

## **Customer and Corporate Services Scrutiny Management Committee**

**18 April 2018**

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

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

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

- 1 This report provides a high level analysis for the services falling under the responsibility of the Customer and Corporate Services Scrutiny Management Committee, which includes 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 £272k and an overview of this forecast, on a directorate by directorate basis, is outlined in Table 1 below. The position will continue to be monitored carefully to ensure that overall expenditure will be contained within the approved budget. The following sections provide more details of the main variations and any mitigating actions that are proposed.

#### **Customer & Corporate Services**

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

#### **Corporate Budgets**

- 4 These budgets include Treasury Management and other corporately held funds. It is anticipated that a £500k underspend will be achieved,

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

## 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.

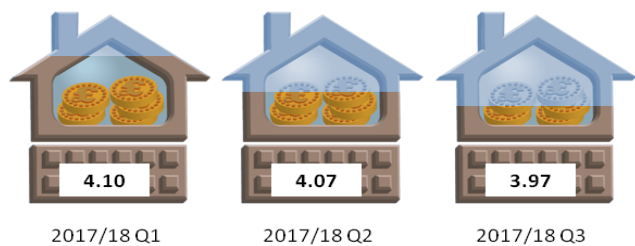
Performance – Overview			2016/17	2017/18 Q1	2017/18 Q2	2017/18 Q3	Benchmark	DoT
Service Delivery	A Focus on Frontline Services	Number of days taken to process Housing Benefit new claims and change events (DWP measure)	5.58	4.1	4.07	3.97	Above National Average	➡
	A Council That Listens to Residents	% of panel who agree that they can influence decisions in their local area	25.65%	28.41%	NC	26.87%	Above National Average	➡
		% of panel satisfied with their local area as a place to live	89.84%	91.23%	NC	89.94%	Above National Average	➡
		% of panel satisfied with the way the Council runs things	65.54%	64.76%	NC	62.13%	Above National Average	➡
		Overall Customer Centre Satisfaction (%) - CYC	92.48%	93.23%	92.51%	93.50%	NC	➡
	A Prosperous City for All	Median earnings of residents – Gross Weekly Pay (£)	£508.10	NC	519.3	NC	Below National Average	⬆ Good
		Business Rates - Rateable Value	£247,348,791	£255,784,571	£253,966,276	£254,436,091	NC	➡
		% of panel who give unpaid help to any group, club or organisation	64.30%	66.44%	NC	66.22%	Above National Average	➡
Organisational Health Check	Performance	Red rated Major Projects - CYC	1	1	1	1	NC	➡
		Amber rated Major Projects - CYC	5	6	6	6	NC	➡
		Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent)	£-542	£636	£446	£272	NC	⬇ Good
	Employees	PDR Completion (%) - CYC - (YTD)	75.90%	40.90%	58.20%	88.42%	NC	⬆ Good
		Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	2,071.6	2043.6	2,036.8	2,001.4	NC	➡
		Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	10.2	10.2	10.4	10.7	Above National Average	➡
		Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.60%	8.30%	7.30%	7.21%	NC	➡
	Customers	% of external calls answered within 20 seconds - CYC	89.01%	87.57%	89.40%	91.93%	Above National Average	➡
		% of complaints responded to within 5 days	75.40%	73.20%	60.97%	65.60%	NC	➡
		FOI & EIR - % In time - (YTD)	93.14%	92.50%	91.64%	88.80%	NC	➡
		Digital Services Transactions / Channel Shift		Narrative Measure			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**

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

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



**% 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**

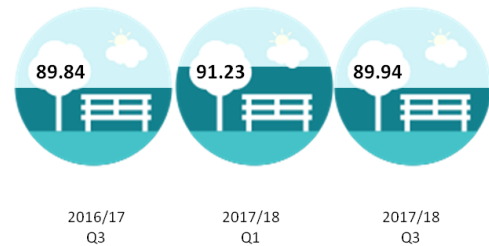
- 7 The latest national figure of 27% (Community Life Survey 2016/17) is consistent with the 27% of respondents to the latest Talkabout survey in York who agreed that they could influence decisions in their local area.
- 8 The Local Plan has been subject to substantial city-wide consultation including responses received to the Pre Publication Draft Local Plan consultation held in the autumn. A report will be taken to Executive in January asking Members to consider recommendations arising from this consultation and seek approval for a draft document which will be subject to consultation in February 2018 with the intention of submitting a plan for examination by the end of May 2018.
- 9 The work to plan the council's budget for 2018/19 is underway. With further financial challenges and major budgetary decisions to be made, the public have been asked for their views across a wide range of issues in the city and fed in these views by either completing an online survey or a paper version included in Our City. The consultation closed in mid December and the results will be presented in the Q4 Monitor.

- 10 The library public consultation commenced on the 7th November and lasts for 14 weeks, with a closing date of 14 February 2018. The framework of the consultation will be based around two methods;
- Consultation with the public, both library users and non-users, using a questionnaire and focus groups
  - Engagement with stakeholder groups: meetings to be held focussed around each library, involving stakeholder groups
- 11 We are seeking views about the future of the library service and whether the Council's vision for the service and ideas for the buildings are on the right lines. We want to know where people consider that they could most conveniently access library services in the future. We also need to know what kind of community involvement people want to have in their local libraries.
- 12 Other current consultations include:
- Marjorie Waite Court Planning Engagement – there are proposed plans to modernise Marjorie Waite Court and extend the existing scheme to increase the number of people who have access to this vital service.
  - Accessing Customer Services at the Council – the council want more people to access council services online by choice and want to offer support for those who are unable to access services in this way. The consultation will help to inform the future approach to the continued delivery of excellent customer service.
  - My Castle Gateway - a partnership between City of York Council and My Future York is consulting on the redevelopment of Castle Gateway. Stage 3 of the project is underway and views are sought on a range of plans reflecting that the public love, value or want to change. In January 2018, feedback will be used to help shape a preferred masterplan option.
  - Windsor House consultation – Residents, relatives and staff at Windsor House are being consulted on the option to close the home in early 2018 as part of plans to modernise accommodation for older people in the city.

**% of residents 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**

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

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



- 14 86% of respondents to the Q3 Talkabout survey agreed that it was important to feel they belong to their local area with 75% agreeing that they did belong. These non-statistically significant reductions from the previous survey are still significantly higher than the National benchmark scores of 62% in the Community Life Survey 2016/17 and 69% from LG Inform.
- 80% of respondents agree York is a good place for children and young people to grow up and 73% agree that York is a place where people from different backgrounds get on well together.

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

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

- 16 The Q3 Talkabout survey showed that 62% of respondents were satisfied with the way the Council runs things. This is a non-statistically significant reduction compared to the April survey results but satisfaction levels continue to be significantly higher than the LG

Inform benchmark figure of 50% for 2016/17. The Council aims to deliver financial sustainability whilst improving services and outcomes for York residents and 45% of respondents agree that the Council provides value for money.

**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)**

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

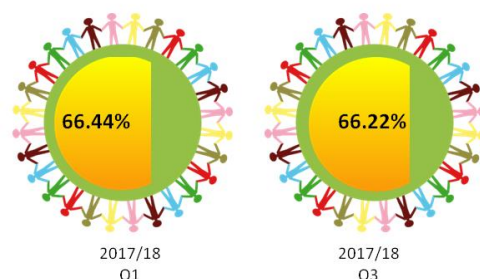
**Business Rates - Rateable Value - this measure gives an understanding of how much money the Council is likely to receive to spend on public services**

- 18 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.
- 19 The collection rate for Council Tax at the end of Q3 was 84.08% compared with 85.07% in the corresponding period in 2016/17. The collection rate for Business Rates at the end of Q3 was 83.67% compared with 83.30% in the corresponding period in 2016/17.

**% 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**

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

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



- 21 In November, York launched its new volunteering strategy, 'people helping people' at a special event. Partners in the strategy alongside the council include York CVS, International Service, York Cares, the University of York, York St John University, North Yorkshire Police, York Timebank and the York Teaching Hospital NHS Foundation Trust. The partnership alone has over 6,000 volunteers, with people from every walk of life contributing as students, neighbours, young and older people who already make a significant difference in the city.
- 22 York is the tenth city in the UK to join the international Cities of Service coalition. The focus of Cities of Service is on 'impact volunteering'. This involves the creation of a volunteer strategy that targets community needs, uses best practice, has clear outcomes and measures progress. Impact volunteering aims to:
- Help local people find the best ways to mobilise energy, talent and passions to make a real difference to local priorities.
  - Measure results and the impact volunteers are having, rather than measuring how many people volunteer.
  - Create strong leaders to champion the approach and create support within the city.

## **Performance**

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

- 23 There are currently 13 major projects in progress which represents no change from Q2. Each project is given a status to give an overview of significant risks and provide assurance as to how individual projects are being managed. 5 are rated Amber (one less than in Q2) and there is 1 red rated project.
- 24 The Digital Services (CRM) project is red as no work has been undertaken in the live environment. However, the project has continued to make progress within a development environment and is working with service areas to determine whether there are any fixes that can be made to the current system to close any initial issues.
- 25 The Community Stadium project is now rated as Green due to the Design, Build Operate and Maintain contract being completed and the



completion of the commercial land sale and developer offer. Site mobilisation and ground preparation started in December 2017 with full construction due to start 8 January 2018.

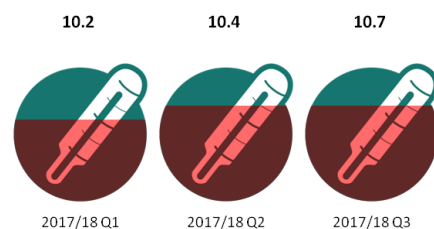
- 26 The York Central project achieved a major milestone in November 2017, when the Council's Executive agreed to the York Central Partnership's (YCP) recommendation to develop a Western access option and to undertake further design and legal work to ensure that the final alignment will seek to mitigate the effects of such a route on the Millennium Green and control costs to ensure deliverability. Also, the land within YCP's control that could be used for a Southern Option is being safeguarded, in order to protect against any risk to the York Central development caused by circumstances preventing the successful delivery of the Western Option.

## Performance – Employees

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

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

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



- 28 A report presented to the Customer and Corporate Services Scrutiny Management Committee in January provided information on the specific work activity underway to reduce the levels of sickness absence across the organisation.
- 29 The priority for the second year of the attendance and wellbeing plan is a focus on attendance management ensuring that the wellbeing priority is addressed. The key activities in 2018 in relation to attendance and staff wellbeing include:



- The implementation of self service absence reporting into iTrent which will reduce the reporting burden for managers and assist with more accurate reporting and improved management information
- The delivery of a suite of learning for managers including attendance management training, disability awareness, support with difficult conversations.
- Specific communication to ensure all employees have a shared understanding of their roles and responsibilities regarding application of policy.
- A review of the role of Occupational Health and counselling service.
- An engagement campaign to promote an understanding of the benefits of proactive management of absence and help support managers and staff to deal with sensitive issues e.g. mental health, support with cancer and terminal illness) and promotion of flexible working and work life balance, to ensure staff have an understanding of wellbeing initiatives and how they access them.
- Review of the current attendance management toolkit to consider improvements and determine if there are any recommendations to revise policy.

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

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

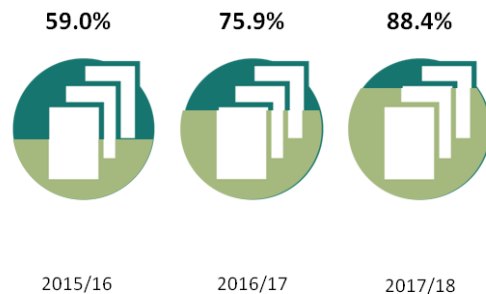
**Staffing Turnover - this measure gives an understanding of the number of staff entering and leaving the organisation**

- 31 7.2% of employees have voluntarily left the organisation in the 12 months ending December, down slightly from 7.3% at the end of Quarter 2. Total staff turnover (people leaving for all reasons not just resignations) has increased to 14% over the rolling 12 months to December an increase from 12% as at the end of September. This level of staffing turnover is expected and in line with the council's changing service delivery models.

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

- 32 City of York Council is committed to developing confident, capable people working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance and Development Review (PDR) appraisal. By the end of December, 88.4% of PDRs have been undertaken through the 2017/18 annual performance review cycle, a significant improvement on the 75.9% seen during 2016/17.

PDR Completion (%) – CYC - Snapshot



**Performance – Customers**

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

- 33 In Q3 the percentage of all external calls answered within 20 seconds was 92% which is an increase from Q1 (88%) and is well above the industry benchmark of 80%.
- 34 The council's Customer Centre is the main point of contact for residents and business visitors. During Q3 2017/18, the number of calls received reduced to 50,834 from 58,099 in the previous quarter. Of these calls, 98% were answered (the same as in Q2), with 84% answered within 20 seconds. This is a considerable increase from 73% in Q1 and demonstrates a consistently good performance.

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

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

instance, ensuring complaints performance is monitored, and that there is cross council learning from complaints in a systematic manner.

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

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

**Digital Services Transactions/Channel Shift**

- 37 The number of residents who came to West Offices reduced to 12,425 (14,664 in the previous quarter) with an average wait of less than 6 minutes. 81% of residents were seen within the target wait time of 10 minutes. 15,725 business visitors came to West Offices during Q3 2017/18 (17,077 in the previous quarter).
- 38 The reduction in demand across our face to face channel shows the changing behaviour of our residents; 3,314 payments were made using the auto payments system and 17,741 customers used the telephone auto operator.
- 39 Residents are now encouraged to complete certain transactions online. In Q3 2017/18, 58% (1,024) of all street lighting and street cleansing issues were reported by customers on-line which is an increase from 53% in Q2.
- 40 The Future Focus Team, Adult Commissioning Team, York CVS, York Healthwatch and York Age UK are working in partnership to develop the new wellbeing community website. The focus is on developing a community directory which will enable citizens to plan and help prevent problems while developing and maintaining independence for longer through conversations, information and support. The link to the community directory will be available to Social Workers and partners by 29th January, followed by a soft launch in April and a published full launch to align with the celebrating volunteering month in June as part of the People Helping People strategy which is now live.
- 41 The City of York Council are proposing to renew the ICT service contract by seeking a technology provider who will design, manage and support the council's data network services, internet, office and mobile telephone services and e-security protection services. Over

the last decade, York has become the most digitally connected city in the UK by installing a future-proof fibre network, connecting schools, universities and community buildings to high-speed internet access and making improvements to online reporting and CCTV and traffic management.

## Performance – Procurement

42 The tables below summarises to quarter 3.

Size of business	2017/18 Q3 spend		Of which in Yorkshire & Humber	Of which in a YO postcode
	£'000	% of total	£'000	£'000
Micro (less than 10 employees)	4,387	10	2,474	1,715
Small (11 to 49 employees)	13,116	29	10,715	8,235
Medium (50 to 249 employees)	9,591	22	5,967	2,479
<b>Sub total SME's</b>	<b>27,094</b>	<b>61</b>	<b>19,156</b>	<b>12,429</b>
Large (250 or more employees)	17,385	39	7,943	3,241
<b>Grand Total</b>	<b>44,479</b>	<b>100</b>	<b>27,099</b>	<b>15,670</b>

43 Spend to the end of December shows 61% 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 61% of the total (62% in 2016/17).

## Annexes

44 All performance data (and approximately 975 further datasets) within this document is made available in machine-readable format through the Council's open data platform at [www.yorkopendata.org](http://www.yorkopendata.org) under the "performance scorecards" section.

## Consultation & Options

45 This report is for information and so no options are presented.

## Corporate Priorities

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

## Implications

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

48 There are no other specific implications of this report.

## Recommendations

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

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

Authors:		Chief Officer Responsible for the report:			
Debbie Mitchell Corporate Finance & Commercial Procurement Manager Ext 4161	Ian Cunningham Group Manager – Shared Intelligence Bureau Ext 5749	Ian Floyd Director of Customer & Corporate Services (Deputy Chief Executive)			
		Report Approved	X	Date	14/02/18
Wards Affected: All					
For further information please contact the authors of the report					