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**Customer & Corporate Services Scrutiny  
Management Committee**

8 July 2019

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

**Finance and Performance Outturn 2018/19**

**Summary**

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

**Recommendations**

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

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

**Background and analysis**

## Financial Outturn

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

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

Table 1: Finance overview

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

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

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

### **Customer & Corporate Services**

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

### **Corporate Budgets**

10. These budgets include treasury management and other corporately held funds. Significant slippage in the capital programme has been reported in the Capital Outturn report also on this agenda with some £30m that was expected to be spent during the year now proposed to be spent in 2019/20 and 2020/21. This delay in spending has an impact on the treasury budgets through lower interest payments/debt repayment, resulting in an underspend of £574k.
11. The corporate redundancy and pension strain budget has underspent by £555k due to there being fewer redundancies that have resulted in additional pension strain costs, and an overall reduction in the costs of the pension strain. Pension strain costs are charged over a 5 year period, and as previous costs have dropped out the newer costs have been lower than forecast. These costs are difficult to forecast as they depend on the circumstances of the individual employee made

redundant. These budgets also cover pension strain costs for teachers.

12. A number of other minor variations make up the overall outturn position.

### **Reserves and Contingency**

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

### **Loans**

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

## **Performance – Service Delivery**

17. This report is based upon the Performance Framework for the Council Plan (2015-19) which was launched in July 2016 and built around the three priorities that put residents and businesses at the heart of all Council services. For 2019/20 Q1 report there will be a new Performance Framework based on the new Council Plan (2019-2023) approved by Executive.

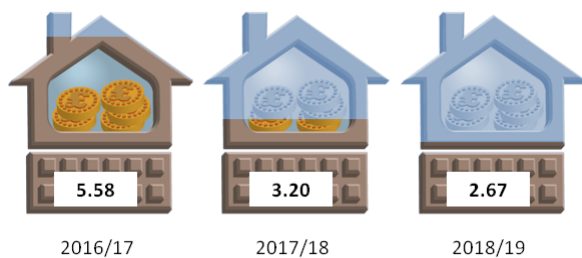
Performance – Overview		2015/16	2016/17	2017/18	2018/19	DoT	Frequency	Benchmarks	
Service Delivery	A Focus on Frontline Services	Number of days taken to process Housing Benefit new claims and change events (DWP measure)	5.87	5.58	3.2	2.67	➡	Quarterly	National 18/19 Q3: 9.37 days
	A Council That Listens to Residents	% of panel who agree that they can influence decisions in their local area	NC	25.65%	26.87%	28.95%	➡	Quarterly	National Community Life Survey 17/18: 26%
		% of panel satisfied with their local area as a place to live	NC	89.84%	89.94%	88.61%	➡	Quarterly	National Community Life Survey 17/18: 77%
		% of panel satisfied with the way the Council runs things	NC	65.54%	62.13%	57.33%	⬇️ Bad	Quarterly	National LG Inform 18/19: 60%
		Overall Customer Centre Satisfaction (%) - CYC	91.54%	92.48%	93.13%	94.15%	➡	Quarterly	Not Available
	A Prosperous City for All	Median earnings of residents – Gross Weekly Pay (£)	£496	£508.1	£519.3	£512.6	➡	Annual	National 18/19: £571.1 Regional 18/19: £520.9
		Business Rates - Rateable Value	NC	£247,348,791	£254,662,152	£255,782,931	➡	Quarterly	NC
% of panel who give unpaid help to any group, club or organisation		NC	64.30%	66.22%	64.72%	➡	Quarterly	National Community Life Survey 17/18: 64%	
Organisational Health Check	Performance	Red rated Major Projects - CYC	0	1	1	0	➡	Quarterly	NC
		Amber rated Major Projects - CYC	5	5	6	8	➡	Quarterly	NC
		Overall Council Forecast Budget Outturn (£000's Overspent / - Underspent)	-876	-£542 (excluding contingency)	-£620 (excluding contingency)	-£153 (excluding contingency)	➡	Quarterly	NC
	Employees	PDR Completion (%) - CYC - (YTD)	59.00%	75.90%	90.40%	86.34%	➡	Quarterly	NC
		Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	2,104	2,071.6	1,972.2	2,107.9	➡	Quarterly	NC
		Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	10.1	10.2	11.5	11.3	➡	Quarterly	CIPD (Public Sector) 16/17: 8.5 days
		Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.00%	7.60%	7.55%	7.82%	➡	Quarterly	NC
		% of staff who would recommend the council as a good place to work	NC	NC	NC	72.00%	➡	Quarterly	NC
		% of staff who believe action will be taken following this survey	NC	NC	NC	32.00%	➡	Quarterly	NC
		Customers	% of external calls answered within 20 seconds - CYC	88.15%	89.01%	89.75%	87.70% (2018-19 Q1)	➡	Quarterly
	% of complaints responded to within 5 days		NC	75.40%	58.76%	56.90% (2018-19 Q4)	➡	Quarterly	NC
	FOI & EIR - % In time - (YTD)		95.60%	93.14%	89.20%	90.86%	➡	Quarterly	NC
	Digital Services Transactions / Channel Shift		Narrative Measure				➡	Quarterly	NC
	The DoT (Direction of Travel) is calculated on the last three data points whether they are annual or quarterly.								

## A Focus on Frontline Services

### 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

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

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



## A Council That Listens to Residents

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

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

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

## Armed Forces Covenant Community Survey

21. The Armed Forces Community Survey ran from 11 February to 1 April 2019. The survey aimed to capture something of the size and characteristics of the Armed Forces Community who live among the wider York community in order to better commission and target local services. It takes place as part of a larger data research project commissioned by City of York Council to assess the needs of the Armed Forces community in North Yorkshire.
22. 241 members of the Armed Forces community participated which included current and ex-service members or relatives of.
23. Key results included:
  - 65% of respondents had heard of the Armed Forces Covenant.
  - 49% of respondents said they had been treated differently due to a connection to the armed forces. 71% of comments related to negative experiences and employment and public perception appeared frequently however the 29% of positive comments also frequently mentioned these two areas.
  - 86% of respondents were satisfied with their local area as a place to live and 65% felt part of their local community (80% of Talkabout panellists feel they belong to their local area). When asked what the barriers were the most frequent answers were public perception or understanding, lack of events, work commitments or lack of support to get involved.
  - 8% respondents had experienced homelessness.
  - 20% of the respondents live in council properties.
24. Examples of other major consultations active during Q4 2018-19 include;
  - **York Business Accommodation Survey** - A consultation seeking York businesses' views on their premises to support the development of the city's long-term economic strategy.
  - **York Outer Ring Road** - We asked for feedback on proposed improvements to the York Outer Ring Road roundabouts at Clifton Moor and Wigginton Road.
  - **Minster Precinct Neighbourhood Plan** - We asked for comments on the Minster Precinct Neighbourhood Plan consultation
  - **Bishopthorpe Road Parking** - We asked for feedback on four options to improve visibility for pedestrians.



## Castle Gateway

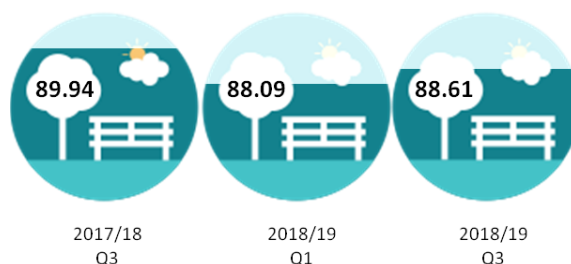
25. The first planning applications relating to the Castle Gateway Masterplan are due to be submitted in early summer 2019; we asked for opinions to shape the initial 'work package', which includes a multi-storey car park at St George's Field and a residential development in the Castle Mills area. Residents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

### **% of residents 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**

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

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

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



28. Where residents indicated that they were dissatisfied **with York** as a place to live, the most common reasons were crime and anti-social behaviour (mainly city centre drinking), economy and transport (largely traffic issues), value for money and residents not being at the heart of decision making. Where residents were dissatisfied **with their local area** as a place to live, the most common reasons were crime and anti-social behaviour, public realm and highways. Specifically these concerns were about: intimidating and noisy groups of hen and stag parties; the lack of a police presence; the standards of street cleansing (including littering levels) and the poor quality of road surfacing.
29. 78% of respondents thought that their local area was a good place for children and young people to grow up. Where residents disagreed that their local area was a good place for children to grow up, the

main reasons were safety, available activities or services and available green spaces.

30. 92% of respondents agreed that it was important to feel part of their local area with 80% agreeing that they did belong. These results have both increased from the previous survey and the latter is higher than the National benchmark scores of 62% in the Community Life Survey 2017/18 and 78% from LG Inform.
31. When asked if they agree their local area is a place where people from different backgrounds get on well together a decrease can be seen from 75% in Q1 to 68% in Q3. This is below the national figure of 82% from the Community Life Survey 2017/18.

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

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

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

34. In the latest (Q3 18/19) Talkabout survey, panellists responded positively to one area indicating they believe the council are doing well in conserving York's heritage. Responses continued to reflect that panellists thought the council and partners could do more to reduce air pollution, improve the quality of streets/public spaces and encourage the use of low emission vehicles. The Low Emission Strategy (LES), introduced in 2012, has proved particularly effective

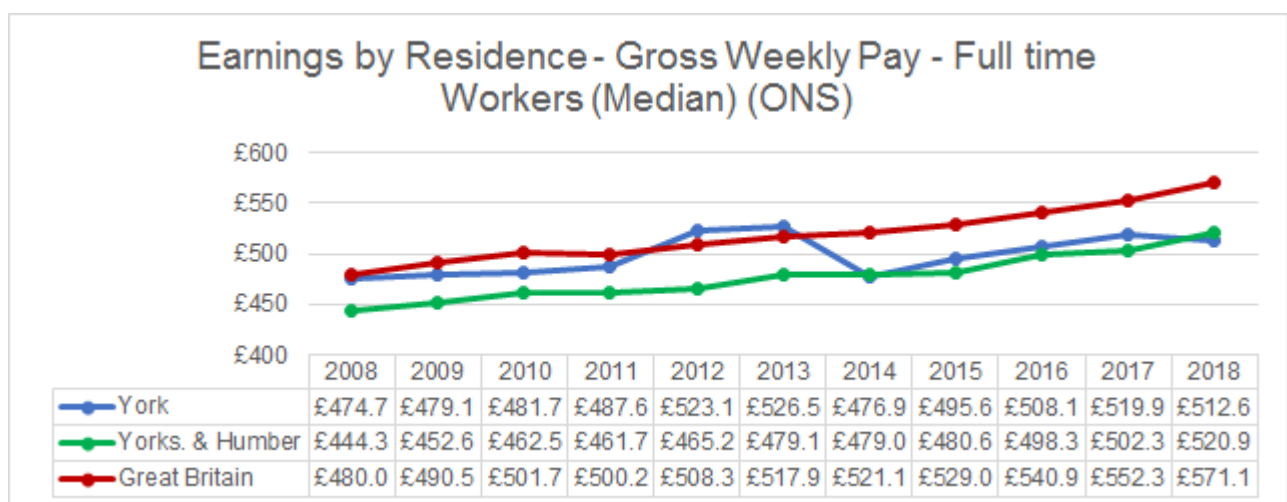
at tackling emissions from service vehicles such as buses, taxis and Heavy Goods Vehicles which contribute to poor air quality in York. Work to improve the air quality includes the introduction of more electric Park & Ride buses, the continued roll-out of the new taxi licensing policy that specifies minimum emission standards for new or replacement taxis and the delivery of the Strategic Electric Vehicle fast charge network in the city.

**Overall Customer Centre Satisfaction (%) - CYC - 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)**

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

### A Prosperous City for All

**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**



- 36. In April 2018, the median gross weekly earnings for full-time resident employees in York were £512.60, a decrease of 1.4% (excluding

inflation) from £519.30 in 2017. Since the economic downturn of 2008 to 2009, growth (excluding inflation), has been fairly steady, averaging approximately 1.1% per year up to 2017. Nationally the increase was 1.5% and regionally, 1.3% over the same period.

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

### **City Centre Jobs**

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

### **Job Seekers Allowance (JSA) Claimants**

39. The JSA figures should be viewed in the context of the number of people receiving Universal Credit in York increasing from 4,889 in February 2019 to 5,005 (provisional) in March 2019 (of which 2,014 were not in employment). Figures from the Office for National Statistics showed that;
  - There were 180 JSA claimants in York in March 2019 which is a decrease from 185 in February 2019 and a decrease from 285 in March 2018.
  - The claimant count for York represents 0.1% of the working population, which is lower than both the regional and national figures of 0.8% and 0.6% respectively in March 2019.

- Recent figures also highlight a fall of 10 in the youth unemployment count since March 2018. The youth unemployment figure is lower than both the regional and national figures of 0.6% and 0.3% respectively.

## **Department of Work and Pensions**

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

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

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

## **Council Tax Collection**

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

**% 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**

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

**Other Performance**

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

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

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

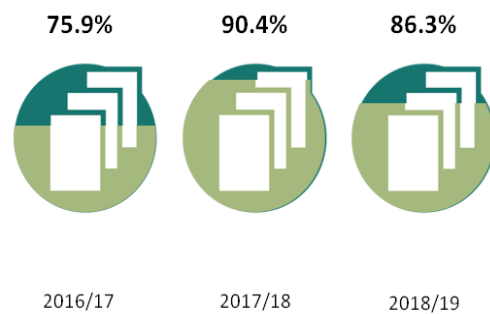
45. Each project is given a status to give an overview of significant risks and provide assurance as to how individual projects are being managed. 8 projects are rated "Amber" and 12 are rated "Green". The Guildhall project is now rated as 'Green' as the tender process has been completed and a successful contractor has been selected.

**Performance – Employees**

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

46. City of York Council is committed to developing confident, capable people working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance and development Review (PDR) appraisal. The annual PDR process starts in May and, by the end of March 2019, 86.3% of PDRs had been undertaken, a decrease from 90.4% at the same point in the previous year.

PDR Completion (%) – CYC - Snapshot



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

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

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

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

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

49. At the end of March 2019 the rolling 12 month sickness days per FTE figure has decreased to 11.3 days (from 11.7 at the end of Q3).

Proposals for tackling absence were agreed to Executive in Autumn 2018 on the future use of a dedicated external team to focus on attendance and work with managers and employees on a timely return to work. Work to procure this service is underway.

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

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

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

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

**Performance – Customers**

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

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

**Customer Centre**

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

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



54. In 2018/19 Q4 the council received 348 stage 1 corporate complaints and responded to 56.9% of them within the 5 day timescale. This is a significant improvement from Q1 where 39.6% of complaints were answered within the 5 day timescale. Where timescales were not met, this was due to resource pressures in some service areas.
55. Additional resources have been provided to deal with and monitor complaints with work ongoing to;
  - Ensure that complaints performance is monitored. Managers now have access to a dashboard of live reports relating to real time complaints and customer performance information;
  - Refresh the corporate complaints policy and procedures along with the complaints IT system.

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

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

**Digital Services Transactions/Channel Shift**

57. The number of residents who came to West Offices during Q4 increased to 10,716 (10,656 in Q3). The average wait time was 5 minutes and 84% of residents were seen within the target wait time of 10 minutes. 13,345 business visitors came to West Offices during Q4 (12,557 in Q3). In addition to speaking with customers over the phone and face to face, the customer service team also responded to 9,882 emails.
58. Customers are also opting to access services using alternative ways;
  - 1,879 made payments using the auto payments facility,
  - 21,428 people used the auto operator (transfers to individuals and teams without speaking with a customer service team member),
  - 68% of street lighting and street cleansing issues were reported by customers on-line

- 305 customers used the self serve option in the customer centre to access services
- Circa 7,500,000 pages of our website were reviewed (If a visitor visits a page more than once during the same session or in the relevant period, it is re-counted).

## Procurement

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

## Annexes

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

## Consultation

61. Not applicable.

## Options

62. Not applicable.

## Council Plan

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

## Implications

64. 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

65. 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 Head of Business Intelligence (01904) 555749	<b>Report Approved</b>	✓	<b>Date</b>	12/6/19
<b>Wards Affected:</b> All			✓	
For further information please contact the authors of the report				

## Background Papers:

None

## Glossary of Abbreviations used in the report:

CYC	City of York Council
EIR	Environmental Information Regulations
FOI	Freedom of Information
FTE	Full Time Equivalent
ICT	Information and Communications Technology
JSA	Jobseeker's Allowance
LES	Low Emission Strategy
NYCC	North Yorkshire County Council
PDR	Performance and Development Review
STEP	Smart Travel Evolution Programme