

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

**2017/18 Finance and Performance Monitor 2**

**Purpose of the Report**

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

**Financial Analysis**

- 2 The Council's net budget is £119.6m. Following on from previous years, the challenge of delivering savings continues with £6m to be achieved in order to reach a balanced budget. The latest forecasts indicate the Council is facing financial pressures of £446k and an overview of this forecast, on a directorate by directorate basis, is outlined in Table 1 below. The position will continue to be monitored carefully to ensure that overall expenditure will be contained within the approved budget. The following sections provide more details of the main variations and any mitigating actions that are proposed.

**Customer & Corporate Services**

- 3 A net underspend of £200k is forecast and this is predominately due to additional income within bereavement services of £115k and staffing vacancies across a range of services including finance and democratic services. Agreed budget savings are being delivered in line with the original plans across a number of areas, including those within customer services. A range of other minor variations make up the directorate position. Work will continue to try and identify additional savings to help the overall position.

**Corporate Budgets**

- 4 These budgets include Treasury Management and other corporately held funds. It is anticipated that a £350k underspend will be achieved,

predominantly as a result of reviewing some assumptions on the cash flow position following a review of the profile of planned capital expenditure which will mean less interest being paid than previously anticipated.

## Performance Framework

- 5 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.

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Performance – Overview			2015/16	2016/17	2017/18 Q1	2017/18 Q2	Benchmark	DoT
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	4	3.82	Above National Average	↓ Good
	A Council That Listens to Residents	% of panel who agree that they can influence decisions in their local area	NC	25.65%	28.41%	NC	Above National Average	↑ Good
		% of panel satisfied with their local area as a place to live	NC	89.84%	91.23%	NC	Above National Average	↑ Good
		% of panel satisfied with the way the Council runs things	NC	65.54%	64.76%	NC	Above National Average	→
		Overall Customer Centre Satisfaction (%) - CYC	91.54%	92.48%	93.23%	92.51%	NC	→
	A Prosperous City for All	Median earnings of residents – Gross Weekly Pay (£)	496	509.6	NC	NC	Below National Average	↑ Good
		Business Rates - Rateable Value	NC	£247,348,791	£255,784,571	£253,966,276	NC	→
% of panel who give unpaid help to any group, club or organisation		NC	64.30%	66.44%	NC	Above National Average	↑ Good	
Organisational Health Check	Performance	Red rated Major Projects - CYC	0	1	1	1	NC	→
		Amber rated Major Projects - CYC	5	5	6	6	NC	→
		Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent)	£-876	£-542	£636	£446	NC	↓ Good
	Employees	PDR Completion (%) - CYC - (YTD)	59.00%	75.90%	40.90%	58.20%	NC	→
		Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	2,104	2,071.6	2,043.2	2,036.8	NC	→
		Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	10.1	10.2	10.2	10.4	Above National Average	→
		Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.00%	7.60%	8.30%	7.30%	NC	→
	Customers	% of external calls answered within 20 seconds - CYC	88.15%	89.01%	87.57%	-	Above National Average	→
		% of complaints responded to within 5 days	NC	75.40%	73.20%	60.97%	NC	↓ Bad
		FOI & EIR - % In time - (YTD)	95.60%	93.14%	92.50%	91.64%	NC	→
Digital Services Transactions / Channel Shift		Narrative Measure - see paragraph 135				NC	→	

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

## Performance Analysis

**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**

- 7 Performance in this area continues to be the best it has ever been in York with an average number of days taken to process a new Housing Benefit claim or a change in circumstance of 3.8 days at the end of Q2 2017/18, which is a reduction from 4 days at the end of Q1.

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



**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)**

- 8 Customer Satisfaction remains high in Q2 with 93% of people rating the service as either good or very good.

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

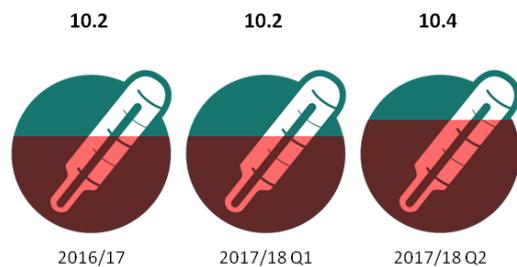
- 9 The rateable value is the legal term for the notional annual rental value of a rateable property, assessed by the valuation officers of the VOA (Valuation Office Agency). The revaluation from 1st April 2017 resulted in a 4.14% percentage change increase in the rateable value for York with Yorkshire, whilst England increased by 9.1%. Currently English authorities keep hold of 50% of locally-collected business rates with the other half going into a central government pool and redistributed back to the local authorities according to need.
- 10 The collection rate for Council Tax at the end of Q2 was 56.07% compared with 56.81% in the corresponding period in 2016/17. The collection rate for Business Rates at the end of Q1 was 57.90% compared with 57.98% in the corresponding period of 2016/17.

## Performance – Employees

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

- 11 The 12 month rolling average of sickness days per FTE (excluding schools) has increased slightly from 10.2 days at the end of June, to 10.4 days at the end of September. This also remains higher than the CIPD Public Sector average of 8.7 days. The 12 month rolling average for Stress related absence was 2.5 days per FTE at the end of Q1 but this has increased slightly in September to 2.8 days. The organisation is continuing to manage and monitor sickness absence by ensuring that the impacts and costs are understood and discussed throughout the Council's management structure.

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



- 12 A report presented to the Customer and Corporate Services Scrutiny Management Committee in September provided information on the work being undertaken to address the management of sickness absence in the council and to brief Members on the current and planned work being undertaken with respect to attendance management and employee wellbeing.
- 13 Significant progress has been made against the priorities contained within the Council's People Plan in its first year, including:
- The build of an iTrent absence module
  - Gathering data for the Wellbeing Charter accreditation and to inform and support the creation of a wellbeing strategy for the Council
  - To complement existing services, the council has launched a Workplace Wellness scheme to replace the Employee Assistance Programme.
  - A review of arrangements for the support provided to staff experiencing organisational change.
- 14 The priority for the second year of the plan is a focus on attendance management ensuring that the wellbeing priority is addressed.

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

- 15 The number of people employed by the Council (excluding schools) has decreased slightly to 2,556 (2,036 FTEs) at the end of September, from 2,558 (2,043 FTEs) at the end of June. This decrease is expected in line with the council's changing service delivery models.

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

- 16 The percentage of employees voluntarily leaving the organisation over the past rolling 12 months has decreased from 8.3% in March to 7.3% in September. This level of staffing turnover is expected and in line with the council's changing service delivery models.

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

- 17 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.

- 18 The completion rate so far in this year's performance review cycle is 58.2%. This is significantly higher than at the end of Q2 in previous years, and with the majority of remaining PDR's either already started or awaiting approval, final year-end levels are also on track to show positive improvements.

PDR Completion (%) – CYC - Snapshot



**Performance – Customers**

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

- 19 The council's Customer Centre is the main point of contact for residents and business visitors. During Q2 2017/18, the number of calls received reduced slightly to 58,099 from 61,163 in the previous quarter. Of these calls, 98% were answered (up from 95% in Q1), with 81% answered

within 20 seconds. This is a considerable increase from 73% in Q1 and demonstrates a consistently good performance.

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

- 20 In Q2 2017/18 the council received 369 stage 1 complaints, which is a decrease of 98 on the number received in the previous quarter. The council responded to 60.97% within the 5 day timescale. Where timescales were not met, this was due to resource pressures in some service areas. Additional resources have been provided to deal with and monitor complaints with work ongoing to; seek to reduce the number received in first instance, ensuring complaints performance is monitored, and that there is cross council learning from complaints in a systematic manner

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

- 21 In Q2 2017/18 the council received 463 FOIs, EIRs and SARs. In-time compliance of 87.54% has been achieved for FOIs (Freedom of Information requests) and 97.05% for EIRs (Environmental Information Regulations requests). There continues to be performance improvement for in-time compliance with Data Protection Act Subject Access to Records requests (SARs) with an increase this quarter to 86.67% which is an increase of 2.07% on the previous quarter.

### **Digital Services Transactions/Channel Shift**

- 22 The number of residents who came to West Offices remained steady at 14,664 (14,621 in the previous quarter) with an average wait of less than 7 minutes. 79% of residents were seen within the target wait time of 10 minutes. 17,077 business visitors came to West Offices during Q2 2017/18 (17,801 in the previous quarter).
- 23 The reduction in demand across our face to face channel shows the changing behaviour of our residents; 3,700 payments were made using the auto payments system and 18,053 customers used the telephone auto operator.
- 24 Residents are now encouraged to complete certain transactions online. In Q2 2017/18, 53% (498) of all street lighting and street cleansing issues were reported by customers on-line which is an increase from 46% in Q1.

## Performance – Procurement

25 The tables below summarises the quarter 2.

### Quarter 2

Size of business	2017/18 Q2 spend		Of which in Yorkshire & Humber	Of which in a YO postcode
	£'000	% of total	£'000	£'000
Micro (less than 10 employees)	3,759	10	1,971	1,572
Small (11 to 49 employees)	12,103	30	9,748	7,090
Medium (50 to 249 employees)	8,129	20	3,936	2,245
<b>Sub total SME's</b>	<b>23,991</b>	<b>60</b>	<b>15,655</b>	<b>10,907</b>
Large (250 or more employees)	15,761	40	8,098	3,852
<b>Grand Total</b>	<b>39,752</b>	<b>100</b>	<b>23,753</b>	<b>14,759</b>

26 Spend to the end of June shows 60% of the total spend was with SME's, compared to 60% in a full year for 2016/17. Local spend has also remained broadly the same at 60% of the total (62% in 2016/17).

### Annexes

27 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

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

### Corporate Priorities

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

### Implications

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

31 There are no other specific implications of this report.

## Recommendations

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

*Reason: To update the Committee on the forecast position for 2017/18.*

<b>Authors:</b>	<b>Chief Officer Responsible for the report:</b>		
Debbie Mitchell Corporate Finance & Commercial Procurement Manager Ext 4161	Ian Floyd Deputy Chief Executive / Director of Customer & Corporate Services		
Ian Cunningham Group Manager – Shared Intelligence Bureau Ext 5749	<b>Report Approved</b>	✓	<b>Date</b> 2/11/1017
<b>Wards Affected:</b> All			
For further information please contact the authors of the report			