

### Performance Indicator 'At Risk' Proforma - 12 month rolling average

<b>Year</b>	2016/17
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<b>Quarter</b>	Quarter 4
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<b>Director</b>	Trevor Watson
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<b>Service</b>	Customers and Communities (Customer Services)
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PI No.	Title	Carried forward from previous quarter?
CS1	Percent of calls answered within 20 seconds	Yes
CS2	Percent of abandoned calls	Yes

#### Data

##### Current Years Data

			Target 2016/17	2016/17 Mar	2015/16 Mar	Direction of Travel			Meeting Target																		
CS1	△	Percent of calls answered within 20 seconds	80.0%	50.1%	60.9%	Outside Tolerance	▼	Worse	Outside Tolerance	×	No	<table border="1"> <caption>CS1 Performance Data</caption> <thead> <tr> <th>Month</th> <th>2015/16 (%)</th> <th>2016/17 (%)</th> </tr> </thead> <tbody> <tr> <td>Jun</td> <td>60.0</td> <td>60.9</td> </tr> <tr> <td>Sep</td> <td>60.0</td> <td>50.1</td> </tr> <tr> <td>Dec</td> <td>60.0</td> <td>50.1</td> </tr> <tr> <td>Mar</td> <td>60.0</td> <td>50.1</td> </tr> </tbody> </table>	Month	2015/16 (%)	2016/17 (%)	Jun	60.0	60.9	Sep	60.0	50.1	Dec	60.0	50.1	Mar	60.0	50.1
Month	2015/16 (%)	2016/17 (%)																									
Jun	60.0	60.9																									
Sep	60.0	50.1																									
Dec	60.0	50.1																									
Mar	60.0	50.1																									
CS2	▽	Percent of abandoned calls	5.0%	11.9%	8.6%	Outside Tolerance	▼	Worse	Outside Tolerance	×	No	<table border="1"> <caption>CS2 Performance Data</caption> <thead> <tr> <th>Month</th> <th>2015/16 (%)</th> <th>2016/17 (%)</th> </tr> </thead> <tbody> <tr> <td>Jun</td> <td>8.6</td> <td>5.0</td> </tr> <tr> <td>Sep</td> <td>8.6</td> <td>11.9</td> </tr> <tr> <td>Dec</td> <td>8.6</td> <td>11.9</td> </tr> <tr> <td>Mar</td> <td>8.6</td> <td>11.9</td> </tr> </tbody> </table>	Month	2015/16 (%)	2016/17 (%)	Jun	8.6	5.0	Sep	8.6	11.9	Dec	8.6	11.9	Mar	8.6	11.9
Month	2015/16 (%)	2016/17 (%)																									
Jun	8.6	5.0																									
Sep	8.6	11.9																									
Dec	8.6	11.9																									
Mar	8.6	11.9																									

**Previous Years (financial year):**

	PI Figure 15/16	PI Figure 14/15	PI Figure 13/14
<b>CS1</b>	60.9%	67.5%	68.2%
<b>CS2</b>	8.6%	6.3%	5.8%

**Quarterly (rolling 12 month) comparison figures:**

		Q1 - (Jul - Jun)	Q2 - (Oct - Sep)	Q3 - (Jan - Dec)	Q4 - (Apr - Mar)
<b>CS2</b>	2016/17	7.7%	9.5%	11.1%	11.9%
	2015/16	8.6%	8.3%	7.3%	8.6%

**Officer comments:**

The two performance indicators are related as there is a correlation between how long people are waiting and a higher rate of abandoned calls. Regarding abandoned calls it is also worth noting that we also play the message to encourage people to self serve on-line at busy periods so some people may ring off and complete their enquiry in another way.

The 80% target is extremely challenging for Customer First and is primarily influenced by the levels of staff available to take phone calls. Levels of demand in Customer First increased between 14/15 and 15/16, with an increase of 14% of calls handled and 9% increase in face to face calls. Levels of demand in 16/17 have remained consistent with the higher demand of 15/16. However, staffing resources are reduced. Since August 2017 the Customer First service has been affected by the loss of a team leader post to support the transformation programme. It is also affected by higher than average sickness levels, particularly the absence of a full time staff member on long term sickness leave, who has recently returned to work. The absence of staff and team leader limits the ability to respond to peaks in demand, particularly as the service deals with charges for new services including garden waste and holiday lets waste collection.

The service makes effective use of resources, with more staff at peak times and flexible use of staff to respond to peaks within the face to face and phone services. The most effective way to improve performance would be to increase staffing resources, although this needs to be balanced with the financial constraints of the service and the Council as a whole. Staff have been withdrawn from the Eastfield Office from April 2017 and this resource will be reallocated within Customer First, to increase capacity by 6 hours on a Monday. Recruitment has also been undertaken for an additional 20 hour post, funded through existing resources/income generation across the Customers and Communities Service. The new postholder is scheduled to start mid June so this will again increase capacity for the new financial year.

## Action Plan

*NB: where the PI has been reported as being 'At Risk' previously, the action plan should show progress against actions listed in previous quarter's plan, together with any new actions being taken to improve performance.*

Issue	Action to be Taken	Deadline	Progress/Completed
Reduced staffing resources	reallocate staff resource (6 hours per week) from closing Eastfield Office (subject to agreement by Council) . Recruit to addition 20 hour per week post.	Council decision: February 2017. Timetable for closure to be agreed thereafter. Post recruited and due to start mid June 2017	completed April 2017.

## Performance Indicator 'At Risk' Proforma

<b>Year</b>	2016/17
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<b>Quarter</b>	Quarter 4
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<b>Service</b>	Director of Service Delivery
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<b>Department</b>	Housing Services
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Indicator Number	Title	Carried forward from previous quarter?
C4E4b	Number of switchers to the Collective Switching Scheme	No

### Data

#### Rolling 12 month average Data

		Target 2016/17	2016/17 Mar	2015/16 Mar	Direction of Travel		Meeting Target		
C4E4b	△ Number of switchers to the Collective Switching Scheme	250	176	248	Outside Tolerance	▼ Worse	Outside Tolerance	x	No

Month	2015/16	2016/17
Apr	80	75
May	85	80
Jun	80	75
Jul	85	80
Aug	80	75
Sep	85	80
Oct	185	155
Nov	190	160
Dec	185	155
Jan	245	155
Feb	245	175
Mar	245	175

#### Previous Years (financial years data):

	PI Figure 15/16	PI Figure 14/15	PI Figure 13/14
C4E4b	248	No data available	New PI

**Quarterly comparison figures (Financial years data):**

		Q1 - (Apr - Jun)	Q2 - (Apr - Sep)	Q3 - (Apr - Dec)	Q4 - (Apr - Mar)
<b>C4E4b</b>	2016/17	75	75	151	176
	2015/16	84	84	188	248

**Officer comments:**

This is simply a reflection of increased energy prices across the board. Whilst potential enquiries for this scheme remain high, fewer customers are deciding to switch suppliers because the value of the 'savings difference' between the auction price procured and fixed rate offers is too low. This is not a matter that the Council has any control over whatsoever. Whilst the Council will continue to work in partnership with the collective switch provider (Ichoosr) this is a discretionary service that is not critical to the Council's overall performance.

**Action Plan**

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Issue	Action to be Taken		Deadline	Progress/Completed
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## Performance Indicator 'At Risk' Proforma

<b>Year</b>	2016/17
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<b>Quarter</b>	Quarter 4
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<b>Service</b>	Chief Executive
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<b>Department</b>	Economic Development
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Indicator Number	Title	Carried forward from previous quarter?
MK1	Total markets repair and maintenance costs per m2	No

### Data

#### Rolling 12 month average Data

		Target 2016/17	2016/17 Mar	2015/16 Mar	Direction of Travel		Meeting Target		
MK1	▽ Total markets repair and maintenance costs per m2	£20.00	£26.40	£22.12	Outside Tolerance	▼ Worse	Outside Tolerance	x	No

Month	2015/16	2016/17
Apr	1.0	2.0
May	2.0	3.0
Jun	3.0	4.0
Jul	4.0	6.0
Aug	5.0	8.0
Sep	6.0	10.0
Oct	7.0	12.0
Nov	8.0	14.0
Dec	9.0	16.0
Jan	10.0	18.0
Feb	11.0	20.0
Mar	12.0	22.0

#### Previous Years (financial years data):

	PI Figure 15/16	PI Figure 14/15	PI Figure 13/14
MK1	£22.12	£28.01	£26.02

**Quarterly comparison figures (Financial years data):**

		Q1 - (Apr - Jun)	Q2 - (Apr - Sep)	Q3 - (Apr - Dec)	Q4 - (Apr - Mar)
<b>MK1</b>	2016/17	£4.41	£9.90	£16.82	£26.40
	2015/16	£4.68	£9.28	£15.32	£22.12

**Officer comments:**

Scarborough Market has just undergone a £2.8m refurbishment during which a number of maintenance issues needed to be addressed. The project is now complete and moving forwards we anticipate that future maintenance costs will be significantly lower.

## Performance Indicator 'At Risk' Proforma - 12 month rolling average

<b>Year</b>	2016/17
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<b>Quarter</b>	Quarter 4
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<b>Director</b>	Trevor Watson
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<b>Service</b>	Tourism
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PI No.	Title	Carried forward from previous quarter?
MT3	Museums Service - The number of those visits that were in person per 1,000 population	Yes
SIV5	Spa Complex - Number of conference delegates	No

### Data

#### Current Years Data

		Target 2016/17	2016/17 Mar	2015/16 Mar	Direction of Travel		Meeting Target																		
MT3	△ Museums Service - The number of those visits that were in person per 1,000 population	Increase on 494	338	494	Outside Tolerance	▼ Worse	Outside Tolerance	×	No	<table border="1"> <caption>MT3 Data</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Jun</td> <td>380</td> <td>480</td> </tr> <tr> <td>Sep</td> <td>460</td> <td>400</td> </tr> <tr> <td>Dec</td> <td>460</td> <td>400</td> </tr> <tr> <td>Mar</td> <td>490</td> <td>340</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	Jun	380	480	Sep	460	400	Dec	460	400	Mar	490	340
Quarter	2015/16	2016/17																							
Jun	380	480																							
Sep	460	400																							
Dec	460	400																							
Mar	490	340																							
SIV5	△ Spa Complex - Number of conference delegates	29,000	9,753	29,501	Outside Tolerance	▼ Worse	Outside Tolerance	×	No	<table border="1"> <caption>SIV5 Data</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Jun</td> <td>14,000</td> <td>32,000</td> </tr> <tr> <td>Sep</td> <td>11,000</td> <td>33,000</td> </tr> <tr> <td>Dec</td> <td>25,000</td> <td>14,000</td> </tr> <tr> <td>Mar</td> <td>29,000</td> <td>10,000</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	Jun	14,000	32,000	Sep	11,000	33,000	Dec	25,000	14,000	Mar	29,000	10,000
Quarter	2015/16	2016/17																							
Jun	14,000	32,000																							
Sep	11,000	33,000																							
Dec	25,000	14,000																							
Mar	29,000	10,000																							



**Previous Years:**

	PI Figure 15/16	PI Figure 14/15	PI Figure 13/14
<b>MT3</b>	393	312	183
<b>SIV5</b>	29,501	24,751	21,259

**Quarterly (rolling 12 month) comparison figures:**

		Q1 - (Jul - Jun)	Q2 - (Oct - Sep)	Q3 - (Jan - Dec)	Q4 - (Apr - Mar)
	2016/17				
	2015/16				
<b>MT3</b>	2016/17	483	407	393	338
	2015/16	384	463	461	494
<b>SIV5</b>	2016/17	32,306	32,953	14,553	9,753
	2015/16	14,562	11,312	25,251	29,501

**Officer comments:**

MT3 - There has been some volatility in staffing at SMT following the prolonged absence through sickness and ultimate resignation of the former Chief Executive – this affected the delivery of some programmes which has impacted upon user figures.

At the same time, at the request of SBC, SMT has embarked on a major programme in partnership with the Council and Woodend to progress the idea of a ‘merger’ with Woodend and build resilience in both organisations. This has meant intensive focused work on this project and a complete re-thinking of the strategic plan, programme and marketing. There is now a revised strategic plan, a 3 year exhibition and events programme in place and a marketing plan in the process of being implemented. The SMT has been successful in attracting HLF grants for the Resilience programme and ACE grants for the schools programme.

**Action Plan**

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Issue	Action to be Taken	Deadline	Progress/Completed
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## Performance Indicator 'At Risk' Proforma

**Year** 2016/17

**Quarter** Quarter 4

**Service** Chief Executive

**Department** Human Resources & Payroll

Indicator	Title	Carried forward from previous quarter?
HR3	Working days lost due to sickness absence	No
ED6	Percent of employees with a disability	No

### Data

#### Rolling 12 month average Data

		Target 2016/17	2016/17 Mar	2015/16 Mar	Direction of Travel			Meeting Target						
HR3	▽ Working days lost due to sickness absence	6	9	8	Outside Tolerance	▼	Worse	Outside Tolerance	×	No				

ED6	△	Percent of employees with a disability	Census 2011 Borough figure 22.4%	4.6%	5.9%	Outside Tolerance	▼	Worse	Outside Tolerance	×	No	
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**Previous Years (financial years data):**

	PI Figure 15/16	PI Figure 14/15	PI Figure 13/14
HR3	7.79	7.95	5.50
ED6	0.06	0.07	0.059

**Quarterly comparison figures (Financial years data):**

		Q1 - (Apr - Jun)	Q2 - (Apr - Sep)	Q3 - (Apr - Dec)	Q4 - (Apr - Mar)
<b>HR3</b>	2016/17	2.07	4.20	6.57	9.09
	2015/16	1.54	3.26	5.57	7.79
<b>ED6</b>	2016/17	Annual	Annual	Annual	4.6%
	2015/16	Annual	Annual	Annual	5.9%

**Officer comments:**

The Council encourages people with disabilities to apply for jobs and, as part of this, has recently signed up to the new Disability Confident scheme which replaces the old Two Ticks scheme and guarantees an interview to applicants who meet the minimum criteria for a post. In addition the Disability Confident logo is included on all job adverts, posts are advertised online and work continues to be ongoing with local disability groups. Where employees who may become disabled at work the Council is able to provide support which includes i.e. making adjustments to posts, working patterns, equipment, occupational health advice and redeployment opportunities etc.

With regard to sickness absence, it is noted that there has been an increase in sickness levels in a number of Service areas and the majority of this is as a result of long term absence cases, some of which have now been resolved. In addition managers and the HR team continue to work together in order to address specific cases in line with the Council's procedure. It should also be noted that, although overall Council sickness levels, have increased the Council's performance still compares favourably against other Authorities in the region.

## Action Plan

*NB: where the PI has been reported as being 'At Risk' previously, the action plan should show progress against actions listed in previous quarter's plan, together with any new actions being taken to improve performance.*

Issue	Action to be Taken		Deadline	Progress/Completed
Percentage of employees with a disability.	Conduct a self assessment in line with the requirements of the Disability Confident Scheme and produce an action plan.		Dec-17	Initial analysis has been undertaken and next steps identified.
Working days lost due to sickness absence.	Continue to monitor sickness levels across the organisation, ensure policy is consistently applied and identify any common reasons for absence so that these can be analysed and specific advice/support be provided as necessary.		Ongoing	Monitor sickness levels/reasons, identify any issues and provide advice, support and guidance as required.