYTF | West Yorkshire Transport Fund       |      |                                |
| YCP  | York Central Partnership            |      |                                |