

**Executive**

**9 February 2017**

**Report of the Director of Customer & Corporate Services  
Portfolio of the Executive Member for Finance and Performance**

**2016/17 Finance and Performance Monitor 3**

**Purpose of the Report**

- 1 To present details of the overall finance and performance position for the period covering April 2016 to December 2016, 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 latest financial monitoring position shows a modest underspend of £155k. This is an improvement on the projected overspend of £480k reported at Monitor 2 and shows that the council continues to successfully manage its resources despite the level of savings that need to be delivered on an annual basis. This 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 successfully delivering its savings plans.
- 3 Whilst this report highlights a number of known financial and performance pressures which will need to be carefully managed, it is expected that, as a result of ongoing monitoring and identification of mitigation, overall the Council will outturn within the approved budget.

**Recommendations**

- 4 Executive is asked to:

Note the current finance and performance information and consider any actions further required

*Reason: to ensure expenditure is kept within the approved budget and to ensure continued performance management*

## Financial Analysis

- 5 All aspects of the public sector are continuing to face challenging times in the light of the Government's commitment to reduce the national deficit as first outlined in the Comprehensive Spending Review (CSR) published in October 2010. As a result the Council has had to deal with very large reductions in funding combined with a range of significant pressures.
- 6 The Council's net budget is £117.9m. Following on from previous years, the challenge of delivering savings continues with £6.5m to be achieved in order to reach a balanced budget. The latest forecasts indicate a modest underspend of £155k and an overview of this forecast, on a directorate by directorate basis, is outlined in Table 1 below.
- 7 Following the implementation of the revised senior management restructure the financial forecast is presented in the new directorates. However, due to these changes, it is only possible to provide indicative comparisons between the new and old structure.

| 2015/16<br>Outturn |                                     | 2016/17<br>Budget | 2016/17<br>Monitor 2 | 2016/17<br>Monitor 3 |
|--------------------|-------------------------------------|-------------------|----------------------|----------------------|
| £'000              |                                     | £'000             | £'000                | £'000                |
| +889               | Children, Education & Communities   | 25,072            | -97                  | -149                 |
| +326               | Economy & Place                     | 13,153            | +818                 | +790                 |
| -70                | Customer & Corporate Services       | 19,251            | -50                  | -100                 |
| -201               | Health, Housing & Adult Social Care | 49,415            | +309                 | +403                 |
| -1,820             | Central budgets                     | 11,009            | -500                 | -550                 |
|                    | Unallocated Contingency             |                   |                      | -549                 |
| -876               | Total                               | 117,900           | +480                 | -155                 |

Table 1: Finance overview

- 8 The following sections provide more details of the main variations and any mitigating actions that are proposed.

### Children, Education & Communities

- 9 Following the allocation of £1,930k growth funding in the 2016/17 budget to deal with a number of historic pressures within Children Looked After budgets, there are no significant pressures to report within Children's

Social Care budgets. Within Special Educational Needs there is a projected underspend of £441k on out of city education placements due to the on-going efforts to support as many young people as possible in York.

- 10 A significant number of posts are being kept vacant across the directorate in advance of services being reviewed as part of the directorate's development programme, resulting in a forecast net underspend of £246k. The majority of these vacancies will disappear during the on-going implementation of the new LATs and CSC staffing structures, although a small number may continue into 2017/18 as they relate to future years' savings options. There is a projected £40k pressure in respect of the costs of supporting the increased number of academy conversions.

## **Economy & Place**

- 11 The forecast outturn for the Economy & Place directorate is an overspend of £790k. This overspend is primarily due to shortfalls in income from both planning and parking but also unachieved savings within fleet and cost pressures within waste services. This overspend is a reduction from that reported at Monitor 2 of £818k which assumed a delivery of £300k mitigation.
- 12 There is a forecast shortfall from parking income of £100k out of a total budgeted income of £6.9m, representing a 1.4% variation. The main shortfall is at St George's Field where the Environment Agency is using an area of the car park as part of works being undertaken to upgrade the Foss barrier. Compensation for the loss of income arising from the loss of spaces is still to be agreed. The overall parking account is forecasting an improved position from Monitor 2 as both November and December income levels were above forecast.
- 13 The overall Waste Services budget is forecasting an overspend of £178k however there are a large number of variances across the service. In waste collection the main variations, totalling £450k, are additional staffing and transport costs. New rounds have been agreed to be implemented from April 2017 which will significantly reduce this overspend in future years. There are also shortfalls in income at HWRCs from trade waste/customer charges (£164k) and from green waste subscriptions (£56k) and additional cost from co-mingled recyclates of £165k. The position has been mitigated this year due to significantly higher than budgeted income from our recycling rebate (£374k), additional income for landfill gas (£70k) and a saving from Waste procurement costs and Yorwaste loan interest (£145k).

- 14 There is a shortfall of £100k unachieved Automatic Number Plate Recognition (ANPR) income and increased costs of £100k for the risk and reward payment for Poppleton Bar Park & Ride. These are offset from additional charges to various transport grants (£130k). There remains an assumed saving relating to fleet (£112k) and the Fleet Board has been taking actions to deliver saving proposals.
- 15 Across Public Realm delays in finalising redundancies has led to a forecast overspend of £85k.
- 16 A £545k 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 major application can achieve significant fees, however the actual fee paid is dependent on the number of dwellings and scale of site. In addition the government has reduced the planning fees in some areas, e.g. conversion of offices into residential units, and this has resulted in a £47k reduction in fees. For the first 9 months the average planning fee in 2016/17 has continued to be 30% lower than last year (£547). Fees will continue to be monitored during the year but very few major fees are expected until progress is made with the Local Plan. There have been a number of planning inquiries during the year resulting in additional legal costs of £37k. The additional costs of administration (£15k) are offset by the income from supporting Selby DC planning department (£47k).
- 17 A freeze on vacancies across Economic Development and a review of charging staff to major projects and rationalisation of corporate subscriptions has led to a savings of £208k to mitigate the above overspends. There are also forecast savings across senior management totalling £70k.
- 18 A number of other minor variations make up the overall directorate position.
- 19 The table below identifies the action that is being taken to ensure these overspends do not recur in future years recognising that the Directorate is heavily supported by external income

| <b>Area of mitigation</b> | <b>Value</b> | <b>Progress to date</b>  |
|---------------------------|--------------|--|
| Waste                     | £+178k       | The service is implementing round reviews which will reduce expenditure. There is also proposed growth to reduce income expectations at HWRC / garden bins |

|                         |                |  |
|-------------------------|----------------|--|
| Fleet                   | £+112k         | Staffing reductions have been progressed and the Fleet Board are considering proposals to reduce spend |
| Planning Income         | £+545k         | Growth to reduce income targets are proposed in the budget process.                                    |
| Parking Income          | £+100k         | Income levels have been improving since November and the forecast shortfall is reducing                |
| ANPR                    | £+100k         | The ANPR cameras at Coppergate have commenced enforcement from January 2017.                           |
| Park & Ride             | £+100k         | The Park & Ride contract is out to tender and growth assumed within the budget.                        |
| Public Realm            | £+85k          | Staffing levels have been reduced through a restructure to reduce expenditure                          |
| <b>Total of options</b> | <b>£+1,220</b> |  |

These actions along with rigorously enforced cost control measures will result in significant improvements in future years spending against budget.

### **Customer & Corporate Services**

- 20 The main variations include pressures of £150k in customer services due to delays in the delivery of staff savings. This pressure is offset by savings achieved from vacant posts in a range of areas including Shared Intelligence (£98k) and Democratic Services (£49k). Savings have been achieved ahead of schedule within Facilities Management (£86k) and by generating more rental income than forecast (£58k) from external partners accommodated within West Offices. A number of other minor variations make up the overall directorate position, which is a forecast underspend of £100k. Work will continue to try and identify additional savings to help the overall position.

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

- 21 There is a net projected overspend of £46k on staffing budgets due to additional senior practitioner hours within the Occupational Therapy service and additional hours in the Commissioning Team.
- 22 A £159k pressure within direct payment budgets is forecast due to a higher number of customers than budgeted for. Work on reconciling

personal budgets has been undertaken and could significantly reduce this over spend.

- 23 Small Day Services, a series of council run day support options for customers is forecast to under spend by £109k, mainly due to staffing vacancies. The hospital social work team is forecast to overspend by £125k due to additional posts being employed in a pilot to assess customers in the most appropriate setting with the aim of speeding up the discharge from hospital and improving the customers ability to remain independent.
- 24 The community support budget for Learning Disability customers is forecast to overspend by £196k. This is offset by older people's home care forecasting a £91k underspend mainly due to an increase in Continuing Health Care (CHC) income and fewer customers with physical and sensory impairments than budgeted for (£173k).
- 25 There is a net projected overspend of £1,333k within external residential and nursing care placement budgets as a result of increased residential placements (+£543k) and delays in transferring some learning disability customers to supported living schemes (+£267k), partly offset by fewer than expected nursing placements (-£224k). There is a £147k pressure in the learning disability short stay budget due to greater use of Flaxman Avenue and an expensive mental health placement that was not budgeted for (£92k).
- 26 Older Peoples Homes' budgets are projecting a net overspend of £204k. The current overspend is mainly in respect of under recovery of income (£29k) and staffing (£169k). Income has been affected by a higher than budgeted number of vacant beds. Use of casual staff continues in the homes as permanent posts are kept vacant in order to allow flexibility within the reprovision programme, but the service is improving the use of additional hours and overtime as a more cost effective alternative. Staff sickness levels have reduced and the service continues in its commitment to bring spend back within budget by year end.
- 27 There is a net projected underspend of £487k in supported living budgets. A number of places are being kept vacant in advance of the anticipated transfers of learning disability customers from external residential placements, but the service has also been successful in securing additional Continuing Health Care income.
- 28 Staffing budgets are projected to overspend by £133k due mainly to the temporary need for two group managers for the first half of the year. There are several vacancies in the social work teams which have been

difficult to recruit to which may require the use of agency staff in the coming period potentially increasing this overspend.

- 29 The directorate's budget for 2016/17 included a requirement to deliver savings totalling £3m from the on-going work being undertaken on service transformation. To date savings of £1,942k have been identified and implemented, leaving a shortfall of £1,058k. Plans are in place to deliver almost the entire shortfall from 2017/18, so this is a short term pressure.
- 30 The Council's former £1,023k care act grant was transferred to mainstream funding from 2016/17. £506k is committed against this budget leaving £517k available to contribute towards other directorate pressures.
- 31 Within Public Health there are net projected overspends on sexual health contracts (+£41k), substance misuse contracts (+£36k) and the healthy child programme (+£31k) due to one-off transition costs relating to the transfer of the school nurse and health visitor staff from York Hospital. These are offset by a projected underspend on staffing of £108k due to vacancies which were held prior to the implementation of the public health restructure.
- 32 Within Housing and Community Safety there is a projected net overspend of £44k on repairs and maintenance at traveller sites and £139k on legal fees due to a dispute with a housing developer regarding the obligation to pay a commuted sum in lieu of affordable housing.
- 33 A number of other more minor variations make up the overall directorate position.
- 34 Despite the pressures identified above the directorate is still determined to bring the budget in on balance by the end of the year, and dealing with the budget pressures is a regular item at DMT meetings. In the previous monitoring report, a range of mitigation options were being explored within the service to try and contain expenditure within the approved budget and reduce the projected overspend as far as possible. The table below shows the areas that have been investigated and the progress that has been made:

| <b>Area of mitigation</b>                    | <b>Value</b> | <b>Progress to Date</b>  |
|--|--------------|--|
| Bring the existing OPH budget back into line | £+204k       | Overspend brought down significantly since Q1. Weekly meetings now held to review use of agency staff and service working with care managers to encourage use of |

|  |               |   |
|--|---------------|---|
|  |               | beds in the short term to improve income generation   |
| Increase in Continuing Health Care applications  | £+164k        | Successful applications have been made re Supported Living customers but more to do in terms of other customer groups. Joint meeting with Health colleagues taking place imminently to review, streamline and speed up CHC process  |
| Review direct payments   | £+120k        | Recovery of unspent direct payments as per the reconciliation of accounts up to the end of September  |
| Review level of care packages following reablement   | Not yet known | The reablement function and process is being reviewed but unlikely to yield any cashable benefits in 2016/17  |
| Ensure that top up payments are secured when customers chose a placement above the agreed rate | Not yet known | Guidance re-issued to enforce necessity to secure top ups from third parties.   |
| Review fairer charging rates   | £+4k          | Increase in income will be generated where full fee paying customers use in house services which have been charged at less than market rate for a number of years. HHASC DMT on 16 <sup>th</sup> Nov 16 agreed these changes with direction to be flexible                    |
| Restrict discretionary spend and filling of vacancies  | Not yet known | Assistant Directors are only filling vacancies where operational risk is too great to leave vacant and budget managers have been asked to withhold any non essential spend for the remainder of the financial year  |
| Capitalisation of costs  | Not yet known | Managers have been asked to consider any areas which may fall under this area. The Older Persons Accommodation Programme is already making use of new powers to use capital receipts to fund reform in order to minimise any pressure from the project on the revenue budget. |
| Use of Reserves  | £+1,075k      | Review whether any reserves could be used to offset the Departmental overspend. The amount of £1,075k represents the full level of the care   |



|                         |                 |              |
|-------------------------|-----------------|--------------|
|                         |                 | act reserve. |
| <b>Total of options</b> | <b>£+1,567k</b> |              |

Table 2: Adult Social Care Mitigations

35 The Better Care Fund has been agreed and the Section 75 agreement setting the legal basis for the operation of the pooled budget has been signed by the Council and Vale of York Clinical Commissioning Group. Within the document is an agreement to share risk 50/50 between organisations on schemes that are expected to deliver savings of approximately £1.2m. Unfortunately these schemes are at serious risk of underperformance and it is possible that this will have a financial impact on the Council although this is not currently included in the net outturn projection at table 1.

### **Housing Revenue Account**

36 The Housing Revenue Account is budgeted to make an in year surplus of £3m. A review of the budgets in the area shows that, overall, a slight reduction of £127k in the overall surplus is forecast.

37 Repairs and maintenance is forecast to overspend by £660k. There has been an initial increase in the productivity of the workforce following the introduction of mobile working and improvements in management controls. The service anticipates being able to use this increased capacity to pick up some of the work currently allocated to subcontractors. This reduction in subcontractor expenditure has yet to come through, the service remains confident that reductions will be made but that the full year saving will not be achieved in this financial year. Therefore the forecast expenditure has been increased by £660k to take this into account.

38 Underspends totalling £96k are anticipated on utilities and repairs in temporary accommodation budgets. Delays in the capital IT and Water Mains programmes will mean that the expected contribution to the capital programme from the revenue budget will be reduced by £436k. In addition, leaseholder charges are forecast to be £63k higher than budget.

39 Dwelling rents are expected to underspend by £215k. The original budget did not reflect the 0.9% rent increase for supported housing as this exemption from the 1% decrease had not been announced at the time of budget setting. In addition, delays to the implementation of the high value sales policy are likely to lead to a small increase in rents recovered.

- 40 The working balance position at 31 March 2016 was £18.4m. This is higher than forecast in the latest business plan (£16.6m) due to the under spend achieved in 2015/16.
- 41 The projected outturn position outlined in paragraph 37 means the working balance will increase to £21.5m at 31 March 2017. This compares to the balance forecast within the latest business plan of £20.2m.
- 42 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**

- 43 These budgets include Treasury Management and other corporately held funds. It is anticipated that a £550k underspend will be achieved, predominantly through improved Treasury Management performance as a result of reviewing some assumptions on the cash flow position which will mean less interest being paid than previously anticipated.

### **Contingency**

- 44 Since the last monitoring report there have been a number of allocations from contingency totalling £112k. These relate to Winter Maintenance gritting routes (£32k) and Castle Gateway (£80k). This leaves a balance of £549k unallocated on the general contingency. Members are asked to note that it has currently been assumed that this remaining balance will be used to support some of the general pressures outlined in the report, and is shown as being applied to the overall budget in the summary table at the beginning of the report. This will be confirmed as part of the outturn report.

### **Loans**

- 45 Further to a scrutiny review, it was agreed that these quarterly monitoring reports would include a review of any outstanding loans over £100k. The only loan in this category is that of £1m that was made to Yorwaste, a company part owned by the Council, in June 2012. Interest is charged at 4% plus base rate meaning currently interest of 4.25% is being charged. All repayments are up to date.

## Performance – Service Delivery

- 46 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.
- 47 The Council Management Team and Executive have agreed a core set of indicators to help monitor the council priorities and these provide the structure for performance updates in the following sections. A number of new recording measures and metrics will be created over the next reporting period in order to understand progress on these strategic performance indicators. Some indicators are not measured on a quarterly basis but the DoT (Direction of Travel) is calculated on the latest three results whether they are annual, quarterly or monthly.
- 48 There are 30 indicators within the “core set” and their current direction of travels are;
- 1 is improving - % of panel confident they could find information on support available to help people live independently.
  - 3 have had worse results in data available at Q3 with work being undertaken to address these issues contained within later stages of this report;
    - Delayed transfers of care from hospital which are attributable to adult social care;
    - Proportion of adults in contact with secondary mental health services living independently, with or without support ;
    - % of panel who agree that they can influence decisions in their local area.
  - 23 indicators have a stable direction of travel
  - 2 indicators do not have any recently available data
  - 1 indicator is still under development
- 49 There are currently 165 (41.3%) performance indicators measured internally (out of 400 indicators with comparable data) where York is ranked in the top 25% of authorities.

| Performance – Overview  |  |   | 2015/16  | Q1                 | Q2                 | Q3                 | Benchmark                           | DoT |   |
|---|--|---|--|--------------------|--------------------|--------------------|-------------------------------------|-----|---|
| Service Delivery  | A Focus on Frontline Services                  | Children Looked After per 10k (Snapshot)  | 53   | 51.8               | 51.8               | 53.4               | NC                                  | ➔   |   |
|   |  | Number of Incidents of ASB within the city centre ARZ   | 2305   | 619                | 624                | 500                | NC                                  | ➔   |   |
|   |  | Household waste recycled / composted - (YTD)  | 43%  | 49%                | 50%                | (Available Apr-17) | Same Regionally                     | ➔   |   |
|   |  | Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 population (YTD Average) | 6.9  | 10.13              | 9.43               | (Available Feb-17) | Above National and Regional Average | ⬇   |   |
|   |  | % of panel confident they could find information on support available to help people live independently                   | Not Previously Asked   | 64.00%             | NC                 | 65.46%             | NC                                  | ⬆   |   |
|   |  | Proportion of adults in contact with secondary mental health services living independently, with or without support       | 28.5   | NC                 | NC                 | (Available Oct-17) | Below National and Regional Average | ⬇   |   |
|   |  | % of physically active and inactive adults - active adults  | 69.83%   | NC                 | NC                 | (Available Jun-17) | Above National Average              | ➔   |   |
|   |  | % of pupils achieving 5+ A*-Cs GCSE inc. English & Maths at Key Stage 4 (new First Entry definition) - (Snapshot)         | 64.00%   | NC                 | NC                 | NC                 | Above National Average              | ➔   |   |
|   |  | Number of days taken to process Housing Benefit new claims and change events (DWP measure)                                | 6  | 6                  | 8                  | 10                 | Above National Average              | ➔   |   |
|   | A Council That Listens to Residents            | % of panel who agree that they can influence decisions in their local area  | 24.00%   | 29.00%             | NC                 | 25.65%             | Below National Average              | ⬇   |   |
|   |  |   | BYS 2013/14  |                    |                    |                    |                                     |     |   |
|   |  | % of panel satisfied with their local area as a place to live   | 83.00%   | 91.90%             | NC                 | 89.84%             | Above National Average              | ➔   |   |
|   |  |   | BYS 2013/14  |                    |                    |                    |                                     |     |   |
|   |  | % of panel satisfied with the way the Council runs things   | 44.00%   | 65.60%             | NC                 | 65.54%             | Same as National Average            | ➔   |   |
|   |  | BYS 2013/14   |  |                    |                    |                    |                                     |     |   |
|   | Overall Customer Centre Satisfaction (%) - CYC | 91.54%  | 92.26%   | 93.11%             | 92.01%             | 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)            | 42%  | NC                 | NC                 | NC                 | Above National Average              | ⬇   |   |
|   |  |   | (2014-15)  |                    |                    |                    |                                     |     |   |
|   |  | Median earnings of residents – Gross Weekly Pay (£)   | £495.60  | NC                 | £509.60            | NC                 | Below National Average              | ➔   |   |
|   |  | Net Additional Homes Provided - (YTD)   | 1121   | NC                 | 629                | NC                 | NC                                  | ➔   |   |
|   |  | Business Rates - Rateable Value   | NC   | £246,114,424       | £245,768,369       | £246,410,839       | NC                                  | ➔   |   |
|   |  | One Planet Council - All Resources - Total CO2 (t)  | NC   | NC                 | NC                 | (Available 2017)   | NC                                  | ➔   |   |
|   |  | % of panel who give unpaid help to any group, club or organisation  | Not Previously Asked   | 64.80%             | NC                 | 64.30%             | Below National Average              | ➔   |   |
|   | Organisational Health Check                    | Performance   | Red rated Major Projects - CYC   | 0                  | 0                  | 0                  | 1                                   | NC  | ➔ |
|   |  |   | Amber rated Major Projects - CYC   | 5                  | 6                  | 5                  | 6                                   | NC  | ➔ |
|   |  |   | Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent) | -876               | 1,197              | 480                | -155                                | NC  | ➔ |
|   |  | Employees   | PDR Completion (%) - CYC - (YTD)   | 59%                | 8.00%              | 46.00%             | 85%                                 | NC  | ➔ |
| Staff FTE - CYC Total (Excluding Schools) - (Snapshot)                            |  |   | 2104   | 2117               | 2109               | 2107               | NC                                  | ➔   |   |
| Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month) |  |   | 10.1   | 10.1               | 10.3               | 9.9                | Above National Average              | ➔   |   |
| Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)       |  |   | 7.00%  | 7.40%              | 7.13%              | 6.90%              | NC                                  | ➔   |   |
| % of external calls answered within 20 seconds - CYC                              |  |   | 88.15%   | 88.95%             | 87.15%             | N/C                | Above National Average              | ➔   |   |
| Customers   |  | % of complaints responded to within 5 days  | Measure under development  |                    |                    | 79.00%             | NC                                  | ➔   |   |
|   |  | FOI & EIR - % In time - (YTD)   | 88.10%   | (Available Feb-17) | (Available Apr-17) | (Available Jul-17) | NC                                  | ➔   |   |
|   |  | Digital Services Transactions / Channel Shift   | Measure under development  |                    |                    |                    | NC                                  | ➔   |   |
|   |  |   | Measure under development  |                    |                    |                    |                                     |     |   |

NC = Not due to be collected during that period,

## **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**

- 50 There were 196 children and young people in care at the end of December, which is within the safe and expected range and has been relatively stable over the past year.
- 51 At the heart of the Children's Services restructure was the need to make the best use of our available resources to strengthen the quality of our decision making and to improve outcomes for children. For our children and young people in care, the Achieving Permanence Group is responsible for providing care planning, social work and leaving care support to all children and young people in the care of the Local Authority who have a plan for permanence.
- 52 The newly created Children in Permanent Placement Team provides a service to all children whose care plan involves permanency away from their parents (other than adoption). In line with our relational model of practice the aim is to develop care plans that support young people's identity and long term relationships with their birth families where appropriate, with their carers and with their professional support network including their Social Worker. We are confident this will help our children and young people in care to achieve good long term outcomes, including good health, education, employment, housing and relationship outcomes.
- 53 Through the "Make York Home" initiative and careful care planning, matching and support of carers, the aim is wherever possible to provide long-term stable care in York to enable our children and young people in care to grow up in their City whilst maintaining their friends and familial links, as well as their education. Our carers are supported by a Placement Finding Commissioning and Support Team with a mix of staff including a Senior Practitioner, Placement Social Workers and Children and Families Support Workers.
- 54 Both of these services work closely together with the child and young person at the centre of what they do and it is promising to note that our new structure is contributing to improving placement stability and outcomes for our children and young people in care.

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

- 55 Up to the end of Q3, there have been 1,743 alcohol related ASB incidents which is a significant reduction on the 1,838 reported during the same

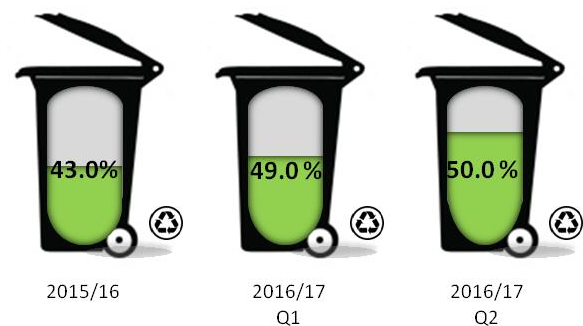
period in 2015/16. There have been 7,009 NYP Recorded ASB Calls for Service up to December which is in line with the number recorded during the same period in 2015/16.

- 56 Multi-agency work to tackle alcohol-related violence and disorder in the city centre continues through Operation Erase and AVANTE Task Groups. A new multi-agency group, focussing on Street ASB (begging, street drinking, rough sleeping, nuisance traders and buskers) has recently been established. This has led to the launch of a new campaign #NoNeedToBegYork, encouraging members of the public to give to local charities rather than to those on the street through a 'text to give' facility. The Neighbourhood Enforcement team continue to work in partnership with North Yorkshire Police and the BID Rangers to ensure there is a front-line response to the above issues on a day to day basis in addition to other forms of enviro-crime such as litter, graffiti and fly-posting.

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

- 57 The amount of landfill waste, in Q2, increased slightly to 23,890 tonnes (from 23,864 in Q2 2015/16) and the residual waste per household remained constant at 279kg per household (279kg in Q2 2015/16). The recycling rate within the city, in Q2, of 50% is the same as in Q2 2015/16 and higher than at year end but this is, normally, seasonally higher in the first half of the year. 52% of the respondents to the latest Talkabout survey think that the Council and partners are doing well helping to reduce amount of household waste.

Household waste recycled / composted (Year to date)



- 58 A report proposing to improve the efficiency of York's household waste collection service is being taken to a public meeting on 9<sup>th</sup> January for approval by the councillor responsible for the environment. The proposals include saving around £400k, reducing the amount of waste going to landfill and enabling the roll out of recycling collections to rural areas of the city that don't currently have them. If approved, the change to the day of collection will affect around a third of all properties in the city. Rubbish (grey bin/black bags) and garden waste (green bin) collections are not affected.
- 59 For the fourth year running, the British Heart Foundation (BHF) shops teamed up with University of York, York St John's University and the Council to encourage students to responsibly dispose of unwanted items by recycling them or by donating them to the charity. Between October

2015 to September 2016, 7,380 bags were donated which may have raised over £100,000 towards the fight against heart disease.

**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**

- 60 The number of Delays Days attributable to Social Care across both the acute and non acute pathways has fallen from a high of 604 days in June to 339 to October 2016.
- 61 The Acute pathway continues to show an excellent position, with the numbers of delayed days which are directly attributable to Social Care falling from 336 days in March to just 47 days in October and as a result we are exceeding targets on reducing both delayed patients and bed days on the acute pathway. The non acute delays, particularly in regards to performance data from our mental health provider, are rising and have pushed this part of the measure off target and the overall numbers of delays (both pathways) off target for the year. Mental Health non acute delays are now 45% of bed delays and almost 50% of delayed people within the system.
- 62 Progress has been made in Social Care to address delays on the non acute pathway and these have fallen from 58% of delays (320 bed days) for mental health patients in July to 41% (180 bed days) in October for the non acute pathway.
- 63 The overall increase in the number of people and days delayed in the non acute pathway is putting our local measure under pressure in these areas. This increase is driving up the total number of days, and as a result is putting our partnership BCF measure under pressure and off targets for the year.

**% 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**

- 64 65% of the respondents to the latest Talkabout survey (up from 64% in June), are confident they could find information on support available to help people live independently with 56% saying that they could find this information on CYC website and 49% by contacting their GP.
- 65 Over the festive period residents were urged to think of vulnerable friends and neighbours as cold weather can have a significant impact on people's health and residents were reminded of the services available to them. These services include pharmacies offering confidential, expert advice and treatment for a range of common illnesses and Age UK York offering information about social groups and activities for older people.



66 Avoiding permanent placements in residential and nursing care homes is a good measure of delaying dependency. Research suggests that, where possible, people prefer to stay in their own home rather than move into residential care. At the end of Q3, the rate for Younger Adults (aged 18-64) who were assessed as requiring future residential care is on track and equates to a year end position of 6.09, and assuming the same rates for the final quarter will achieve the required target of 10.0. For older people the rates of those assessed as needing to go into residential care have fallen in Q3 and have us brought close to our target of 238 new placements or less (a rate of 620 per 100k or less) by end of year. The target would be achieved if monthly admission can be kept at or below 17 new entrants for the last quarter.

**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**

67 Improving employment and accommodation outcomes for adults with mental health 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. The data provided at Q2 for clients in employment (latest data) show that performance has improved in year and is on target for a year end. The data provided at Q2 for clients in suitable accommodation (latest data) outturns are significantly lower than the targets and lower than the 2015/16 year end outturns. This is a deteriorating position.

68 The provider now attends our monthly performance clinics within the directorate. We have requested access to these records to bring ongoing monitoring of the client data within our oversight. This approach will allow us to drive out any recording and practice issues..

69 There is a strong link between employment and enhanced quality of life, reducing the risk of social exclusion and evidenced benefits for health and wellbeing. Employment performance level, while rising in year, is not on track to hit the 10% target, although improvements in the year which have exceeded last years position at the same point and maintain a higher level than regional or national outturns. Accommodation performance level, again, while rising in year, is not on track to hit the 85% target, although improvements in the year which have exceeded last years position at the same point and maintain a higher level than regional or national outturns.

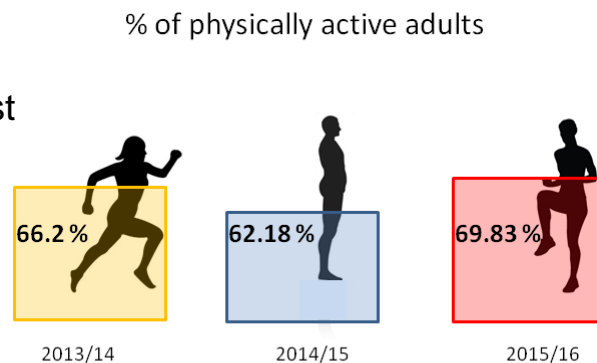
70 We are working jointly to improve opportunities for people who wish to work to have access to employment opportunities through commissioning



and Learning City Partnerships strategy and reviewing each client to maximise employment and accommodation opportunities. These indicators remain a focus of the monthly performance clinics.

**% 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 Public Health England released data for 2015 from the Active People Survey and this reports that York has the highest level of physical activity (and lowest level of inactivity) in England. Amongst a sample of 527 adults taking part in the survey, 69.8% reported doing more than the recommended 150 minutes of at least moderate intensity physical activity per week (highest in England) and 17.5% reported doing less than 30 minutes per week (lowest in England). The activities included in the definition are: sport and active recreation including cycling and walking, walking and cycling for active travel purposes, dance and gardening. The Council's "Just 30" initiative encourages York residents to do 'just 30' minutes of moderate exercise a day with the aim of achieving their 150 minutes of exercise per week and the "Eng-AGE" programme promotes sport and physical activity opportunities for people aged 50.



72 Residents, who responded to the Talkabout survey in December, were asked for one thing they could do to improve their health in the next year and the responses were very similar to the answers in June with exercise being mentioned most frequently. Responses also referred to action the council or health services should take instead of the resident, such as improving access to health related services and GP waiting times.

73 The York Health and Wellbeing Board, a strategic partnership which sets the vision and direction for health and wellbeing for the city, recently asked residents for their views on what they thought the health and wellbeing priorities for the city should be. The results of this engagement process were used to shape a new Joint Health and Wellbeing Strategy for the city. This sets out the priorities for the city's health and wellbeing over the next five years. The new strategy broadly follows a 'life course' approach with themes that include: starting and growing well; living and working well and ageing well; it also has a theme on mental health and wellbeing. Consultation on the strategy is open until 22nd January and the completed strategy will be launched at the March 2017 meeting of the Health and Wellbeing Board.

**% of pupils achieving 5+ A\*-Cs GCSE inc. English & Maths at Key Stage 4 - this measure gives an understanding of educational attainment levels within the city**

74 The performance tables for schools again confirm that York's young people are achieving very well and are making good progress. KS4 performance in York for the attainment measure of 5 A\*-C including English and Maths was well above national and regional averages in 2016 and pupils made above average progress.

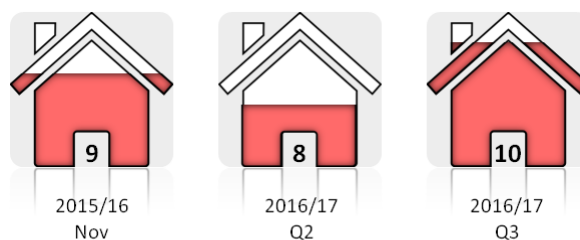
75 Progress 8 is a measure of the progress made by pupils from their Key Stage 2 test scores to grades in 8 subjects at GCSE (it can include 3 other high value qualifications). It is calculated for every pupil and progress in English in maths is double weighted. A positive score represents progress above the average for all pupils and a negative score progress below the average for all pupils – a difference of 0.1 is equivalent to one tenth of a grade. This city wide average of all York Year 11 pupils' Progress 8 scores represents progress slightly above the national average, but statistically in line with it. It places York just inside the top third of LAs nationally

**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**

76 At the end of Q3, the average number of days it took to process a new Housing Benefit claim or a change in circumstance of an existing claimant was 10 days, which is an increase from Q2 (8 days) and longer than at the end of Q3 in 2015/16 (8 days).

The online new claim form checklist, which prompts customers to supply proofs, is now operational and performance is now starting to come back on target. Regional performance is positive as we are still outperforming all authorities apart from East Riding. The work outstanding has also fallen to a record low at least as far back as our records started with just 670 items outstanding.

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



## A Council That Listens to Residents

Talkabout, our citizens' panel, is comprised of 750 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.

**% 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**

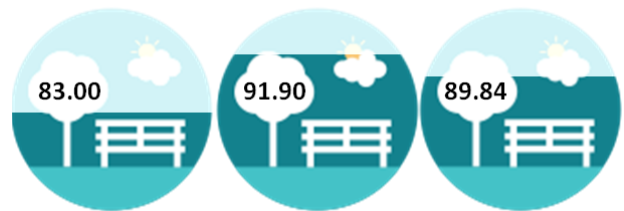
77 The latest national figure is 35% (Community Life Survey 2015/16) but in York, only 26% of respondents to the latest Talkabout survey agreed that they could influence decisions in their local area which is a decrease from 29% in June. In addition 40% disagreed that they could influence decisions in their local area.

78 A report providing an update on the Local Plan following public consultation was taken to Executive on 7<sup>th</sup> December. It was agreed that more detailed work was required to consider the additional issues arising out of the Consultation; to produce a report in response to the DCLG releasing updated National Household Projections figures in July 2016 and to report on the implications of the MoD announcing in November its intention to dispose of three of their sites in York by 2031. The Local Plan Working Group will receive reports in due course.

**% 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**

79 The latest national figure is 86% (Community Life Survey 2015/16) and in York, 92% of respondents to the latest Talkabout survey are satisfied with York as a place to live and 90% with their local area. This was a slight reduction from 92% in June.

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



80 89% of respondents to the latest Talkabout survey agreed that it is important to feel they belong to their local area but only 75% agreed that they did belong and 81% agree that York is a good place for children and young people to grow up and 70% agree that York is a place where people from different backgrounds get on well together.

81 The public WiFi network, provided by CityConnect public WiFi network, was extended in December and free public WiFi is now available to residents and visitors while they are in public space along Micklegate. This is a fully supported service which is free for users 24 hours a day, seven days a week.

**% 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**

82 66% of the respondents to the Talkabout survey in December, are satisfied with the way the Council runs things (the same as in June) which compares well with the LG Inform benchmark figure of 65% for 2015/16 however only 45% 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**

83 47% of the respondents to the Talkabout survey in December (up from 45% in June), think that the Council and partners are doing well at improving the quality of streets/public spaces. More panellists were positive about how well the council was doing at improving green spaces and helping to reduce household waste.

84 In November the council rolled out new digital processes for customer requests for service on street lighting and street cleansing.

85 In November the York Business Improvement District (BID) launched its enhanced street and pavement cleansing services to York City Centre. These services build on the ongoing baseline cleansing efforts provided by the Council and include routine deep cleaning such as heavy-duty pavement jet wash, gum, flyposting and graffiti removal and rapid response clean-up. This covers the streets included within the entire BID area, which are mainly located within and along the city walls.

**% 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**

86 Community groups across York have been invited to bid for a share of £30,000 to support community projects that make a real contribution to sustainable waste prevention, repairing and reusing, and recycling.

87 Before 23<sup>rd</sup> January residents and businesses have been encouraged to get more involved in planning on the next stage of Upper and Nether Poppleton Parish Councils neighbourhood plans. Neighbourhood planning provides a powerful set of tools for local people to ensure that they get the right types of development for their community where the ambition of the neighbourhood is aligned with the strategic needs and priorities of the wider local area.

88 The views of parents, carers, schools as well as governors, teachers and other interested parties were sought, in December, on new policies and the number of places available for the school year starting in September 2018. Included in the consultation was the fairness and accessibility of information available, application processes, planned admission numbers, admission policies and oversubscription criteria. Following consultation, each admissions authority will formally set its admission arrangements by 28 February 2017. These will be published on each admissions authority's websites by 15 March 2017.

**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)**

- 89 Overall, customer service satisfaction continues to be excellent. 92.01% of users said the service was either good or excellent during Q3 (78% rated the service as excellent). Over the next few months we will be developing surveys which will ask the resident to rate their customer satisfaction with the service area who delivered the service.

## **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**

- 90 There are many partners and factors that will contribute to addressing the gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19. At its heart, Local Area Teams will look to address inequality in outcomes by working with all partners and families across the city. A key change will be that services will operate within community from pregnancy through to adulthood. This continuity of knowledge and support will mean many of the factors that lead to outcome inequality from an early age will be addressed in a more coherent way alongside partners. In simple terms this means tackling emerging need at an early stage leading to improved outcomes.
- 91 In addition trained Learning and Work Advisers from the Local Area Teams will 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). The Learning and Work Advisers will provide information, advice and guidance through appointments, group work and workshops at arranged times to suit the needs of the young people and they will also have available appointments at locations across the city based upon identified need. These arrangements will work hand in hand with the careers guidance and support that is provided through schools and other education providers.
- 92 Additionally the LA has reiterated the FSM gap at both L2 and L3 at age 19 as a key priority in the annual 14-19 Local Area Statement of Need. All York state funded school sixth forms and York College now actively track their FSM cohort as a defined vulnerable group and seek to provide additional support where possible for these students. The latest published measures are for the Year 13 cohort leaving in summer 2014. York College, where student volumes are greatest, report improvements in attainment of their FSM cohort in academic years 14/15 and 15/16 which,



when validated, should lead to a closing of the gap in figures published in April 2017 and 2018. Career Ready and the Social Mobility Foundation have recently been signposted and will work with the L3 FSM cohort in York schools and York College. The issue will be raised again through the next meeting of the Post 16 Leads Group where good practice will be shared between partners.

**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**

93 In 2016 the median gross weekly earnings for residents of York were £509.60 which was an increase of 2.82% from £496.00 in 2015. The median earnings are higher than the Yorkshire & the Humber average of £498.30 but lower than the Great Britain average of £541.00. York is currently ranked 7/22 in the region (up from 8/22 in 2015) with Selby ranked the highest with the median gross weekly pay of £549.40 and Craven ranked the lowest with a gross weekly pay of £413.10. We are aware that York still fails to meet its full potential in terms of wage levels and part of the reason for this is the availability of space for high quality employments. The recently agreed economic strategy includes a number of areas to assist these issues; including developing York Central; delivering the local plan; and promoting university led growth.

Median earnings of residents  
Gross Weekly Pay (£)



94 Figures from the Office for National Statistics showed there were 530 JSA claimants in York in December which is a decrease of 30 from last month and a reduction of 80 from December 2015. The claimant count for York represents 0.4 per cent of the working population, which is lower than both the regional and national figures which stand at 1.5% and 1.2% respectively in December 2016. The recent figures also highlight a fall of 30 in the youth unemployment count since December 2015. The youth unemployment figure of 0.2% is lower than both the regional and national figures, which stand at 1.3% and 0.9% respectively.

95 Data released by the Department of Work and Pensions is published 6 months in arrears - the latest data relates to May 2016. The total number of working age Benefit Claimants continues to fall (a reduction of 120 to 8,990 from 9,110 in February 2016). This represents 6.5% of the working age population which is lower than the regional and national figures which are 13.1% and 11.5% respectively. The reduction is predominantly due to

a decrease in the number of Out of Work Benefit Claimants (an 8.7% reduction to 6,910 from 7,000 in February 2016).

- 96 As part of the adult learning programme to give residents the opportunity to learn a range of new skills and gain qualifications, the Learning 4 Everyone programme brochure was distributed throughout December to nearly 100,000 households. Included in the programme are over 300 courses including many new and expanded sections and numerous free taster sessions. These new courses are on offer alongside more established courses including creative craft courses and modern foreign languages.

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

- 97 The latest data (Q2 2016/17) shows that there were 629 additional homes provided up to the end of September which is a reduction from the 777 provided for the same period last year. Of these additional homes, 24% were for off campus privately managed student schemes and 34% were from sites benefitting from relaxed permitted development rights to allow conversion to residential use. Some 197 net housing consents were granted (33% for student and permitted rights development).

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

- 98 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 latest valuation was undertaken in 2010 with the next revaluation taking effect from 1st April 2017. The draft list (published on 29th September) shows a 4.8% percentage change increase in the rateable value for York with Yorkshire and the Humber decreasing by 0.3% but England increasing 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.

- 99 The collection rate for Business Rates at the end of Q3 was 83.30% compared with 82.99% in the corresponding period of 2015/16. The collection rate for Council Tax at the end of Q3 was 85.07% compared with 85.11% at the corresponding period of 2015/16.

- 100 In December, the Council signed the council tax arrears good practice protocol alongside Citizens Advice York which aims to ensure that York's council tax support scheme is efficient, effective, fair and transparent. This protocol outlines how the council and Citizens Advice York are committed to working in partnership to ensure good practice in respect of council tax support, collection and recovery.

**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**

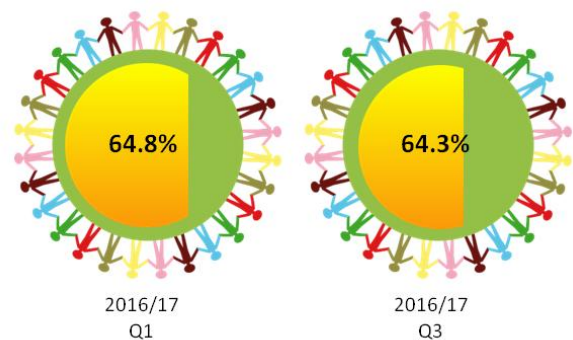
101 Work is continuing in developing the new One Planet Council (OPC) policy, action plan and Integrated Impact Assessment (IAA) tool. A new senior officer group is being set up to finalise the policy whilst phase 1 of the action plan has been completed and commenced delivery and CMT has mandated the use of the IAA tool. Supporting this OPC work, the council's carbon and resource smart management plan continues to be delivered and the 2015/16 energy, CO2, waste, transport and cost footprint is being collated.

102 In December, at the North of England Transport Awards, York's Park & Ride scheme received the Contribution to Sustainable Transport Award and First York was recognised for its wider commitment to providing greener travel for the region, with its fleet of electric vehicles, helping to reduce CO2 emissions in the city.

103 To make bus travel even more attractive and further boost bus passenger numbers, the 'York by bus' smartcard was launched in November which allows bus users to buy before they board from one of the city's new ticketing kiosks and travel on up to 50 bus routes.

**% 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**

104 64% of the respondents, who responded to the Talkabout survey (December 2016), give unpaid help to a group, club or organisation which still compares favourably with the government's Community Life Survey 2015/16 (published in July 2016) this found that 47% of respondents reported any volunteering at least once a month and that 70% reported any volunteering in the past 12 months.



105 Volunteers from Edible York, the council and the University of York, helped create a mini orchard on an unused plot of land at Alex Lyon House (a City of York Council sheltered housing site).

## Performance

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



- 106 There are currently 11 major projects in progress at the moment (9 in Q2). Each project is given a status to give an overview of any significant risks and provide assurance as to how individual projects are being managed. 6 are rated Amber (5 in Q2) and there is 1 red rated project (the roundabout improvements on the York Outer Ring Road (A1237)). The York Outer Ring Road (A1237) project and the York Central Access project are the 2, recently added projects.
- 107 The red status of the Outer Ring Road Project was principally due to the uncertainty over the funding route. The Council agreed to join the West Yorkshire Plus Transport Fund at its meeting in December which provides mitigation for the funding risk. There are a number of other risks to be addressed such as land acquisition and planning consent but it is currently considered that there is sufficient time and funds available within the project to deal with these issues.

### **Performance – Other**

- 108 “Aspire to More” was a creative project delivered by Inspired Youth following a successful partnership funding bid from Joseph Rowntree Foundation and CYC’s Children in Care Council (Show Me That I Matter). The project was supported by Speak Up, CYC’s Children’s Rights and Advocacy Service. The project introduced young people in care to inspirational care leavers whom they interviewed about their life journeys and achievements, and how they overcame obstacles faced by care leavers. The details of these interviews are on the website [www.aspiretomore.wordpress.com](http://www.aspiretomore.wordpress.com). Since February 2016, the website has had over 21,000 views from 10,000 unique visitors. The project has received national recognition from organisations and the press. In October 2016, young people from the project were invited to speak at the National Prince’s Trust Care Leavers Conference. The project won two awards in four weeks during October and November 2016. The first was from National Care Leavers Benchmarking Forum for best pitch and poster series. The second was Most Inspirational Youth Campaign from the charity Kids Court.

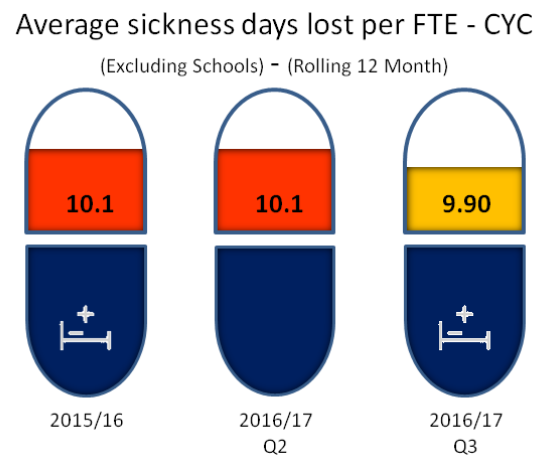
### **Performance – Employees**

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

- 109 The number of people employed by the Council (excluding schools) has decreased to 2,650 (2,107 FTEs) at the end of December, from 2,651 (2,109 FTEs) in September.

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

110 The 12 month rolling average of sickness days per FTE (excluding schools) has decreased slightly to 9.9 days (from 10.3 in Q2) but still remains higher than the CIPD Public Sector average of 8.7 days. Stress related absence averaged 1.4 days per FTE between April and December, down slightly from 1.8 days during the same period last year.



The Council has committed to the Public Health England Workplace Wellbeing Charter, this is a statement of intent showing the council's commitment to improving the health and wellbeing of the people who work for us. Our accreditation assessment will take place in March.

In February we are making changes to sickness absence reporting and making better use of iTrent so that managers report absence directly into this system. This is a more efficient process for managers but also allows us to produce them with email alerts about their staff who meet an absence trigger points along with web-links to information and guidance which will help them to manage the absence.

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

111 The percent of employees voluntarily leaving the organisation over the past 12 months has fallen to 6.9% (7.1% in Q2) but remains higher than levels seen during the same period last year (6.3%).

**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**

112 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. At the end of Q3 85% of PDRs have been completed and recorded against electronic employee records which are an improvement from last year's Q3 figure of 51%.

**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**

113 This measure will be developed in conjunction with the organisation's People Plan.

## Performance – Customers

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

114 York Customer Centre is the main point of contact for resident enquiries and in total 53,711 calls were received during Q3 with 97% answered (51,902), 80.2% in less than 20 seconds. This reflects the continuing improvement in the Customer Centres performance as this is the first time that the SSAC Industry Standard of (80%) has been achieved. During peak periods customers may experience increased waiting times and, although calls are typically not held in a queue for more than 42 seconds, customers can make use of the call back facility, although some choose to abandon the call. This impacts overall performance and satisfaction and call data is monitored on a daily basis to ensure a positive customer experience is maintained.

115 In Q3 the number of residents visiting the Customer Centre fell to 14,772 (17,365 in Q2) but the average wait time also decreased to 7.3 minutes (8 minutes in Q2), with 76% of customers served within the waiting time target of 10 minutes (73% in Q2).

**% of complaints responded to within 10 days**

116 In Q3 of 2016/17 the council received 236 stage 1 complaints and of these 21% were not responded to within the 5 day timescale due to either the complexity of the individual complaints or the volume of complaints some services areas received. Departments are working with the complaints and feedback team to look at ways of improving their response times.

117 There have been 22 (24%) less complaints or enquiries received by Local Government Ombudsman (LGO) about City Of York Council which is the reverse of the national picture in the most recent annual review period for year ending 31 March 2016. The current corporate customer complaint and feedback policy and procedure is under review and being updated in line with the Local Government Ombudsman's guidance on effective complaint handling and from best practice from high performing councils in dealing with complaints and previous feedback

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

118 In-time compliance has been achieved for FOIs (Freedom of Information requests) and EIRs (Environmental Information Regulations requests) and there has been significant performance improvement for in-time compliance with Data Protection Act Subject Access to Records requests (SARs), an area where the Information Commissioner's Office (ICO) auditors have recommended we improve our performance and monitoring of responding to SAR requests within the legal timescale of 40 calendar

days, and then furthermore using that intelligence to improve future performance and procedures

## **Annexes**

119 All performance data (and approximately 850 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 & Options**

120 This report is for information so no options are presented.

## **Corporate Priorities**

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

## **Implications**

122 The implications are:

- Financial - the financial implications are dealt with in the body of the report.
- Human Resources – there are no human resource implications to this report.
- Equalities - there are no specific equality implications to this report, however equalities issues are accounted for at all stages of the financial planning and reporting process.
- Legal - there are no legal implications to this report.
- Crime and Disorder - there are no specific crime and disorder implications to this report.
- Information Technology - there are no information technology implications to this report.
- Property - there are no property implications to this report.
- Other - there are no other implications to this report.

## **Risk Management**

123 The risk management processes embedded across the Council continue to contribute to managing the risk issues associated with major projects and key areas of service delivery.

|   |  |   |                      |
|---|--|---|----------------------|
| <b>Authors:</b>   | <b>Chief Officer<br/>Responsible for the report:</b> |   |                      |
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| Ian Cunningham<br>Group Manager – Shared<br>Intelligence Bureau<br>Ext 5749             | <b>Report<br/>Approved</b>                           | ✓ | <b>Date</b> 01/02/17 |
| <b>Wards Affected:</b> All  |  |   |                      |
| For further information please contact the authors of the report                        |  |   |                      |

### 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 |
| AVANTE | Alcohol, Violence & Night Time Economy           | HRA  | Housing Revenue Account                    |
| BHF    | British Heart Foundation                         | IAA  | Integrated Impact Assessment               |
| BID    | Business Improvement District                    | ICO  | Information Commissioner's Office          |
| BYS    | Big York Survey                                  | JSA  | Jobseeker's Allowance                      |
| CHC    | Continuing Health Care                           | LGO  | Local Government Ombudsman                 |
| CIPD   | Chartered Institute of Personnel and Development | NYP  | North Yorkshire Police                     |
| CMT    | Corporate Management Team                        | OPC  | One Planet Council                         |
| CSR    | Comprehensive Spending Review                    | OPH  | Older Peoples Homes                        |
| CYC    | City of York Council                             | PDR  | Performance and Development Review         |
| DCLG   | Department for Communities and Local Government  | PHE  | Public Health England                      |
| DMT    | Directorate Management Team                      | SSAC | Social Security Advisory Committee         |
| DWP    | Department for Work and Pensions                 | VOA  | Valuation Office Agency                    |
| EIR    | Environmental Information Regulations            | YTD  | Year To Date                               |