

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

Portfolio of the Executive Leader (incorporating Finance & Performance)

### **2018/19 Finance and Performance Monitor 3**

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

1. To present details of the overall finance and performance position for the period covering 1 October 2018 to 31 December 2018, together with an overview of any emerging issues. This is the third report of the financial year and assesses performance against budgets, including progress in delivering the Council's savings programme.

#### **Summary**

2. The financial pressures facing the council are projected at £525k. This is slightly higher than previous year's forecasts at this stage in the financial year. However, the council has regularly delivered an under-spend by the year end, demonstrating a successful track record of managing expenditure within budget over a number of years.
3. This report highlights a number of known pressures that need to be carefully managed throughout the year, with mitigation strategies being in place and regularly monitored across all directorates. It is expected that, as a result of ongoing monitoring and identification of mitigation, overall the council will again outturn within the approved budget. There is a contingency provision available to cover some of the projected pressures, and it is also anticipated there will be improvement in the position during the year.
4. York is maintaining both sound financial management, and delivering priority services to high standards, during a period of continued challenge for local government. In particular, key statutory services continue to perform well, having seen investment in recent years. Whilst there remain challenges in future years, the overall financial and performance position is one that provides a sound platform to continue to be able to deal with the future challenges.

## Recommendations

5. Executive is asked to
  - note the finance and performance information
  - note the position on the overall budget and the need to retain some of the additional business rates income to cover potential cost pressures

Reason: to ensure expenditure is kept within the approved budget

## Financial Analysis

6. The council's net budget is £121.9m. Following on from previous years, the challenge of delivering savings continues with £5m to be achieved in order to reach a balanced budget. Early forecasts indicate the council is facing financial pressures of £525k 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.
7. The following sections provide more details of the main variations and any mitigating actions that are proposed.

*Table 1: Finance overview*

2017/18 outturn		2018/19 Forecast Variation Monitor 2	2018/19 Forecast Variation Monitor 3
£'000		£'000	£'000
+147	Children, Education & Communities	+869	+943
-204	Economy & Place	+322	nil
-274	Customer & Corporate Services	-200	-250
285	Health, Housing & Adult Social Care	+576	+830
-574	Central budgets	-300	-350
-620	Total	+1,267	+1,173
-761	Contingency	-648	-648
-1,381	Total including contingency	+619	+525
	Potential additional income from business rates	-2,000	-1,000

## Children, Education & Communities

8. A net overspend of £943k is forecast primarily due to children's social care.
9. Children's social care staffing budgets are currently projecting a net overspend of £173k, mainly due to expensive agency staff being used to cover important but hard to fill social worker posts. This is lower than the position in previous years following the introduction of 'golden hello' and 'golden handcuff' payments to new and existing staff in some of the key social work teams.
10. Based on the current numbers of Looked After Children (LAC) being maintained throughout the rest of the year there is a net projected overspend on placement and associated costs of £1,147k, including £263k on local fostering, £476k on independent fostering agencies, £223k on adoption allowances, £143k on inter-agency adoption fees, £60k on direct payments and £96k on other costs, offset by a projected underspend on leaving care costs of £114k. There is also a net projected overspend of £196k within The Glen and disability short breaks budgets due to delays in implementing the new model of provision for children with the most complex needs.
11. There is a net projected underspend of £146k due to vacancies being held in the skills team.
12. The savings targets for the SEN element of home to school transport have not been achieved because of a growth in the number of pupils/students requiring transport and the specialist requirements of that transport accordingly resulting in a forecast overspend of £651k. The main increase in numbers have been at post 16/19 where because of the city now being able to provide more specialist education provision for this group of students more locally, subsequently we have had to provide more transport to the likes of York College, Askham Bryan, Choose 2, Blueberry Academy. The changes in legislation to allow EHCP's to ages 19-25 resulting in significantly more students accessing this option has significantly increased our transport spend accordingly.
13. The cost per pupil of transport over the last 3 years has gradually been falling as we have worked with our transport providers to increase the size of vehicles and reduce the number of passenger transport assistants. This indicates strong contract management processes are in place to reduce expenditure. As indicated above however the increase in numbers and need has impacted on expenditure. The option of renegotiating contracts has not been considered as we have driven down costs through the contract management process and we are clear that we would be unable to find a transport provider who could deliver a service for the volumes required and meets the high level of safeguarding assurances that we have set. A number of other more minor variations make up the overall directorate position.
14. The directorate management team are committed to doing all they can to try and contain expenditure with the approved budget and are currently exploring all options available to further mitigate this forecast overspend. This includes

consideration of existing efficiency savings to identify if these can be stretched further, or implemented early and continued restrictions on discretionary spending. In addition, a placement review report is currently being worked on which will propose more local provision and will help to slow the rate of expenditure in this area. Other than SEN home to school transport, all agreed budget savings are being delivered.

15. Provision will need to be made in the 2019/20 budget for the pressures on looked after children and further mitigations to offset the increase in home to school transport costs.

## **Economy & Place**

16. Overall a net nil variation is forecast, although there are some cost pressures being managed within this overall forecast. The following paragraphs outline the main variations.
17. Income from council car parks to November 2018 stands at 3.2% above latest projections. Income in April and May was below budget (-4.6%) partly due to the early Easter holidays however income between June and September was significantly higher than budgeted (8%) primarily due to good weather and increased attractions within the city centre. Income in November was 5% above budget as the city centre continues to attract visitors. Overall there is a forecast of £175k surplus at the council car parks. There has also been an increase in sales from both Respark and season tickets with forecast income £200k higher than budget.
18. Within waste collection, additional recruitment over and above the establishment has taken place to minimise the impact sickness levels have on waste and recycling collections. There is a forecast overspend on salaries (6%) and is the primary reason for the waste collection forecast overspend of £200k. This forecast has reduced since monitor 2 due to additional resources agreed by Executive. Commercial waste income, as in previous years, is predicted to be £100k short at year end. Waste tonnages are broadly in line with expectations and following reconciliations of tonnages with North Yorkshire relating to commissioning, there is a forecast underspend within waste disposal of £100k.
19. A review of maintenance and safety arrangements, alongside the management and administration of fleet, has resulted in additional expenditure being incurred to ensure the continuing operation of a compliant service in line with the standards as directed by operating licence requirements, H&S (PUWER) and duty of care to transport users. This has resulted in a projected overspend of £350k primarily on additional staffing resources brought in to deliver the service more effectively. The introduction of more preventive maintenance will deliver a more efficient fleet which will, over time, bring costs down.

20. Elsewhere within the directorate there are underspends forecast in Highways (£90k) due to increased amounts of work undertaken within the service and economic growth (£69k) from the early delivery of future savings.
21. The overspend within the directorate has reduced over the year through mitigation delivered and investment by the Executive. These will continue to be explored with the aim that the overall position will be brought in on budget. All agreed budget savings have been delivered.

### **Customer & Corporate Services**

22. A net underspend of £250k is forecast and this is predominately due to additional income within bereavement services of £130k and additional grant funding secured to offset some staffing costs within business intelligence. Agreed budget savings are being delivered in line with the original plans across a number of areas. 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.

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

23. A net over spend of £830k is forecast for the directorate, mainly due to pressures within adult social care. This is a worsening of the position reported at monitor 2.
24. Pine Trees, a day support service for customers is forecast to underspend by £65k due in the main to securing additional Continuing Health Care (CHC) Income for two customers. Underspends are also forecast on the supported employment scheme at Yorkcraft (£98k). This is as a result of the DWP proof of concept pilot being undertaken in adult social care in partnership with United Response. Successful outcomes have resulted in a change in focus for employment as the project has supported or is continuing to support 31 people into and towards mainstream employment, work experience, and long-term sustainable voluntary work.
25. The personal support service, which provides care and housing support in the council operated independent living communities, is forecast to overspend by £253k due to additional staffing costs. The level of staffing needed in the independent living schemes has been reviewed and the overspend has reduced by £69k since monitor 2. There is an overspend of £651k on direct payments as there has been a reduction in the amount of unused payments recovered. Work is underway to review all direct payment accounts to determine what is recoverable, whether ongoing payments should be altered following large refunds and review the policy to ensure that our recovery procedure is robust and timely. In addition, a very expensive placement since the last report is likely to cost £261k in this financial year.
26. There is pressure on external step down beds (£166k). A small budget has been set previously to place people externally as the exception but there have

been several high cost placements made to date this year and the use of these beds is increasing. Older people's residential care is forecast to overspend by £189k on permanent placements and £96k on short term places, and older peoples nursing care is forecast to overspend by £285k due to an increase in both the number of customers and the complexity of support required. In addition, the lack of vacancies in the city means customers are having to be placed in more expensive placements.

27. The learning disability working age residential budget has got significantly worse since Qtr 2 with a £306k overspend now predicted as opposed to £71k at Qtr 2. This is due to non achievement of anticipated savings of £227k.
28. As previously reported, two homes have closed in the city. Moorlands and Amelia House gave notice to the council that they were shutting. The council successfully fulfilled its responsibility to find homes for over 50 residents. This is causing £431k of budget pressure as the capacity to provide homes for these people in the city was only available at a higher cost than previous placements. However the department is able to mitigate this pressure in 2018/2019 from budget released by the closure of council run homes. The adult social care commissioning team works closely with independent care home providers in the city to help improve quality and reduce the risk of home closures.
29. The supported living for learning disability customers continues to be a budget pressure and is forecast to overspend by £622k. This is mainly due to higher than budgeted inflationary pressures, and increase in the number of voids and a delay in starting the work needed to deliver agreed budget savings. Colleagues are now reviewing the schemes, particularly those with void placements, to see if the scheme may be more suitable for customers who are in more expensive placements and are also reviewing levels of care provided to individual customers as well as securing more CHC income from the CCG. This overspend could increase by £313k if the mitigations around increasing CHC income, better void management and achieving some of the expected annual savings are not delivered.
30. A range of other minor variations make up the overall directorate position.
31. The Department has identified areas to mitigate the overspend to make every effort to bring it back to a balanced position. Dealing with the budget pressures is a standing item at DMT meetings with all options available to further mitigate the current overspend projection being explored.
32. The following areas are being investigated for action by the end of the financial year:
  - Direct payments
    - i. Review all direct payment accounts to determine what is recoverable and whether ongoing payments need to be altered
    - ii. Ensure direct payment recovery procedure is robust and timely

- iii. Review expensive packages of care
- Continuing Health Care (CHC)
  - i. Review recent decisions where CHC has reduced but a significant commitment still exists with the council
  - ii. Chase outstanding cases with health
- Supported living
  - i. Work with providers to limit price increases beyond inflationary levels
- Better Care Fund / grant slippage
  - i. Review spend on council run schemes to determine if any slippage that can support this years financial position
- Other budgets
  - i. Review list of all temporary staff arrangements to consider whether they can be stopped / provided differently
  - ii. Restrict all discretionary spend and hold recruitment to vacant posts where possible and safe to do so
  - iii. Consider any potential to charge costs against capital schemes or reserves.

33. An extra £240m national funding was announced to help adult social care departments alleviate pressures felt in the care system over winter and York received £732k. This funding has been included in the overall projection.

### **Housing Revenue Account**

34. The Housing Revenue Account budget for 2018/19 is a net cost of £6,416k due to the £10m investment from the working balance into providing new council houses. Overall, the account continues to be financially strong and is forecasting a small overspend of £101k meaning that the working balance will reduce to £23.1m at 31 March 2019 as outlined in the 2018/19 budget report. This compares to the balance forecast within the latest business plan of £22.3m.

35. The working balance is increasing in order to start repaying the £121.5m debt that the HRA incurred as part of self financing in 2012. The current business plan assumes that reserves are set aside to enable to the debt to be repaid over the period 2023/24 to 2042/43. Following the decision by Members to fund new Housing Development initiatives through the HRA this will impact the thirty year business plan and therefore an update of the business plan is being presented to members elsewhere on this agenda.

### **Corporate Budgets**

36. 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.

37. As outlined in the monitor 2 report presented to Executive in November, it is likely that additional income will be available during the year as a result of the Council being part of the Leeds City Region business rates retention pilot. At that same meeting Executive agreed to allocate £1m of this additional income to the venture fund to support York central. Members are asked to note that the remaining funding may be required to deal with some of pressures outlined in this report.

### **Contingency**

38. As in previous years a contingency budget of £500k is in place. In the 2017/18 outturn report presented to Executive on 21<sup>th</sup> June the remaining balance of £250k from the 2017/18 general contingency was added to the balance available for 2018/19. A further £10k was allocated to the WWI commemorations (as agreed in January 2018) and £92k towards York's bid to be a host city for the rugby league world cup 2021 (agreed in November 2018) leaving a balance of £648k available. Members are asked to note that this may be required to deal with some of pressures outlined in this report. Any decisions regarding the allocation of this sum will be brought to a future meeting.

### **Loans**

39. 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**

40. The Performance Framework surrounding the Council Plan for 2015-19 launched in July 2016 and is built around three priorities that put residents and businesses at the heart of all Council services.
41. The Council Management Team and Executive have agreed a core set of thirty indicators to help monitor the council priorities and these provide the structure for performance updates in the following sections. Some indicators are not measured on a quarterly basis. The DoT (Direction of Travel) is calculated on the latest three results whether they are annual, quarterly or monthly.
42. Of the strategic indicators where new quarterly or annual data has been provided since the last reporting period, the following have seen improvements:
- % of panel who agree that they can influence decisions in their local area
  - % of panel satisfied with their local area as a place to live

- Household waste recycled/composted (YTD)
- % of panel confident they could find information on support available to help people live independently
- Proportion of adults in contact with mental health services living independently, with or without support

43. The following indicators have been identified as having a poor direction of travel:

- % of panel satisfied with the way the council runs things
- Number of incidents of ASB within the city centre ARZ
- Net Additional Homes Provided (YTD)
- Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)

### A Council That Listens to Residents

		2017/18	2018/19 Q1	2018/19 Q2	2018/19 Q3	DoT	Frequency	Benchmarks	
Service Delivery	A Council That Listens to Residents	% of panel who agree that they can influence decisions in their local area	26.87%	25.68%	Not collected this quarter	28.95%	➡	Quarterly	National Community Life Survey 17/18: 26%
		% of panel satisfied with their local area as a place to live	89.94%	88.09%	Not collected this quarter	88.61%	➡	Quarterly	National Community Life Survey 17/18: 77%
		% of panel satisfied with the way the Council runs things	62.13%	60.29%	Not collected this quarter	57.33%	⬇ Bad	Quarterly	National LG Inform 17/18: 72.50%
		Overall Customer Centre Satisfaction (%) - CYC	93.13%	93.16%	Not available	93.47%	➡	Quarterly	Not Available
The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual, quarterly or monthly.									

44. 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**

45. The Q3 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.

#### Tenant Satisfaction Survey

46. City of York Council's Housing Services are committed to working with their tenants to improve services and sent out an annual survey to a sample of tenants asking them how satisfied they are with their home and the landlord services provided by the council. The survey was conducted between

September and November 2018 and there were a total of 595 responses received. Of the questions that are nationally benchmarked with other local authorities (Housemark 2017/18 median figures), satisfaction with:

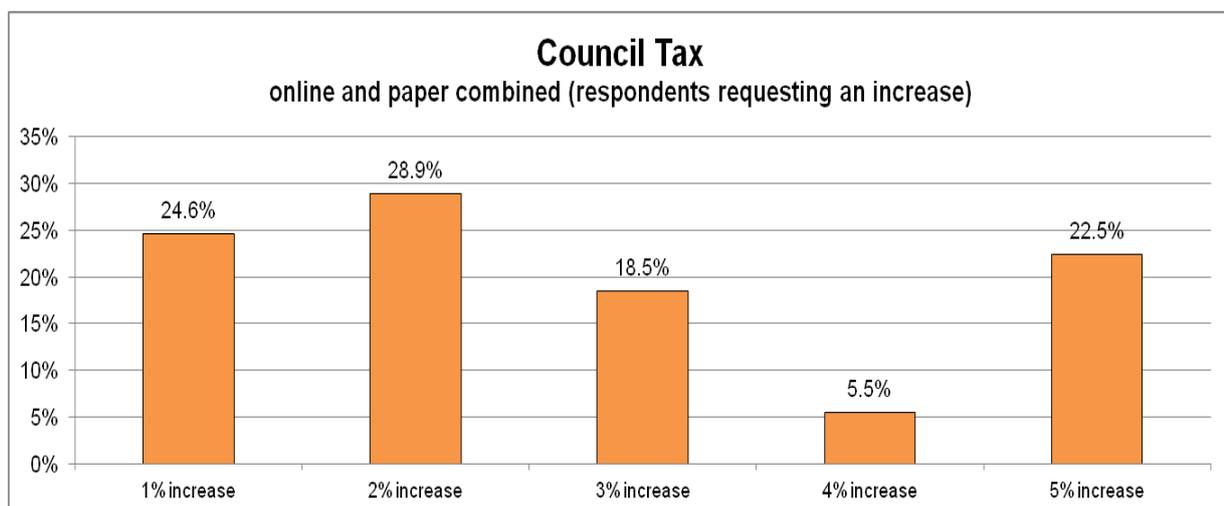
- Repairs and maintenance improved by 1.1% compared to last year's survey (79.9% were satisfied) which is comparable to the median of 79%.
- Overall quality of the home saw a small improvement of 0.7% compared to last year (81.6% were satisfied) which is below the median of 85%.
- Neighbourhood as a place to live remains virtually the same as last year (81.8% were satisfied) which is below the median of 85%.
- Landlord listens to views and acts upon them decreased by 4.7% compared to last year (68.8% were satisfied) which is comparable to the median of 69%.

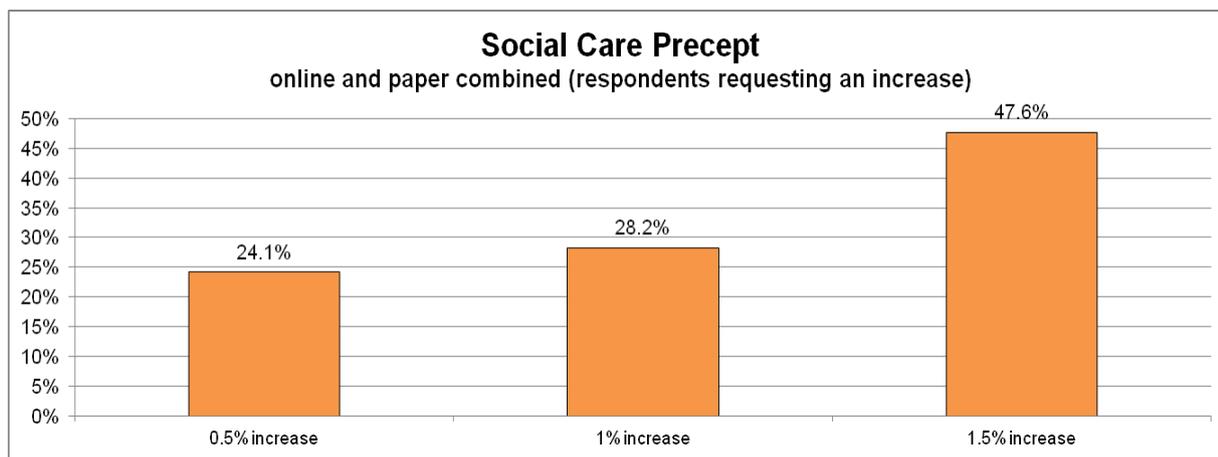
47. The Survey also showed notable declines in satisfaction in a number of issues relating to complaints and how they are handled. Officers have started working with tenants and the Customer Complaints and Feedback team to understand more fully why satisfaction has declined in this area. Initial research has shown that there is a difference in what customers perceive as a complaint and what is classed as a formal complaint and therefore logged through the complaints process. Further research will be conducted on data from formal complaints and comparing it with the data on complaints gathered through the survey to see if there are any notable patterns.

**Budget Consultation**

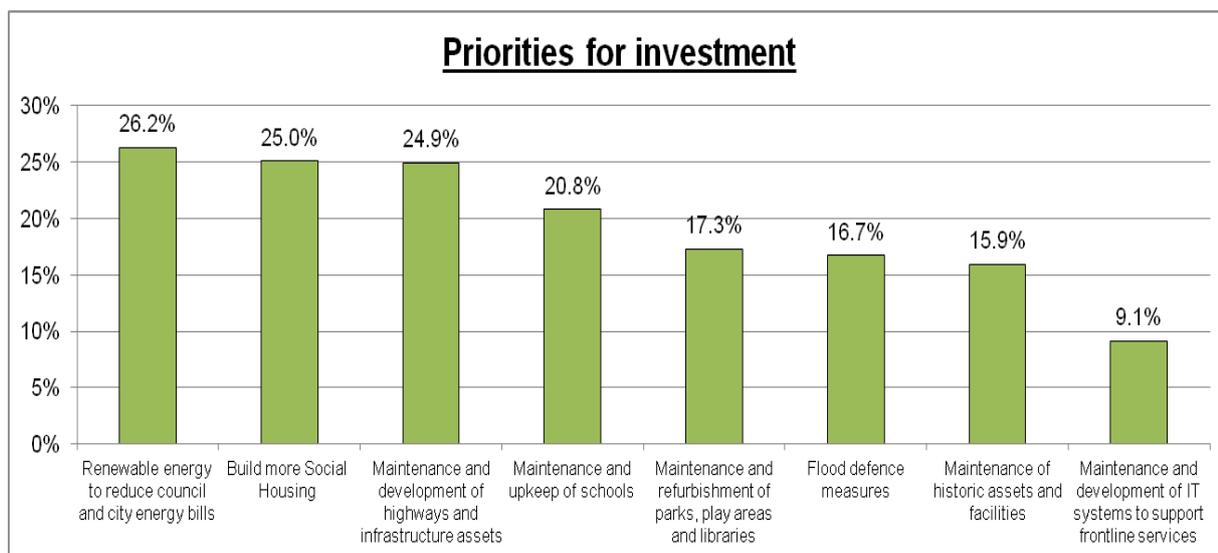
48. The council budget consultation opened on the 1<sup>st</sup> October and ran until the 30<sup>th</sup> November 2018. Residents were invited to give their views on taxes and service budgets by using an online budget simulator or by completing a paper survey featured in 'Our City'. A total of 366 respondents participated, 155 by paper and 211 online. Some of the headline results are shown below. The Council will consider the responses to the budget consultation in the financial planning cycle for the 2019/20 budget setting process.

49. The following two graphs show the percentages of respondents who agreed with varying increases in council tax and a social care precept.





50. Car parking charges were thought to be fair by 43% of respondents and 30% were in favour of an increase, predominantly to reduce traffic pollution in the city but 27% were opposed to any increase, mainly due to concerns about deterring shoppers from the city centre.
51. Other fees and charges were thought to be at acceptable levels by 59% but there were suggestions for the opportunity for donations to be made at free sites and the introduction of a tourist tax.
52. The following graph shows their views on the areas identified for investment.



#### School Admission Arrangements Consultation

53. The annual school admission arrangements consultation took place between October and December 2018 and relates to how admissions applications and decisions will be made for the 2020/21 school year. The consultation is a joint exercise between all admissions authorities in York including: City of York Council on behalf of community and voluntary controlled schools, the governing bodies of voluntary aided schools, the academy trusts of single academies and the trust board, and local governing committees, of multi-academy trusts. Following the consultation, all admission authorities will determine their admission arrangements by the end of February 2019 in line with the School Admissions Code.

**% of residents who have been actively involved in redesigning and delivering services - this measure gives an understanding of residents' recognition about how they are involved in service redesign**

**Future Focus**

54. The Adult Social Care community led support model continues to develop. Talking Points are community locations that offer residents the opportunity to have a face to face conversation with social care staff. Talking Point appointments have been increasing and over 100 customers have now been seen. As a result of offering this option, these customers have been seen more quickly with a waiting time just over 8 days as opposed to 9 weeks. The quick response reduces the risk of customers experiencing a crisis situation and enables the social care team to provide a more proportionate response earlier on in the social care process.
55. A number of very positive outcomes for the project have been identified. In particular:
- The percentage of customers going on to receive paid for services was 47% (compared with 78%) in Q2 2017/18) with 33% of those seen being given advice, information and support meaning they needed no ongoing services.
  - More than 95% of people invited to the hub have said they were satisfied with the experience and, most importantly their outcomes from attending a Talking Point. 97% of residents seen said they would recommend the Talking Point option to others.
56. Examples of other consultations active during Q3 include;
- Redevelopments in Fossgate
  - Haxby and Wigginton Library Proposal
  - Statement of Licensing Policy and Impact Assessment
  - Hackney Carriage and Private Hire Licensing Policy
  - Bootham Park Site

**Voice of the Children**

57. York Youth Council (YYC) supported the national UK Youth parliament 'Make Your Mark' ballot of 11-18 year olds. 'Make Your Mark' is a central part of the British Youth Councils mission and it guides campaign ideas for local Youth Councils. The YYC facilitated the ballot in 35 separate schools and organisations including primary and secondary schools, colleges and youth groups. Over 4,500 young people in York voted and the top three topics were Mental Health, ending knife crime and tackling homelessness which now form the YYC priorities for this year. The YYC are gathering information by speaking to relevant services and professionals to better understand the current situation.
- Mental Health: The YYC are working with colleagues from the North Yorkshire Youth Executive (Youth Council) and the North Yorkshire Police Youth Commission to create an awareness campaign signposting

young people to existing mental health services available across York and North Yorkshire.

- Homelessness: They have spoken with officers in the Housing team and other services in relation to homelessness and will continue to gather information before deciding how to progress the campaigns. The launch of the 2018-2023 “Preventing homelessness together” strategy will build upon the achievements delivered through previous homelessness strategies. The core focus will be on early intervention and the prevention of homelessness, backed up by high quality joined up support to get people back on their feet when things do go wrong.
- Knife Crime: They will be working with York Youth Offending Team, North Yorkshire Police Youth Commission, North York Police and other partners in relation to the issue of knife crime.

58. Participation opportunities for young people in care and care leavers continue to be delivered via the Children in Care Council (CiCC). This includes monthly Show Me That I Matter panel meetings (13-17 yrs), monthly meetings of the Care Leavers Forum, I Still Matter (17-21 yrs) and fortnightly Speak Up Youthclub sessions (10-16yrs). Activity has included taking part in a consultation conducted by TACT (The Adolescent and Children’s Trust) on the language used regarding children in care, meeting with representatives from fostering to look at how to better involve young people in the recruitment and training of foster carers, designing and accommodation leaflet for the Pathway team and attending the Corporate Parenting Board to help present the Local Offer for Care Leavers. The CiCC and Care leavers Forum have also met with the Director, Assistant Director, Service Manager for Pathway and Elected Members to feedback on the work they have been doing.

**% 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**

59. The results from the 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



60. 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.

61. 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.
62. 92% of respondents to the Q3 18/19 Talkabout survey 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.
63. 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**

64. The 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.
65. 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**

In the 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 - (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)**

66. 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 Q3, with over 90% of people rating the service as either good or very good.

## A Focus on Frontline Services

		2017/18	2018/19 Q1	2018/19 Q2	2018/19 Q3	DoT	Frequency	Benchmarks	
Service Delivery	A Focus on Frontline Services	Children Looked After per 10k (Snapshot)	53	56	56	56	→	Quarterly	National 17/18: 64 Regional 17/18: 71
		Number of Incidents of ASB within the city centre ARZ	1934	497	570	(Avail Feb 19)	↑ Bad	Quarterly	Not Available
		Household waste recycled / composted - (YTD)	43.00%	57.00%	(Avail Feb 19)	(Avail May 19)	→	Quarterly	National 16/17: 43.7% Regional 16/17: 42.9%
		Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 population (YTD Average) (New definition for 2017/18)	6.4	7.9	7.4	7.5 (October 18)	→	Quarterly	National 17/18: 4.3 Regional 17/18: 3.4
		% of panel confident they could find information on support available to help people live independently	64.81%	66.11%	Not collected this quarter	72.52%	→	Quarterly	Not Available
		Proportion of adults in contact with secondary mental health services living independently, with or without support (YTD Average)	69.00%	83.00%	86.00%	(Avail Mar 19)	↑ Good	Quarterly	National 17/18: 57% Regional 17/18: 69%
		% of adults (aged 19+) that meet CMO recommendations for physical activity (150+ moderate intensity equivalent minutes per week)	(Avail Apr 19) 72.03% 16/17	Collected annually	Collected annually	Collected annually	→	Annual	National 16/17: 66% Regional 16/17: 64.6%
		Average Progress 8 score from KS2 to KS4	0.11	Collected annually	Collected annually	Collected annually	→	Annual	National 17/18: -0.03
		Number of days taken to process Housing Benefit new claims and change events (DWP measure)	3.20	2.97	3.51	3.61 (Nov 18)	→	Quarterly	National 18/19 Q1: 8.23 days

The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual, quarterly or monthly.

**Number of Children Looked After - this measure gives an understanding of the efficiency and effectiveness of a key front-line service which has impacts on vulnerability and the life chances of children**

67. There were 207 children and young people in care at the end of December 2018. This evidences a continued consistency of practice and need, against the national trend of increasing looked after numbers.

### Joint Targeted Area Inspection

68. York had a joint targeted area inspection of the multi-agency response to sexual abuse in the family in September 2018. Ofsted, CQC, HMI Constabulary and HMI Probation undertook a joint inspection of the effectiveness of partnership working between the local authority, police, health, youth offending and probation services. The inspection found a strong shared commitment to working in a child focused way and listening to the voices of children as being central to the work across all agencies in York. It highlighted the strong

leadership and challenge to partners provided by the local safeguarding children board. The inspectors found that ‘effective leadership and a whole council approach have been important in ensuring that the local authority continues to develop the effectiveness of its services’. The report highlighted strengths in the relationships between agencies which now need to become more systematic to ensure consistency of response across all agencies.

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

- 69. Latest available data (2018/19 Q2) indicates a small increase in anti-social behaviour and violent crime within the city centre, with a gradual increasing volume in the last three quarters. Overall crime levels in York in 2018/19, based on available data to August, are predicted to see a small rise on last year to 13,500 crimes compared to 11,958 in 2017/18 and this is due to a small increase in crime reports across a wide range of categories.
  
- 70. The number of service calls received due to “flytipping” concerns reduced from 2276 in 2016-17 to 2151 in 2017-18. Estimated figures for 2018-19 show a further reduction in calls received. Conversely, the number of warning letters issued, formal cautions, prosecutions and injunctions for fly-tipping has increased significantly between 2016-17 and 2017-18. In September Neighbourhood enforcement officers from City of York Council worked alongside North Yorkshire Police officers in the north of the city as part of Operation Eyeball, a multi agency taskforce launched in June. Vehicles were stopped to see if they were carrying waste and were licensed to do so and 17 notices were served, ordering evidence to be provided showing that there were licences to carry waste. In the last 2 years there have been 5 successful prosecutions and 13 formal cautions have been issued for fly-tipping which included the award of a 12 month custodial sentence for one individual. In February 2018 the Neighbourhood Enforcement team launched the Crime Not To Care campaign in partnership with Keep Britain Tidy. The campaign is running for 12 months and its aim is to highlight to residents their duty of care responsibilities in relation to domestic waste in an effort to reduce fly-tipping. The council is currently in the process of procuring portable CCTV cameras for use in fly-tipping hot-spot areas. The Neighbourhood Enforcement team is particularly keen to deploy CCTV in rural and semi-rural areas, where there is little natural surveillance from surrounding properties. The aim is to increase opportunities for intelligence-gathering for enforcement purposes.

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

- 71. The amount of landfill waste, in Q1 2018/19, has increased to 14,026 tonnes from 12,190 tonnes during the same period in 2017/18. This will decrease, going forward, as the Allerton Waste Recovery Park diverts York’s waste from landfill (Harewood Whin



landfill site has now closed) to use it, instead, to generate electricity.

72. Residual waste per household has increased to 155kg per household (140kg in Q1 2017/18) but this should also start to decrease from the initiation of the voluntary pledge, by supermarkets, to eradicate single-use plastics from packaging and any remaining plastic in use will have to be totally recyclable by 2025. Co-mingling recycling (recyclable waste that is mixed together instead of being separated) is due to either narrow streets in the City in which the correct vehicle could not access, or due to buildings and residences in the city that have not yet been asked to separate their waste. Work to reduce the 320 tonnes per month of co-mingled recycling is continuing. St Nick's provide a weekly city centre recycling collection to c.2420 and there has been a positive effect on residents' behaviour from the 'rejection' of various items in the recycling process. A communications campaign has been proposed to improve knowledge of what items can and cannot be recycled in York, particularly relating to plastics.
73. 57% of household waste was recycled in Q1 2018/19 which is a big improvement from 49% in the same period in 2017/18. It is worth noting that recycling rates are usually higher in the first half of the year and therefore could fall in subsequent quarters.

**Delayed transfers of care from hospital which are attributable to adult social care - this measure gives an understanding of how well our health and social care services are integrated**

74. A delayed transfer of care (DToc) occurs when a hospital patient is deemed medically fit to be discharged, but cannot be released from hospital because they are waiting for community support to be arranged by the NHS and/or a local authority, or because the patient cannot agree where he/she should reside following discharge. The number of days that hospital patients are delayed in these circumstances are aggregated and measured to show how well NHS and local authority adult social care services are working together.
75. There continues to be a fluctuating trend in the number of days that patients are delayed leaving hospital that are "*attributable to adult social care*". In 2017/18, on average, there were 6.4 beds occupied each day per 100,000 adults by York residents across the health and social care system that were attributable to adult social care. During the first 7 months of 2018-19, this average increased to 7.5 beds per day for every 100,000 adults in York. Although it is increasing, patients are staying in hospital, on average, for shorter periods of time, which means that the system is getting better at supporting people to get where they want to be quickly, but against a backdrop of increasing numbers of unplanned or emergency admissions.

**Better Care Fund**

76. The Better Care Fund (BCF) provides CYC and the Vale of York Clinical Commission Group (VoY CCG) with finances to work together on a range of measures, including delayed transfers of care, aimed at improving outcomes for NHS and adult social care users in the City of York area. The total number of days that patients resident in York have been delayed, for all reasons, during

the last twelve months for which statistics have been published (November 17 – October 18) was 10,655 which equates to, on average, 29 beds each day occupied because of DToC across the health and social care system. From August to October 2018, this figure was 2,967 days which equates to 32 beds each day.

77. Recent changes to the Continuing Healthcare ‘discharge to assess’ pathways have had unintended consequences in that they have increased the amount of DToC attributable to the NHS. The closure of two large nursing homes in the city has impacted on the ability of Adult Social Care to place patients quickly, as well as considerable pressures in both the residential and homecare markets.

**% of residents confident they could find information on support available to help people live independently - this measure gives an understanding of residents’ ability to support themselves in line with new adult social care operating model**

78. The results from the Q3 18/19 Talkabout survey showed that 73% of residents were confident that they could find information on support available to help people live independently which is a 7% increase from Q1. The creation of the Live well York website during 2018, an information and advice community website for adults and families, along with the use of Talking Point venues across the city may have contributed to this increase in confidence.

#### **Admissions to Residential Care Homes**

79. Avoiding permanent placements in residential and nursing care homes is a good measure of how effective packages of care have been in ensuring that people regain control of their lives. Research suggests that, where possible, people prefer to stay in their own home rather than move into residential care.
- The rate at the end of Q3 2018-19 for younger adults (aged 18-64) requiring permanent residential and nursing care is lower than a year earlier, with 4.47 younger adults per 100,000 population being placed into these homes during 2018-19 Q3, compared with 5.96 per 100,000 population during 2017-18 Q3. This equates to 6 younger adults entering these homes in 2018-19 Q3, compared with 8 during 2017-18 Q3.
  - For older people, aged 65 or over, the rates of those assessed as needing to go into residential care during 2018-19 Q3 was lower than in 2017-18 Q3 (141 per 100,000 population in 2018-19 Q3 compared with 197 per 100,000 population in 2017-18 Q3). This equates to 53 older people entering residential care during 2018-19 Q3, compared with 74 in the corresponding period during 2017-18.
80. There are 1,401 registered care beds in York of which, 455 are residential care and 946 are nursing care. The majority (around 90%) of these beds are specifically for older people. This is a reduction from the number previously reported following the closure of Moorlands and Amelia House. The Older People’s Accommodation Programme is focused on increasing the opportunities for older people to live well independently with a view to delaying and preventing the need for residential care. The programme has increased the provision of accommodation for Independent Living with Extra Care, including

the recent extension of Glen Lodge, the current project to extend the accommodation at Marjorie Waite Court and provision of round the clock care at Auden House. The next phase of the programme will focus on identifying what is important to the city's residents about how and where they live in older age.

**Proportion of adults in contact with secondary mental health or learning difficulties services that are living independently - this measure gives an understanding of adults' social care users perception of their ability to support themselves**

81. Improving employment and accommodation outcomes for adults with mental health and learning difficulties are linked to reducing risk of social exclusion and discrimination. Supporting someone to become and remain employed is a key part of the recovery process, while stable and appropriate accommodation is closely linked to improving people's safety and reducing their risk of social exclusion.

- During 2018-19 Q3, 9% of those with learning disabilities were in employment, a very slight decrease compared with 2018-19 Q2 (9.2%).
- The percentage of those with learning disabilities living in their own home, or with family, stayed the same (78% in both 2018-19 Q2 and Q3).

82. At the end of 2018-19 Q2, the latest data available to CYC, 22% of all clients in contact with secondary mental health services were in employment, which represents an increase compared with that in 2018-19 Q1 (20%). The percentage of all adults in contact with secondary mental health services living independently, with or without support, was 86% at the end of 2018-19 Q2, compared with 83% during 2018-19 Q1.

**% of Physically Active Adults (to be replaced by people engaging with Wellbeing service after launch) - this measure gives an understanding of the overall health of the cities residents**

83. The latest data from the Adult Active Lives Survey for the period May 2017 to May 2018 was published in October 2018. 512 people in York aged 16 and over took part in the survey and reported higher levels of physical activity, and lower levels of physical inactivity, compared with the national average. Positively:

- 70.2% of people in York did more than 150 minutes of physical activity per week compared with 62.3% nationally.
- 19.4% of people in York did fewer than 30 minutes per week compared with 25.2% nationally

84. The first Active Lives Children and Young People survey covering the period September 2017 to July 2018 was published in December 2018. 201 children aged 5-16 from York took part in the survey and reported higher levels of physical activity compared with the national average, particularly in relation to outdoor, non school related activities.

- 30.9% of children in York did at least 30 minutes of non school related physical activity each day compared with 21.5% nationally.
- 28.5% of children in York did at least 30 minutes of non school related outdoor physical activity compared with 17.4% nationally.

**Average Progress 8 score from Key Stage 2 to Key Stage 4 - this measure gives an understanding of educational attainment levels within the city**

85. Progress 8 is a measure of the progress made by pupils between Key Stage 2 and Key Stage 4. A positive score represents progress above the average for all pupils and a negative score progress below the average for all pupils. In 2018, the average Progress 8 score for Year 11 pupils was +0.11, which is significantly above the national average. The Progress 8 score of +0.11 is the same as 2017 and again puts the city in the top quartile for all Local Authorities. This result is an unvalidated statistic published by the DfE in October 2018. The finalised score is due to be released in January 2019.

**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**

86. 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 4 days during November 2018. 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 7.6 days (2017-18).

**A Prosperous City for All**

			2017/18	2018/19 Q1	2018/19 Q2	2018/19 Q3	DoT	Frequency	Benchmarks
Service Delivery	A Prosperous City for All	%pt gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19 - (Snapshot)	(Avail Apr 2019) 33.90% 16/17	Collected annually	Collected annually	Collected annually	→	Annual	National 16/17: 25.2% Regional 16/17: 27.2%
		Median earnings of residents – Gross Weekly Pay (£)	£519.3	Collected annually	£512.60	Collected annually	→	Annual	National 18/19: £571.1 Regional 18/19: £520.9
		Net Additional Homes Provided - (YTD)	1296	Not collected this quarter	291	Not collected this quarter	↓ Bad	Quarterly	Not Available
		Business Rates - Rateable Value	£254,662,152	£254,045,397	£253,954,041	£254,937,091	→	Quarterly	Not Available
		One Planet Council - All Resources - Total CO2 (t)	Not Collected	Not Collected	Not Collected	Not Collected	→	Annual	Not Available
		% of panel who give unpaid help to any group, club or organisation	66.22%	67.83%	Not collected this quarter	64.72%	→	Quarterly	National Community Life Survey 17/18: 64%
The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual, quarterly or monthly.									

**%pt gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19 - this measure gives an understanding of the inequality gap**

87. The attainment gap at age 19 is currently 33.9% in York compared to 25.2% nationally. Work continues with York’s 6th forms and colleges to ensure that young people achieve their potential post-16. There has been good progress in recent years on the Level 3 attainment gap at age 19, the 16/17 result is a dip and we need to see if it is a “one off”. Clearly this outcome is fed by indicators at earlier points; achieving a Level 2 outcome at 16 is a prerequisite for following a Level 3 programme post 16. This means that work with younger pupils is critical to sustainable improvement in the long term. The margins are small with this indicator – ten more disadvantaged young people achieving Level 3 at 19 would

bring the York % gap below national. We intend to look at this issue with York College in particular in the summer term when the 17/18 data is available.

88. Reducing the attainment gap between disadvantaged pupils and their peers remains one of the City's main priorities. This year, Schools and partner agencies across York have signed up to a city-wide pledge to help disadvantaged pupils achieve at school and work will prioritise actions needed to improve the outcomes for disadvantaged children in the early years in order to address issues early and close the attainment gap more sustainably. This year, School Improvement Projects which include a focus on narrowing attainment gaps include:

- Reading for Real – 8 primary Schools
- Inclusion Expert – 4 primary Schools
- Secondary attendance - 1 secondary school
- Excellence for all – 2 secondary and 2 primary schools
- Making the difference with differentiation - 4 primary schools
- Empowering the disadvantaged – 4 primary schools
- Using metacognition and self-regulation training to improve outcomes for disadvantaged students – 2 secondary schools

89. 92% of 16-17 year olds who are Not in Education, Employment or Training (NEET) are not qualified to Level 2, demonstrating challenges before people are aged 19. Learning and Work Advisers from the council's Local Area Teams provide specialist information, advice and guidance to young people who are in the care of the local authority, those in alternative education provision, those in the youth justice system, and those aged 16-18 who are NEET.

**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**

90. In April 2018, the median gross weekly earnings for full-time resident employees in York were £512.60, a decrease of 1.4% (before inflation) from £519.30 in 2017. Since the economic downturn of 2008 to 2009, growth (before 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. To improve wages, the big challenge is to make more high quality jobs -

those that contribute more to the economy - available to people living in York and 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.

Median earnings of residents  
Gross Weekly Pay (£)



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

91. The JSA figures should be viewed in the context of the number of people receiving Universal Credit in York increasing from 4,599 in October to 4,795 in November. Figures from the Office for National Statistics showed that;
- There were 180 JSA claimants in York in November 2018 which is the same as in the previous month but a decrease of 130 from November 2017.
  - The claimant count for York represents 0.1% of the working population, which is lower than both the regional and national figures of 1.1% and 0.8% respectively in November 2018.
  - Recent figures also highlight a fall of 15 in the youth unemployment count since November 2017. The youth unemployment figure of 0% is lower than both the regional and national figures of 1% and 0.6% respectively.

#### **Low-income families**

92. The HMRC defines the proportion of children living in low-income families as the proportion of dependent children, aged under 20, living in families either in receipt of out-of-work benefits or in receipt of tax credits with a reported income which is less than 60 per cent of median income.
93. The latest figures are from August 2016 where, in York, there was a 0.3% increase (to 10% or around 3,500 children) but this is still considerably less than the peak in 2009 (13.3% or around 4,700 children). In England, the overall proportion of children in low-income families increased by 0.4% (to 17.0%) and, of the regions, Yorkshire and the Humber had the largest increase of 0.9 per cent (to 19.5%).

#### **Department of Work and Pensions**

94. Data released by the Department of Work and Pensions is published 6 months in arrears and the latest data relates to May 2018. The total number of claimants for either Income Support or Employment Support Allowance in York is 5,170, which is a decrease of 200 from February 2018. The claimant count represents 3.7% of the working population which is lower than both the regional and national figures of 7.7% and 6.9% 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. Up to November 2018, 4,795 residents have moved onto Universal Credit.

#### **UK employer skills survey 2017**

95. The Department for Education conducted their fourth UK wide employer skills survey in 2017. The survey asked over 87,000 employer establishments about:
- Recruitment difficulties and skills lacking from applicants
  - Skills lacking from existing employees
  - Underutilisation of employees' skills

- Anticipated needs for skill development in the next 12 months
- The nature and scale of training, including employers' monetary investment
- The relationship between working practices, business strategy skill development and skill demand

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

96. Positively, there were 1,447 net housing consents granted during the first half of 2018/19 which represents a continued high level of approvals. Of these approvals, 98.3% were for traditional housing sites which include the Former British Sugar Corporation Site, the Former Lowfield School Site and York St John University Playing Fields Site. Between April and September 2018 there were 291 net additional homes completed (this compares to a half yearly average of 550 additional homes completed during this period over the previous five years). Of these additional homes:
- 67.4% were completed on housing sites
  - 13.7% were a result of off campus privately managed student accommodation schemes which comprised the Former Herbert Todd & Son site in Percy's Lane and Abbeyfields Veterinary Centre in Clarence Street
  - 9.3% resulted from 'prior approval' i.e. sites benefitting from relaxed permitted development rights to allow conversion to residential use
  - 9.6% resulted from the development of over 55's accommodation.

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

97. Business rates are based on the property's 'rateable value' which is the Valuation Office Agency's (VOA) estimate, as at 1st April 2015, of the property's open market rental value. The government's aim to increase the level of business rates retained by local government from the current 50% to 75% in April 2020 means that York may start to receive an increased level of income especially as higher rated development schemes (e.g. hotels and offices) are completed and then assessed.

**Council Tax Collection**

98. The collection rate for Council Tax at the end of December was 83.9% which is a very similar rate to the corresponding period in 2017/18. The collection rate for Business Rates at the end of December was 83.07% compared with 83.74% in the corresponding period in 2017/18.

**% 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**

99. The results of the 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**

100. There are currently 14 major projects in progress during December which is the same as in September 2018. Each project is given a status to give an overview of significant risks and provide assurance as to how individual projects are being managed. 9 projects are rated “Amber” (one more than last quarter) and 5 are rated “Green” (one less than last quarter). The Housing ICT Programme is now rated as ‘Amber’ due to risks around supplier availability for system demonstrations and internal resources.

			2017/18	2018/19 Q1	2018/19 Q2	2018/19 Q3	DoT	Frequency	Benchmarks
Organisational Health Check	Performance	Red rated Major Projects - CYC	1	0	0	0	➡	Quarterly	NC
		Amber rated Major Projects - CYC	6	9	9	10	➡	Quarterly	NC
		Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent)	-£620	£1,545 (excluding contingency)	£1,267 (excluding contingency)	£1,173 (excluding contingency)	➡	Quarterly	NC
	Employees	PDR Completion (%) - CYC - (YTD)	90.40%	36.70%	77.77%	82.36% (Nov 18)	⬆ Good	Quarterly	NC
		Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	1972.2	1994.8	2071.4	2,094.8 (Nov 18)	➡	Quarterly	NC
		Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	11.5	11.8	11.8	11.9 (Nov 18)	⬆ Bad	Quarterly	CIPD (Public Sector) 16:17: 8.5 days
		Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.55%	6.84%	7.46%	7.89% (Nov 18)	➡	Quarterly	NC
		% of staff who would recommend the council as a good place to work	NC	71.12%	75.00%	68.00%	➡	Quarterly	NC
		% of staff who believe action will be taken following this survey	NC	30.70%	37.00%	30.00%	➡	Quarterly	NC
		% of external calls answered within 20 seconds - CYC	89.75%	87.70%	(Avail end Jan 19)	(Avail Mar 19)	➡	Quarterly	SSAC Industry Standard 17/18: 80%
	Customers	% of complaints responded to within 5 days	58.76%	39.60%	49.44%	50.10%	➡	Quarterly	NC
		FOI & EIR - % In time - (YTD)	89.20%	92.80%	92.24%	87.61%	➡	Quarterly	NC
		Digital Services Transactions / Channel Shift					➡	Quarterly	NC
		The DoT (Direction of Travel) is calculated on the latest three data points whether they are annual, quarterly or monthly.							

## 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**

101. 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 November 2018, 82.4% of PDRs had been undertaken, an improvement on the 68% at the same point last year.

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

102. At the end of November 2018 there were 2,569 employees (2,095 FTEs) working at City of York Council (excluding schools), an increase of 35 individuals (42 FTEs) from the Quarter 2 monitor. In part, this is due to the transfer of the Social Enterprise Community Interest Company 'belIndependent' and its employees in to City of York council.

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

103. At the end of November 2018/19 the rolling 12 month sickness days per FTE has increased slightly to 11.9 days (from 11.8 in Q2). After improving over spring/summer, monthly sickness rates have increased and days lost so far in the autumn/winter period are higher than the same point in 2017/18. October showed a particular increase with 2,023 days lost compared to 1,855 in October 2017. Feedback from other Local Authorities suggests that while high, absence at the Council is roughly in line with other LAs.

104. 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**

105. Total staff turnover has decreased to 12.4% (from 14.9%) over the rolling 12 months to November 2018 while voluntary leavers have increased to 7.9% (from 7.5% in the Q2 Monitor). 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**

106. 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**

107. In 2018/19 Q3, the percentage of all external calls answered within 20 seconds was 71.3% which is below the industry benchmark of 80%. Customers are waiting slightly longer for their calls to be answered. This is to be expected as the service recruits resource.

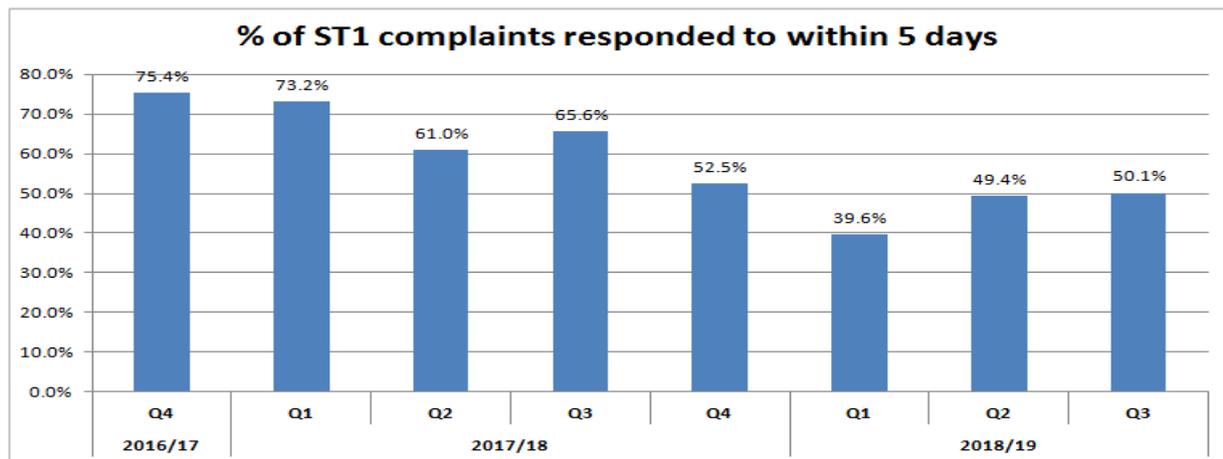
### **Customer Centre**

108. Our Customer Centre is the main point of contact for residents and business visitors. During Q3, the number of calls received decreased to 54,912 (62,529 in Q2), with 95% answered (52,143). The drop 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**

109. In 2018/19 Q3 the council received 473 stage 1 corporate complaints and responded to 50.1% of them within the 5 day timescale. This is a further improvement following on from the significant improvement made in the number of stage 1 corporate complaints responded to in time in the previous quarter. Where timescales were not met, this was due to resource pressures in some service areas. The following graph shows the percentage of Stage 1 complaints responded to within the 5 day target over the previous few quarters:



110. 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**

111. In 2018/19 Q3, the council received 515 FOIs, EIRs and SARs. CYC achieved 85.5% in-time compliance for FOIs (Freedom of Information requests), 80.0% in-time compliance for EIRs (Environmental Information Regulations requests) and 71.1% in-time compliance for SARs (Subject Access to records requests). There has been a small decrease in the total number of FOIs, EIRs and SARs requests received in this quarter compared to Q2. There has been an improvement in the number of SAR requests responded to in time this quarter, which is promising given that the timescale for a response has reduced from 40 days to one month. However, CYC has not maintained previous performance in responding to FOIs and EIRs and will work with management teams and service areas to continue to improve response times. We are continuing to look for ways to improve the reporting in this area based on feedback from service areas, management teams, councillors and committees and aim to include this in the end of year report. This will include, where possible, benchmarking information, data breaches, ICO cases and outcomes.

#### Digital Services Transactions/Channel Shift

112. The number of residents who came to West Offices during Q3 decreased to 10,656 (11,529 in Q2). The average wait time was 6 minutes and 82% of residents were seen within the target wait time of 10 minutes. 12,557 business visitors came to West Offices during Q3 (12,879 in Q2). In addition to speaking with customers over the phone and face to face, the customer service team also responded to 8,904 emails.

113. Customers are also opting to access services using alternative ways;

- 2,520 made payments using the auto payments facility,
- 19,604 people used the auto operator (transfers to individuals and teams without speaking with a customer service team member),
- 56% of street lighting and street cleansing issues were reported by customers on-line
- 210 customers used the self serve option in the customer centre to access services
- Circa 6,500,000 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

114. During 2018-19, work will continue 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

115. 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

116. Not applicable.

#### Options

117. Not applicable.

#### Council Plan

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

## Implications

119. 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

120. 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 <i>Ext 5749</i>	<b>Report Approved</b>	√	<b>Date</b>	1/2/19
<b>Wards Affected: All</b>				✓
For further information please contact the authors of the report				

## Background Papers:

None

## Glossary of Abbreviations used in the report:

ARZ	Alcohol Restriction Zone	HMI	Her Majesty's Inspectorate
ASB	Anti Social Behaviour	HMRC	Her Majesty's Revenue and Customs
BCF	Better Care Fund	HRA	Housing Revenue Account
CCG	Clinical Commissioning Group	ICO	Information Commissioner's Office
CHC	Continuing Health Care	ICT	Information and

			Communications Technology
CMO	Chief Medical Officer	JSA	Jobseeker's Allowance
CPIH	Consumer Prices Index including owner occupiers' housing costs	LAC	Looked After Children
CQC	Care Quality Commission	NHS	National Health Service
CYC	City of York Council	PDR	Performance and Development Review
DMT	Departmental Management Team	SEN	Special Educational Needs
EIR	Environmental Information Regulations	TACT	The Adolescent and Children's Trust
FOI	Freedom of Information	VOA	Valuation Office Agency
FSM	Free School Meals	YTD	Year to Date
FTE	Full Time Equivalent	YYC	York Youth Council
H&S PUWER	Health and Safety – Provision and Use of Work Equipment Regulations		