

**Corporate and Scrutiny Management Policy &  
Scrutiny Committee**

**13 February 2017**

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

**2016/17 Finance and Performance Monitor 2 and 3**

**Purpose of the Report**

1. This report provides a high level analysis for the services falling under the responsibility of the Corporate & Scrutiny Management Policy & Scrutiny Committee, which include all corporate, strategic and business services.

**Financial Analysis**

2. The council's net General Fund budget for 2016/17 is £117.9m and the net budget for the areas covered by this report is £19.8m. Following on from previous years, the challenge of delivering savings continues with £6m to be achieved in order to reach a balanced budget. £2.1m of these savings fall within the services covered by this report.
3. All budgets are reviewed on a quarterly basis and some are monitored monthly. Those that are monitored monthly are high value or high risk areas. The latest review has identified one variation that requires action or mitigation. The delay in implementing the new Customer Relationship Management system continues to delay achievement of the associated saving. Some mitigating action has already been taken, and the remaining £150k will be achieved through vacancy management and other efficiencies. The pressure is being offset by savings achieved from vacant posts in a range of areas including Shared Intelligence (£98k) and Democratic Services (£49k). In addition, 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. The net result is a net underspend of £100k. All other savings proposals are progressing as forecast and work will continue to try and identify additional savings to help the overall Council position.

## Performance Framework

4. Agreement was made at Executive of a core strategic set of indicators to help monitor the council priorities and this will provide structure for future reporting. 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. Indicators within the core strategic set for the services falling under the responsibility of the committee are reported in the table below.

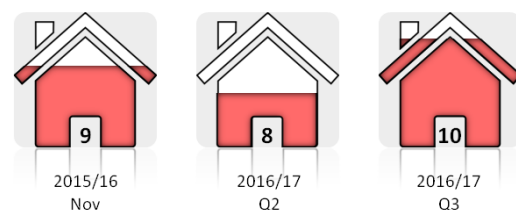
Performance – Overview			2015/16	Q1	Q2	Q3	Benchmark	DoT
A Focus on Frontline Services	Number of days taken to process Housing Benefit new claims and change events (DWP measure)		6	6	8	10	Above National Average	➔
A Council That Listens to Residents	Overall Customer Centre Satisfaction (%) - CYC		91.54%	92.26%	93.11%	92.01%	NC	➔
A Prosperous City for All	Business Rates - Rateable Value		NC	£246,114,424	£245,768,369	£246,410,839	NC	➔
Performance	Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent)		-876	1,197	480	-155	NC	➔
	PDR Completion (%) - CYC - (YTD)		59%	8.00%	46.00%	85%	NC	➔
Employees	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	➔
Customers	% of external calls answered within 20 seconds - CYC		88.15%	88.95%	87.15%	N/C	Above National Average	➔
	% of complaints responded to within 5 days		Measure under development			79.00%	NC	➔
	FOI & EIR - % In time - (YTD)		88.10%	93.70%	93% (Estimate)	(Available Jul-17)	NC	➔
	Digital Services Transactions / Channel Shift		Measure under development				NC	➔

NC = Not due to be collected during that period.

## Performance Service Delivery

5. 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).

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



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.

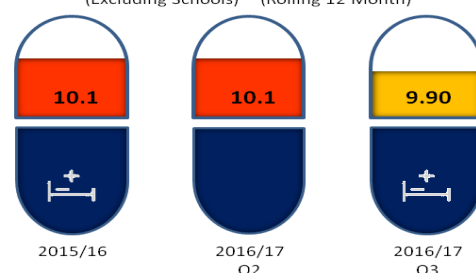
6. Overall, customer service satisfaction continues to be excellent. 92.01% of users said the service was either good or excellent during Q3 (78% rated the service as excellent). Over the next few months we will be developing surveys which will ask the resident to rate their customer satisfaction with the service area who delivered the service.
7. 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.
8. 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.
9. 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.

## Performance – Employees

10. 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.

11. 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

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



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.

12. 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%).
13. 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, or underway, and recorded against electronic employee records which are an improvement from last year's Q3 figure of 51%.

### **Performance – Customers**

14. 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.
15. 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).

16. 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.
17. 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
18. The level of In-time compliance (responses made within 28 days) for FOIs (Freedom of Information requests) and EIRs (Environmental Information Regulations requests) has been achieved in accordance with Information Commissioner Office required levels, with 88% of cases dealt with "in-time" in 2015-16. Available data suggests this improving pattern continues in 2016-17.
19. 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.

### **Performance – Other**

20. Work continues towards meeting outcomes from the Peer Review (2016) with; reviews of our Engagement Strategy and Media Protocol under way; the continued embedding and implementation of the new Performance Management Framework; and internal work undertaken on service plans and council values.

### **Performance – Procurement**

21. Following the procurement update provided to this Committee in July 2016, Members agreed that the performance information would in future be included in this report. The tables below summarises the

quarter 2 and quarter 3 position.

### Quarter 2

Size of business	2016/17 Q2 spend	2016/17 Q2	Of which in Yorkshire & Humber	Of which in a YO postcode
	£'000	% of total	£'000	£'000
Micro (less than 10 employees)	2,362	6	1,752	1,372
Small (11 to 49 employees)	10,874	30	8,743	6,013
Medium (50 to 249 employees)	6,755	19	3,985	1,968
<b>Sub total SME's</b>	<b>19,991</b>	<b>55</b>	<b>14,480</b>	<b>9,353</b>
Large (250 or more employees)	16,217	45	7,055	3,797
Supplier size not known	6	0	4	4
<b>Grand Total</b>	<b>36,214</b>	<b>100</b>	<b>21,539</b>	<b>13,154</b>

### Quarter 3

Size of business	2016/17 Q3 spend	2016/17 Q3	Of which in Yorkshire & Humber	Of which in a YO postcode
	£'000	% of total	£'000	£'000
Micro (less than 10 employees)	2,650	10	2,047	1,615
Small (11 to 49 employees)	11,185	42	8,957	6,112
Medium (50 to 249 employees)	6,849	16	3,414	2,176
<b>Sub total SME's</b>	<b>20,684</b>	<b>68</b>	<b>14,418</b>	<b>9,903</b>
Large (250 or more employees)	14,124	32	7,087	3,825
Supplier size not known	6	0	6	6
<b>Grand Total</b>	<b>34,815</b>	<b>100</b>	<b>21,512</b>	<b>13,735</b>

22. Spend to the end of December shows 68% of the total spend was with SME's, compared to 56% in a full year for 2015/16, 62% for Q1 and 55% for Q2. Local spend has remained broadly the same at 62% of the total (60% in 2015/16 and in Q1, 59% in Q2).

### Annexes

23. All performance data 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

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

### Corporate Priorities

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

### Implications

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

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

### Recommendations

28. As this report is for information only there are no specific recommendations.

Reason: To update the Committee on the forecast position for 2016/17.

<b>Authors:</b>	<b>Chief Officer Responsible for the report:</b>			
Debbie Mitchell Corporate Finance & Commercial Procurement Manager Tel: (01904) 554161	Ian Floyd Deputy Chief Executive / Director of Customer & Corporate Services			
Ian Cunningham Group Manager – Shared Intelligence Bureau Tel: (01904) 555749	<b>Report Approved</b>	✓	<b>Date</b>	03/02/17
<b>Wards Affected:</b> All				
For further information please contact the authors of the report				

## **Abbreviations**

CIPD – Chartered Institute of Personnel and Development

CYC – City of York Council

DWP – Department for Work and Pensions

EIR– Environmental Information Regulations

FOI – Freedom of Information

FTE – Full Time Equivalent

ICO – Information Commissioner’s Office

LGO – Local Government Ombudsman

PDR – Performance and Development Review

SAR – Subject Access to Records

SME – Small and Medium-sized Enterprises

SSAC – Social Security Advisory Committee

VOA – Valuation Office Agency

YTD – Year to Date