

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

## **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. The Committee 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	+576	+830

	Care		
-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

## **Customer & Corporate Services**

8. 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.

## **Corporate Budgets**

9. 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.
10. 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**

11. 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 WW1 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**

12. 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**

13. 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.

Performance – Overview			2017/18	2018/19 Q1	2018/19 Q2	2018/19 Q3	DoT	Frequency	Benchmarks
Service Delivery	A Focus on Frontline Services	Number of days taken to process Housing Benefit new claims and change events (DWP measure)	3.2	2.97	3.51	3.61 (Nov 18)	➡	Quarterly	National 18/19 Q1: 8.23 days
	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
	A Prosperous City for All	Median earnings of residents – Gross Weekly Pay (£)	£519.3	Collected annually	£512.6	Collected annually	➡	Annual	National 18/19: £571.1 Regional 18/19: £520.9
		Business Rates - Rateable Value	£254,662,152	£254,045,397	£253,954,041	£254,937,091	➡	Quarterly	NC
		% 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%
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)	1,972.2	1,994.8	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 Feb 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
							➡	Quarterly	NC

NC = Not due to be collected during that period  
The DoT (Direction of Travel) is calculated on the latest three results whether they are annual, quarterly or monthly.

## A Council That Listens to Residents

- 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**

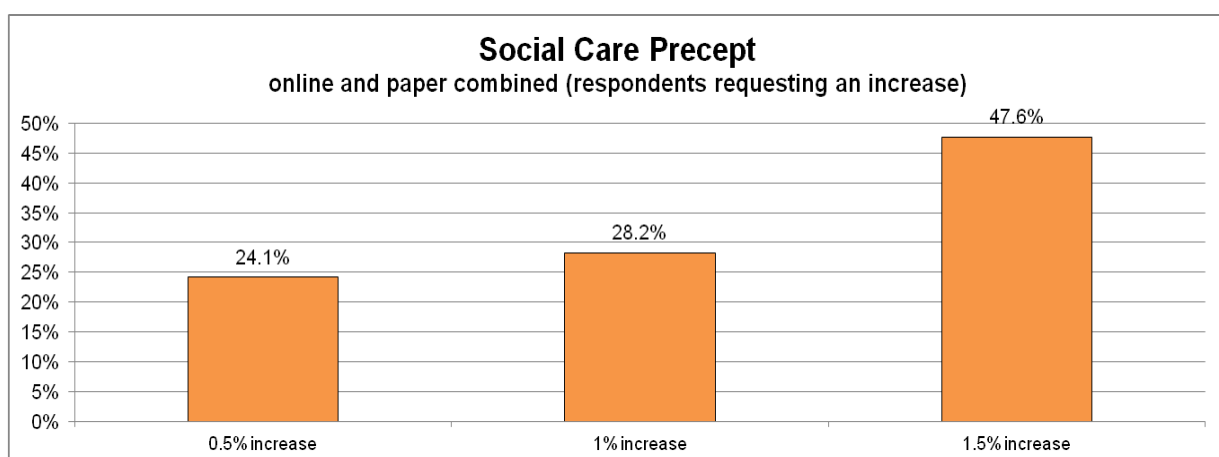
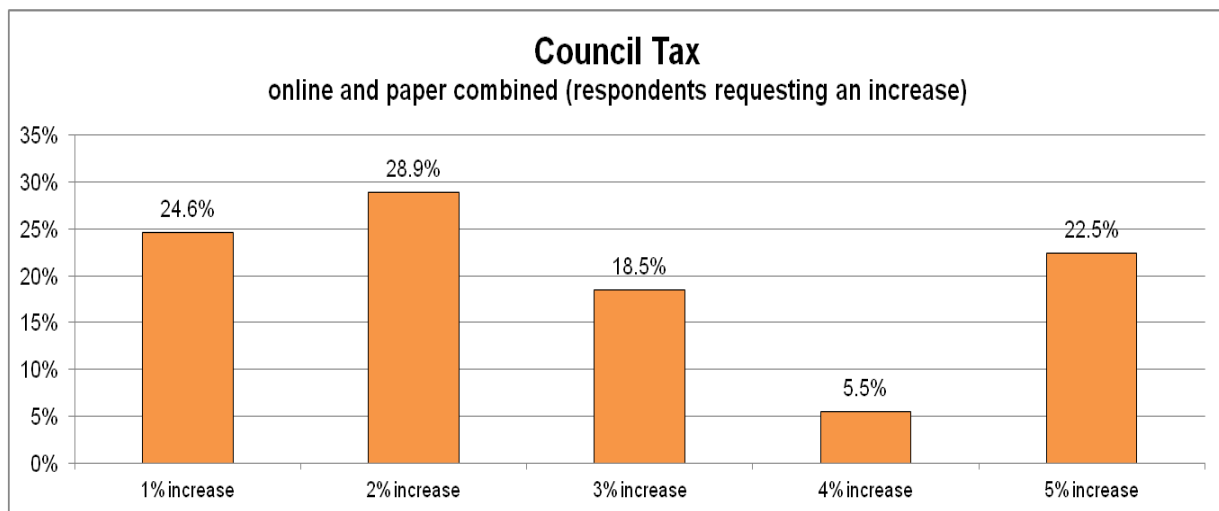
15. The Q3 Talkabout survey found that 29% of panellists agreed that they could influence decisions in their local area which is higher than the latest national figure of 26% (Community Life Survey 2017/18). 92% of respondents think it's important that residents can influence decisions in their local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

**Tenant Satisfaction Survey**

16. 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%.
17. 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.

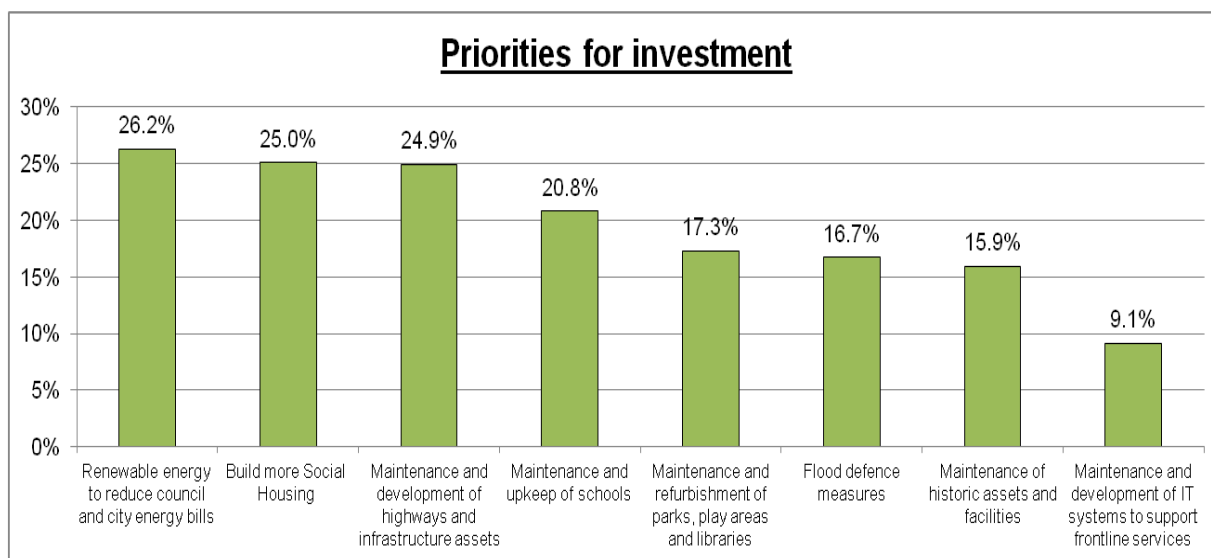
## Budget Consultation

18. 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.
19. The following two graphs show the percentages of respondents who agreed with varying increases in council tax and a social care precept.



20. 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.

21. 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.
22. The following graph shows their views on the areas identified for investment.



### **School Admission Arrangements Consultation**

23. 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.
24. 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

**% 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**

25. 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.
26. 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.

### **Voice of the Children**

27. 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.

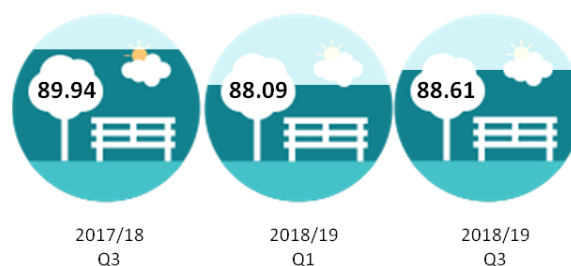
- Homelessness: They have spoken with officers in the Housing team and other services in relation to homelessness and will continue to gather information before deciding how to progress the campaigns. The launch of the 2018-2023 “Preventing homelessness together” strategy will build upon the achievements 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.

28. 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**

29. 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

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



figures of 77% (Community Life Survey 2017/18) and 78% (Local Government Association Poll October 18).

30. 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.
31. 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.
32. 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.
33. 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**

34. 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.

35. 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.

**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)**

36. 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**

**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**

37. 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**

**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**

38. 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

Median earnings of residents  
Gross Weekly Pay (£)



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.

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

39. The JSA figures should be viewed in the context of the number of people receiving Universal Credit in York increasing from 4,599 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**

40. 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.

41. 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**

42. 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**

43. 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

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

44. 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**

45. 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**

46. 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**

47. 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.

### **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**

48. 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**

49. 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 'belIndependant' 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**

50. 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.
51. 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**



52. 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**

53. 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**

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

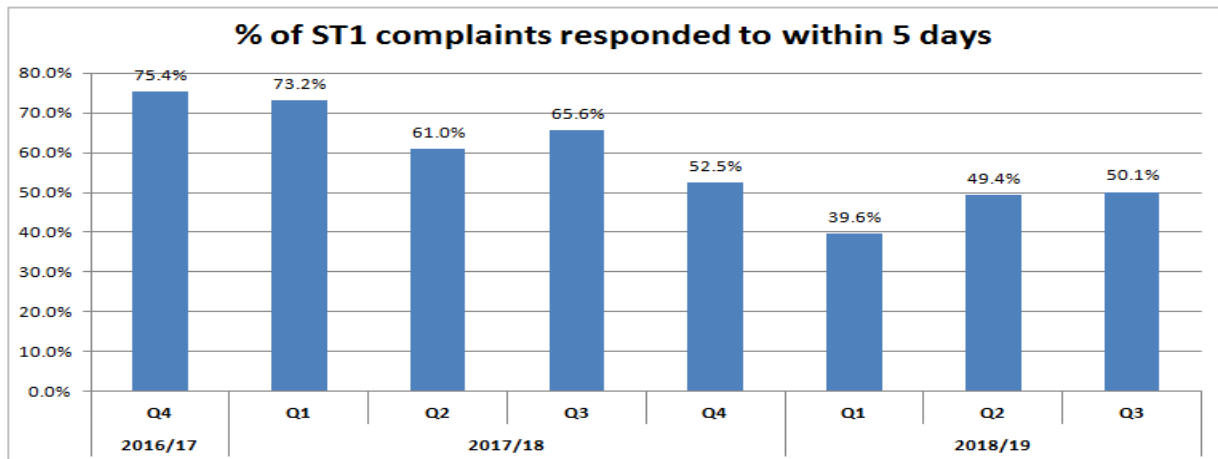
**Customer Centre**

55. 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) and 71.3% answered within 20 seconds. 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**

56. 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:



57. 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 FOIs**

58. 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

59. 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.
60. 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

61. The tables below summarises the quarter 3 position.

Size of business	2018/19 Q3 spend		Of which in Yorkshire & Humber	Of which in a YO postcode
	£'000	% of total	£'000	£'000
Micro (less than 10 employees)	3,889	8	2,451	2,069
Small (11 to 49 employees)	13,528	27	10,308	7,712
Medium (50 to 249 employees)	9,000	18	5,413	2,567
<b>Sub total SME's</b>	<b>26,417</b>	<b>53</b>	<b>18,171</b>	<b>12,348</b>
Large (250 or more employees)	23,592	47	7,881	3,241
<b>Grand Total</b>	<b>50,009</b>	<b>100</b>	<b>26,053</b>	<b>15,589</b>

62. Spend to the end of December shows 53% of the total spend was with SME's, compared to 60% in a full year for 2017/18. Local spend has also reduced to 52% of the total compared to 60% in 2017/18. This reduction continues to be predominantly due to the ongoing expenditure on the Community Stadium with a large supplier. If this spend is removed, both figures would be 60%, which is comparable to previous years.

## **Annexes**

63. 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**

64. Not applicable.

## **Options**

65. Not applicable.

## **Council Plan**

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

## **Implications**

67. 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

68. 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

Authors:		Chief Officer Responsible for the report:			
Debbie Mitchell Corporate Finance & Commercial Procurement Manager (01904) 554161  Ian Cunningham Head of Business Intelligence (01904) 555749	Ian Floyd Director of Customer & Corporate Services (Deputy Chief Executive)				
	Report Approved	✓	Date	22.2.19	
Wards Affected: All			✓		
For further information please contact the authors of the report					

## Glossary of Abbreviations used in the report:

CYC	City of York Council	JSA	Jobseeker's Allowance
EIR	Environmental Information Regulations	PDR	Performance and Development Review
FOI	Freedom of Information	SAR	Subject Access to Records requests
FTE	Full Time Equivalent	TACT	The Adolescent and Children's Trust
HMRC	Her Majesty's Revenue and Customs	VOA	Valuation Office Agency
ICO	Information Commissioner's Office	WWI	World War 1
ICT	Information and Communications Technology	YYC	York Youth Council