

SELECT COMMITTEE

Wednesday, 17 February 2021 at 6.30pm

(Online meeting)

Committee Members: The Chairman (Councillor Staveley) and Councillors Brockbank, Brown, Harbron, Hull, Jaquin, Mercer, Moorby, Shuttleworth, Solloway and Sutcliffe.

AGENDA

Please note that due to Covid-19, this meeting will be held remotely and will be livestreamed here: <https://www.youtube.com/channel/UCdfb6ZRbYnZ1-rRiiLmjUwg>

1. **Apologies for Absence** – To receive any apologies for absence.
2. **Minutes** – To confirm the minutes of the meeting held on 9 September 2020.
- 3a. **Public Participation** – In the event that questions are received, the Chairman will conduct the public participation session for a period of up to fifteen minutes. Where questions are asked, one related supplementary question may be permitted at the Chairman's discretion.
- 3b. **Request for Scrutiny – Customer Service Delivery Monitoring Beyond the Customer Services Team** – To consider a request for scrutiny from Karen Darvell, Chair of Stirton with Thorlby Parish Council.
4. **Declarations of Interest** – All Members are invited to declare at this point any interests they have on items appearing on this agenda, including the nature of those interests and whether they wish to apply the exception below.

Note: Declarations should be in the form of either:

- a “**disclosable pecuniary interest**” under Appendix A to the Code of Conduct, in which case the Member must leave the meeting room; or
- an “**other interest**” under Appendix B of the Code. For these interests, the Member may stay in the meeting room, although they must leave if membership of the organisation results in a conflict of interest.

Exception: Where a member of the public has a right to speak at a meeting, a Member who has a disclosable pecuniary interest or an other interest and must leave the room, has the same rights and may make representations, answer questions or give evidence, but at the conclusion of that, must then leave the room and not take part in the discussion or vote.

5. **Absence Management 2020-21** – The Human Resources Manager to present an update on sickness absence statistics for 2020-21.
6. **Customer Services Call Handling Performance** – The Communications, Customer Services and Partnerships Manager to present an update on Customer Services Performance.
7. **Work Schedule** – The Select Committee to consider its work schedule for the remainder of the 2020/21 municipal year.
8. **Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act, 1972.
9. **Date and Time of Next Meeting** – Wednesday, 17 March 2021 at 6.30pm.

Agenda Contact Officer:

Hannah Scales, Democratic Services and Scrutiny Officer
Tel: (01756) 706235
E-mail: hscscales@cravenc.gov.uk

SELECT COMMITTEE

9 September 2020

Present – The Chair (Councillor Staveley) and Councillors Brockbank, Brown, Hull, Jaquin, Mercer, Moorby, Shuttleworth and Solloway.

Officers – Chief Executive, HR Manager, Planning Manager, Democratic Services Manager and Democratic Services and Scrutiny Officer.

Apologies for Absence –

Apologies for absence were received from Councillors Sutcliffe, Pighills and Harbron.

Start: 7.40pm

Finish: 9.00pm

Confirmation of Minutes –

The minutes of the meeting held 15 July 2020 were approved as a correct record.

Public Participation –

There were no members of the public in attendance.

Declarations of Interest –

There were no declarations of interest.

Minutes for Report

OS.452

Absence Management Report – 2019/20

The HR Manager presented a report which presented Craven District Council's sickness absence statistics from 1 April 2019 to 31 March 2020. Members noted that the annual target for 2019/20 for the number of days lost per FTE (Full Time Equivalent) was 8.5 days, however, the actual days lost was 7.88% above target at 9.17 days per FTE. Compared to the same period last year, this was a 15.09% decrease in days lost per FTE.

Members were reminded that long term absence was classed as long term if it lasted for more than 4 continuous weeks. Members were pleased to note that the number of days per FTE lost to long term absence had decreased by 22% in the last 12 months, of the 22 staff members that had a period of long term absence between 2019 and March 2020, 2 were still absent. Members noted that the Council continued to encourage staff to contact the Oasis Counselling service when they experienced difficulties. Feedback from staff who had used this resource had been very positive.

The number days lost to short term absence had remained at 3.4 days per FTE since March 2019. The reasons for short term absence were detailed in the report and Members noted that the main causes of short term absence were stomach/liver/kidney/digestive reasons (37%), viral infections (17%) and musculo-skeletal problems (15%). Members were informed that back to work interviews following absence were carried out by Line Managers which were recorded and placed on the individual's personnel file for future reference.

A further breakdown of absence by service area was presented to Members, which showed that the Director of Services area which includes Waste Management had the highest

number of days lost. Despite this, Members were pleased to note that the overall level of absence in Waste Management had decreased by 33% over the last 12 months.

The report detailed the impact Covid-19 had on absence to date. In March 2020 there were 3 suspected cases of Covid-19, 22 employees were absent and unable to work from home for 128.9 days due to self-isolation, shielding and caring responsibilities. To date 6 employees were shielding with 4 unable to work from home and 1 employee with caring responsibilities remained unable to work from home. In response to the Coronavirus pandemic the Council had produced a wellbeing survey, 10 top tips for working from home, monthly leaflets in the Core Brief and a weekly update from the Chief Executive.

The Chief Executive addressed Members questions regarding plans for next steps and the impact of working from home on Council Services which Members noted as minimal. Members praised Council staff for their continued efficiency and service provision.

Resolved – That the sickness absence statistics up to 31 March 2020 are noted.

OS.453 **Recommendation Tracking – Review of Development Control Performance**

The Planning Manager submitted a report which presented the recommendations submitted in relation to Development Control and verbally updated Members on the status on each one. Members agreed that recommendation C had been achieved and recommendations A, B and D had made acceptable progress and would continue to be monitored.

Members discussed the Planning Manager's suggestion of reviewing fees and charges for Planning services and Members noted that the Planning Manager would liaise with the Strategic Manager in relation to this matter.

Resolved – That the status of Select Committee's recommendations is agreed and no further action is required in relation to each of the recommendations submitted.

OS.454 **Work Schedule**

The Democratic Services Manager submitted a report which presented the work schedule for the 2020/21 municipal year.

The Democratic Services Manager highlighted the commencement of the review of Building Control at the next meeting and after a lengthy discussion Members agreed to begin work on Building Control review at the next meeting on 28 October. One Member suggested the inclusion of a review of consultancy at the Council which Members agreed to recommend the Audit and Governance Committee to look into and report back to the Select Committee.

Resolved – That the work schedule for 2020/21 is agreed and the review of Consultancy Staff members is recommended to the Audit and Governance Committee.

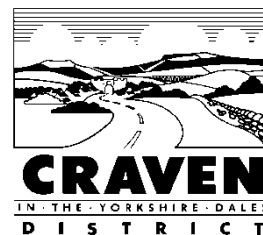
Minutes for Decision

There were no items for decision.

Chairman.

SELECT COMMITTEE

ABSENCE MANAGEMENT REPORT FROM APRIL TO SEPTEMBER 2020

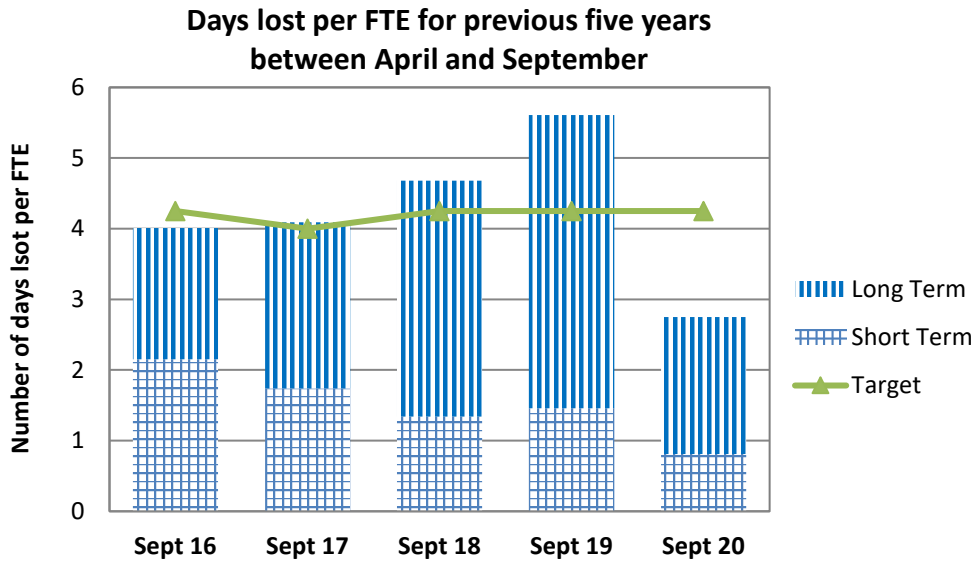


Lead Member for Internal Services - Councillor Metcalfe

Report of the HR Manager

1. **Purpose of Report** – To outline Craven District Council's sickness absence statistics from 1st April 2020 to 30th September 2020
2. **Recommendations** – Members to note the sickness absence statistics in the 6 months to 30th September 2020
3. **Sickness Absence Statistics**
 - Information is given using the number of days lost to sickness absence per Full Time Equivalent (FTE) as this gives a meaningful basis for comparison between different areas and time periods. Data on the number of working days lost is given in Appendix 1.
 - The target for the 6 months to September 2020 for the number of days lost per FTE was 4.25 days.
 - The actual number of days lost per FTE was 2.7 days which is 57% below the target.
 - This has been a 52% decrease in days lost per FTE compared to the same period last year.

The graph below shows the levels of long term and short-term absence in the April to September period compared to the previous 5 years:



The graph shows that for the last five years between April and September:

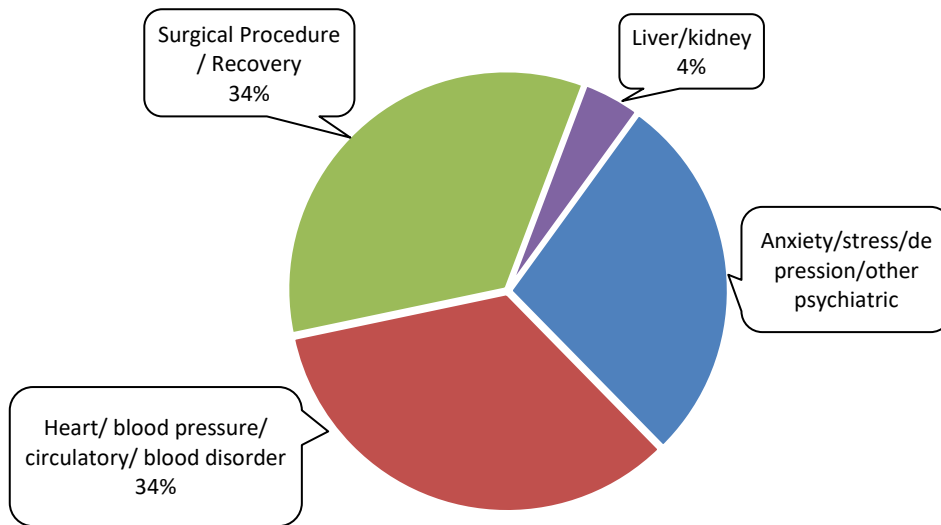
- As already noted, total absence has increased each year until this year.
- Short term absence had fallen each year, although it was slightly higher last year.
- Short term absence has decreased by 45%, compared with last year.
- Long-term absence has increased each year and for the past three years has been on average 72% of total absence.
- Long term absence was at it's highest last year, reaching 854.2 days lost by FTE, but has dropped to 394 days this year.

4. Long Term Absence

- Absence is classed as long term if it lasts for more than 4 continuous weeks.
- The number of days per FTE lost to long term absence has decreased by 54% compared to the same period last year.
- 7 employees had a period of long-term absence between April and September 2020, compared with 17 in the same period last year.
- There were 3 employees with stress related illness, all from one service area.
- Of the 7 on long term absence 2 are still absent.
- 2 employees have been absent for all the six-month period, which accounts for 68% of the long-term absence.

The chart below shows the long-term absence reasons for April and September 2020:

Long term absence reasons



More information on the reasons for long term absence is given in Appendix 2.

5. Oasis Counselling

- The Council encourages all staff to contact the Oasis Counselling service when they are experiencing difficulties.
- The table below shows how many members of staff have used this service:

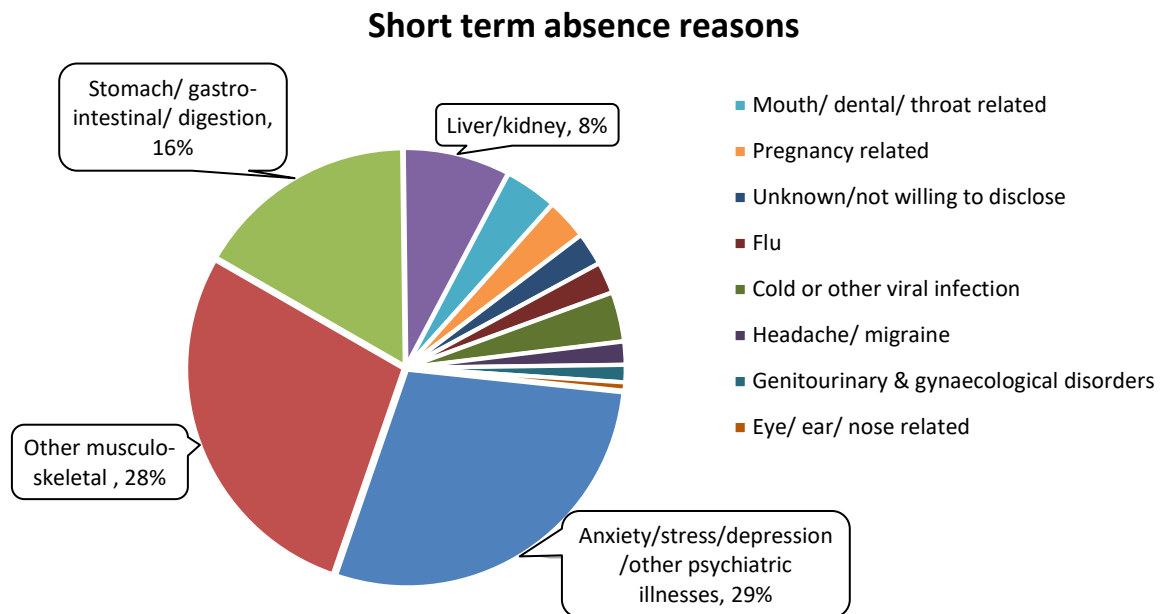
Month	No of referrals	Status	Credits Required	Extra Sessions	Credit used	Credits Left
April 20	1	closed	4	8	12	8
May 20	1	closed	4	0	4	4
June 20	0		0	0	0	4
July 20	0		0	0	0	4
Aug 20	1	open	0	0	0	4
Sept 20	0		0	0	0	4

- The above referrals were due to social and work related stress issues.
- A further 12 credits have now been purchased.

6. Short Term Absence

The number of days per FTE lost to short term absence is 163.2 this year, compared with 300.2 for the same period last year.

The chart below shows the short-term absence reasons between April and September 2020:

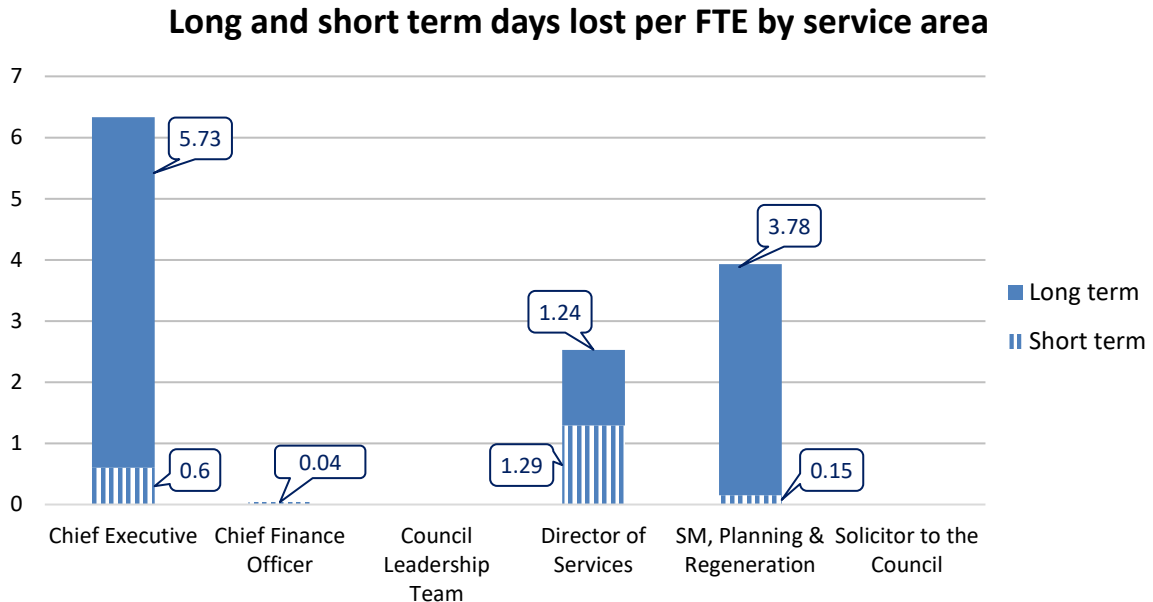


- The main causes of short-term absence were anxiety/stress/depression (29%) and musculoskeletal issues (28%).
- Back to work interviews are carried out by Line Managers with all employees and these are recorded and kept for future reference.
- If there is more than 7 days absence in a rolling twelve-month period, this would trigger action in line with the Sickness Absence Management Policy.
- Where necessary Occupational Health advise is sought if symptoms reoccur regularly.

More information on the reasons for short term absence is given in Appendix 3.

7. Absence by Service Area

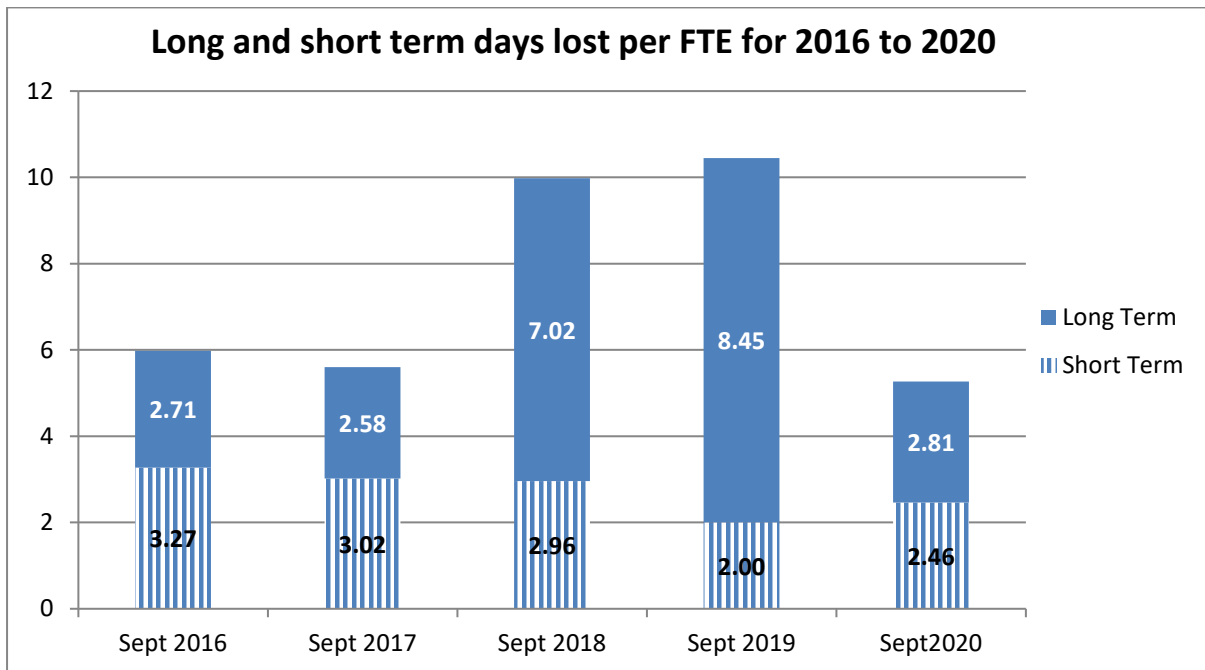
The chart below shows the number of days lost per FTE for each service area. More detail on the breakdown within each service area is shown in Appendix 4.



- CLT and Solicitor to the Council have no sickness absence.
- Absence levels are highest in the Chief Executive's area at 6.33 days lost per FTE.
- The Director of Services area also includes Waste Management, further details the absence in this area is below.
- HR continue to monitor and inform Line Managers every month of the sickness levels in their services and ensure that sickness monitoring meetings are carried out and targets set for the individual.
- Where necessary staff are moved on to the next stage of the Absence Management Policy and Procedure, which may lead to a disciplinary hearing if none of the targets set are met.

8. Absence in Waste Management

The following chart shows levels of absence in Waste Management for the last 5 years:



Compared to last year, the changes for Waste Management sickness absence are:

- Total days lost per FTE has decreased by 50% from 10.45 days to 5.27 days.
- Short term absence has increased slightly from 2 days to 2.46 days.
- Long term absence has decreased by 67% from 8.45 days to 2.81 days.
- The most common reasons for absence are:
 - Short term - Anxiety/stress/depression/other psychiatric illnesses (37%) and musculoskeletal issues (34%)
 - Long term - Anxiety/stress/depression/other psychiatric illnesses (75%) and liver/kidney (25%)
- HR continue to monitor and inform Line Managers every month of the sickness levels in their services and ensure that sickness monitoring meetings are carried out and targets set for the individual.

9. COVID19 – impact on absence

Since March 2020, the pandemic has made a noticeable difference to absence.

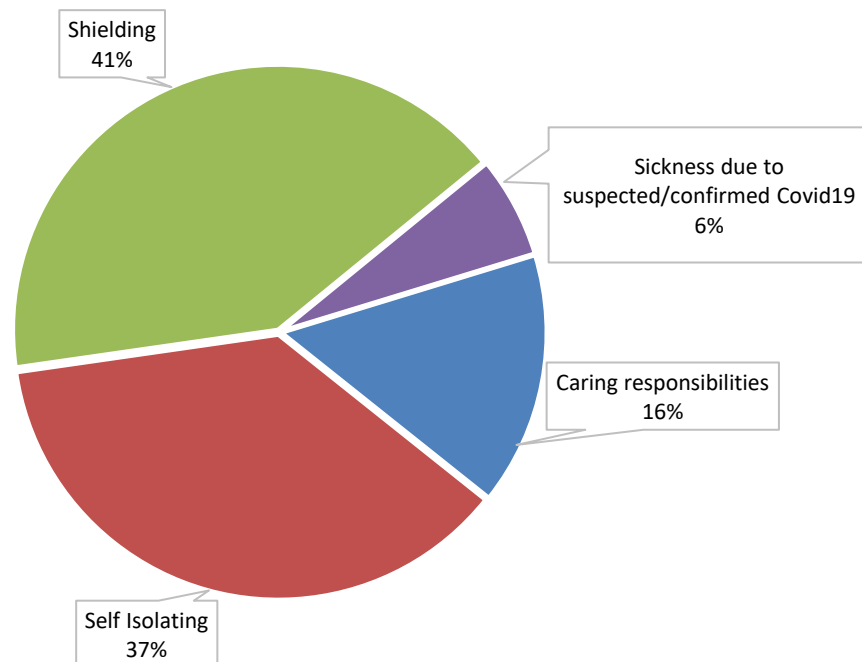
HR share monthly updates with the Corporate Leadership Team, which show how many days were lost per FTE. Up to the 30th November, the average days lost per employee is 3.87 due to COVID19.

To summarise, so far, we've had:

- 18 suspected cases of COVID19. Of these, 7 have tested positive.
- 6 employees shielded for 12 weeks and of these, 4 were unable to work from home.
- Only 1 employee had to shield during the second lockdown in November.
- 42 employees have been absent and unable to work from home for 790.6 days per FTE due to self-isolating, shielding and caring responsibilities.
- 97% of the days lost were in Director of Services and the majority were in Waste Management (70%) as most roles cannot be done from home.

The most common reasons for absence are shielding (41%) and self-isolating (37%) as below:

COVID absence reasons for 2020



Appendix 7 details further information including the absence reasons by service area.

10. Implications

10.1 **Financial Implications** – None

10.2 **Legal Implications** – None.

11. **Contribution to Corporate Priorities** – Have a more cost effective and efficient Council.

12. **Risk Management** – N/A

13. **Equality Impact Assessment** - The Council's Equality Impact Assessment procedure is not required for this update.

14. **Consultations with Others** – N/A.

15. **Access to Information : Background Documents** – None.

16. **Author of the Report** – Jacquie Hodgson – HR Manager
jhodgson@cravendc.gov.uk. – 01756 706209

17. Appendices

Appendix 1 – Sickness absence comparison from the last 5 years

Appendix 2 – Reasons for Long Term Absence April to Sept 2020

Appendix 3 – Reasons for Short Term Absence April to Sept 2020

Appendix 4 – Absence by Service Area April to Sept 2020

Appendix 5 – Reasons for Absence in Waste Management April to Sept 2020

Appendix 6 - Sickness Targets over the last 15 years

Appendix 7 – COVID reasons for Absence by Service Area

Appendix 1 – Sickness absence comparison for the last 5 years

Days Lost Per FTE

	Sept 16	Sept 17	Sept 18	Sept 19	Sept 20	% Change since Sept 19
Short Term	2.15	1.74	1.34	1.46	0.81	-45%
Long Term	1.86	2.35	3.34	4.15	1.94	-53%
Target	4.25	4	4.25	4.25	4.25	
Total	4.01	4.09	4.68	5.61	2.75	-51%
ST as % of Total	54%	43%	29%	26%	29%	
LT as % of Total	46%	57%	71%	74%	71%	

Working Days Lost

	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20	% Change since Sept 19
Short Term	405.8	336.3	271.5	300.2	163.2	-46%
Long Term	351.3	453.8	678.6	854.2	394	-54%
Total	757.1	790.1	950.1	1154.4	557.2	-52%

Appendix 2 – Reasons for Long Term Absence April to September 2020

Reasons for long term

	Days lost	% of total
Anxiety/stress/depression/other psychiatric illnesses	104	28%
Heart/ blood pressure/ circulatory/ blood disorder	128	34%
Surgical Procedure / Recovery	128	34%
Liver/kidney	16	4%
Total	376	

Appendix 3 - Reasons for Short Term Absence April to September 2020

	Days Lost	% of total
Anxiety/stress/depression/other psychiatric illnesses	47	29%
Other musculo-skeletal	46	28%
Stomach/ gastro-intestinal/ digestion	27.1	17%
Liver/kidney	13	8%
Mouth/ dental/ throat related	6.4	4%
Pregnancy related	5	3%
Unknown/not willing to disclose	4	2%
Flu	3.8	2%
Cold or other viral infection	6	4%
Headache/ migraine	2.8	2%
Genitourinary & gynaecological disorders	2.1	1%
Eye/ ear/ nose related	1	1%
Total	164.2	

Appendix 4 - Absence by Service Area April to September 2020

	Total days lost per fte	Working days lost	FTE @ 30/09/20
Council Leadership Team	0.00	0.00	4.80
Total	0.00	0.00	4.80

Chief Executive

Business Support Services	0.00	0.00	6.30
Community Safety	0.00	0.00	1.00
Customer Services	1.93	13.50	7.00
Electoral Services	0.00	0.00	1.50
Human Resources	0.00	0.00	2.00
Partnerships & Communications	28.38	128.00	4.51
Total	*6.34	141.50	22.31

Chief Finance Officer

Finance	0.10	1.00	10.00
Revenues and Benefits	0.00	0.00	13.90
Total	*0.04	1.00	23.90

Director of Services

Assets and Commercial Services	0.24	2.30	9.60
Bereavement Services	0.00	0.00	5.50
Craven Leisure	0.79	15.10	19.00
Environmental Health	0.00	0.00	10.70
Facilities Management	0.00	0.00	1.20
Housing	0.00	0.00	8.50
Information Services	0.00	0.00	8.00
Waste Management	4.85	260.00	53.60
Total	*2.39	277.40	116.10

Planning & Regeneration

Cultural Services	0.00	0.00	10.20
Economic Development	26.40	132.00	5.00
Planning Services	0.05	1.00	19.00
Total	*3.95	133.00	33.70

Solicitor to the Council

Democratic Services	0.00	0.00	2.50
Legal Services	0.00	0.00	2.50
Licensing	0.00	0.00	1.60
Total	0.00	0.00	6.60

* Please note that average FTE over the 6 months April to September is used in this calculation

Appendix 5 – Reasons for Absence in Waste Management April to September 2020

	Days Lost					%
	Short term	Long term	Total	Short term	Long term	Total
Anxiety/stress/depression/	45	104	149	37%	75%	57%
Genitourinary	1	0	1	1%	0%	0%
Liver/kidney	12	34	46	10%	25%	18%
Other musculo- skeletal	42	0	42	34%	0%	16%
Stomach/ gastro-intestinal/ digestion	18	0	18	15%	0%	7%
Cold or other viral infection	4	0	4	3%	0%	2%
Total	122	138	260	100%	100%	100%

Appendix 6 – Sickness Targets over the last 15 years

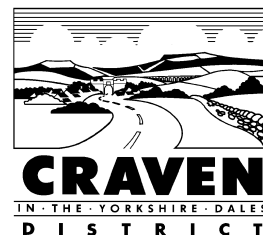
Year	Average days lost per FTE	Target	Above or below target
2006/07	11.95	9.1	Above
2007/08	12.52	10.12	Above
2008/09	9.08	11.5	Above
2009/10	12.61	9.0	Above
2010/11	9.79	10.0	Above
2011/12	9.59	8.5	Above
2012/13	7.14	9.0	Below
2013/14	9.27	7.0	Above
2014/15	9.97	8.5	Above
2015/16	7.98	9.5	Below
2016/17	8.31	8.5	Below
2017/18	9.1	8.0	Above
2018/19	10.8	8.5	Above
2019/20	9.02	8.5	Above
2020/21	2.7 (first 6 months)	8.5	

Appendix 7 – COVID absence reasons by Service Area

Absence reason	Chief Finance Officer	Director of Services	Planning & Regeneration	Total days lost per FTE
Caring responsibilities		122.0		122.0
Self-isolating	5.0	282.7	5.0	292.7
Shielding		327.1		327.1
Sickness due to suspected/confirmed Covid19	10.0	34.8	4.0	48.8
Area: Total days lost per FTE	15.0	766.6	9.0	790.6

Select Committee – 17th February 2021

Customer Services Performance



Report of the Chief Executive

1. **Purpose of the Report** – To provide a report on Customer Service performance during 2020-21, improvements to the service and future plans.

2. **Background**
 - 2.1 Our Customer Service Centre is the central point for all Council enquiries providing residents, businesses and visitors with quick and easy access to Council services. Customers are able to pay their Council bills, pick up forms and information, and have the majority of their questions, about all Council services, answered at just one point.

 - 2.2 Customer Services normal opening hours are:-

Telephone – 01756 700600	-	9.00am to 5.00pm Monday to Thursday
		9.00am to 4.30pm Friday
Belle Vue Square Reception	-	8.45am to 5.00pm Monday to Thursday
		8.45am to 4.30pm Friday

 - 2.3 **Impact of Covid-19**
 - 2.3.1 **Contact Centre**

The contact centre has been unaffected. The majority of staff (5/7) are set up to work remotely from their own homes. The business continuity exercise carried out last February meant that we were well prepared to set this up immediately when the country went into lockdown and has continued ever since.

 - 2.3.2 **BVS Reception**

The BVS Reception has been closed during the national lockdown periods. Once lockdown was eased the reception was reconfigured to be Covid safe. Screens have been installed, clear signage in place, seating area taken out of action and the numbers of customers who could be in the reception area at any one time was limited to 3. We also only reopened until 1pm to minimise the risk to staff. We have advertised the new opening hours on our website.

During the lockdown periods when the reception is closed posters are in place directing customers to the Council website or Contact Centre. For anyone really needing a face to face appointment a number to call is displayed so an appointment can be set up. This has been used very little during the periods of lockdown.

AGENDA ITEM 7

2.4 Staffing

The Customer Services team now consists of a Team Leader (1 FTE) shared between Customer Services and Business Support , 1 Senior Customer Service Advisor (1FTE) and 4 Full Time Customer Advisors (FTE) 2 Full Time Customer Service Advisor/Business Support with management of the function provided by the Communications and Partnerships Manager.

2.5 Closer alignment with Business Support

Following a mini restructure in Business Support the Customer Service Team Leader is now shared with the Business Support Service. The two teams are working together more closely so that during busy periods of time in Customer Services, Business Support staff can provide reception cover (when open) and likewise during busy times for Business Support members of the Customer Service team can help with admin support. Therefore, it makes sense for the Team Leader role to have oversight of the two services to understand the pressures both teams are facing.

This arrangement has enabled savings of £60k to be made in the Business Support service.

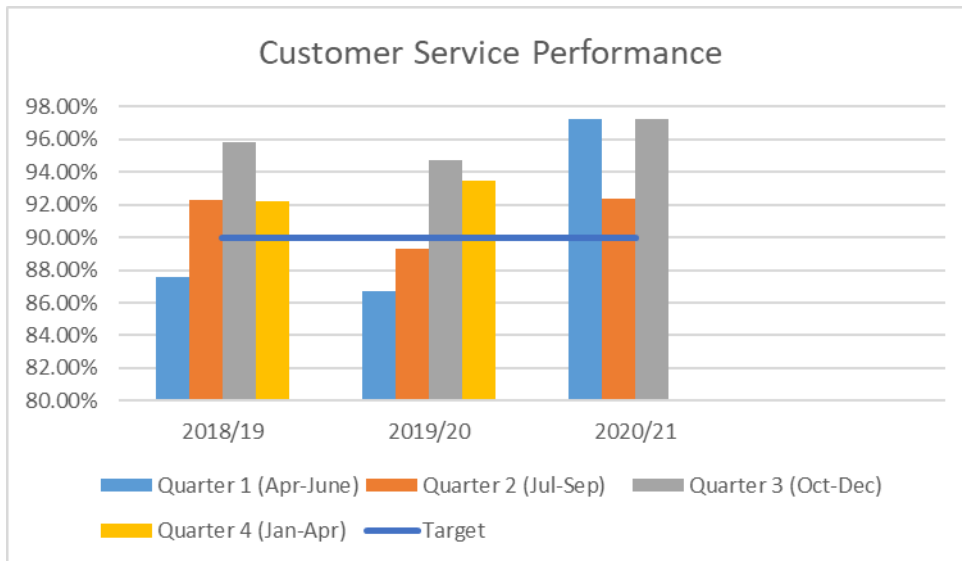
Two members of the Customer Service team left over the last year and in recruiting new team members it has been made clear that the roles are shared across both services according to business need.

3.0 Customer Services Performance

3.1 The Key Performance Indicator for call handling is 90% of calls answered every quarter. For the 2019/20 financial year the 90% call handling target was met as an aggregate over the year. The team answered 91.43% of all calls to the Council.

3.2 For 2020/21 the target has been met. In quarter 1 97.2% of all calls were answered (87.6% in 2018/19). In quarter 2 92.4% of all calls were answered (92.3% in 2018/19) and 97.2% of all calls were answered in quarter 3 (95.8% in 2018/19) as shown in the chart below. The current aggregate year to date total is 91.74% and the team are currently on track to make the target for 2020-21.

AGENDA ITEM 7



Data for call volumes and other access channels over the last three years can be found in the Performance Monitoring Report in Appendix A

3.3 Issues in 2020 affecting performance

Covid-19 Pandemic – as a result of not opening the BVS reception counter during lockdown periods there has been more resource over the year in the Contact Centre to answer the telephones. Call volumes which have fallen year on year have largely plateaued now. Months which saw a large increase in calls have coincided with business support grant announcements.

We have seen a large increase in email traffic into the Customer Service Team. In 2019-20 we received 1036 emails to the generic Contact Us email address whilst so far in 2020-21 we have received 6427 an increase of 520%.

Likewise, there has been an increase in visits to the CDC website and use of online forms.

3.5 Calls to residents classed as Clinically Extremely Vulnerable

Working with NYCC members of the team have been redeployed to make 'check in calls' to residents identified as being clinically extremely vulnerable and asked to shield both in the first lockdown in 2020 and the current lockdown in 2021.

Members of the team have made thousands of calls to Craven residents to check if they were okay or needed help with shopping, prescription collections of support. They would then refer anyone needing support to the appropriate Community Support Organisation who could arrange for a volunteer to assist or if necessary NYCC Social Care. Those residents have been very grateful for the call and the work is still ongoing.

AGENDA ITEM 7

4.0 Call Performance Monitoring

4.1 Individual Call Performance Monitoring of the Customer Service Team

The call performance monitoring introduced in Nov 2017 continues to successfully operate as below:

- 4.2.1 All Customer Service advisors are sent an email first thing Monday morning giving details of the previous weeks call volumes and whether or not the call handling target has been met so everyone is clear whether or not we are on track to meet the call handling target.
- 4.2.2 Monthly statistics for each Customer Services Officer are now produced. A target for the number of calls they should be answering per day in order to reach the 90% call handling target is calculated on a monthly basis and performance for each member of the team is now be measured against this target.
- 4.2.3 An anonymised version of the officer performance chart is circulated at the Customer Service monthly team meetings. Any member of staff falling below the average number of calls per day target needed in order to make the 90% call handling target is emailed every month to make them aware they haven't met the target. If this continues for a consecutive 3 months advisors are asked to a one to one meeting with the Team Leader.
- 4.2.4 Call recording was introduced in 2019 which has proved to be invaluable when handling complaints as we have a record of what both parties has said. Qualitative performance indicators have also been developed for the team which is extremely useful given most staff are now working remotely from home.

4.3 Performance Monitoring Report

A monthly Customer Services performance report continues to be produced and a copy taken to CLT every quarter.

The latest anonymised version of the latest report can be found at Appendix A

4.4 Team Meetings

Continue to be regularly held and have a weekly Teams video meeting so everyone can stay in touch.

We also operate an informal Customer Service WhatsApp group which all the team are part of. This was to keep those advisors working from home connected and in touch as much as possible.

4.5 Social Media Channels

AGENDA ITEM 7

We continue to work with the Communications Officer to help manage calls into Customer Services by utilising messaging on social media, particularly Facebook (we currently have 4,347 followers on Facebook an increase of 67% from last year). This has proved to be very effective in getting messages quickly out e.g. when bin collections are disrupted, or information on Covid-19 and Business Grants. We get a big reach by targeting village community Facebook groups to post messages to ensure we maximise the reach of posts.

5. **Planned Service Improvements for 2021**

A number of these are rolled over from 2020 due to the impact of the pandemic:

1. Queries re Council Tax – looking to introduce citizen access for Northgate so residents would be able to log onto their account themselves and complete change of address, set up direct debit payments etc
2. Waste ESB system/in cab technology – Customer Service Advisors will be able to see the status of the bin collections and where the crews have and haven't been to help with dealing with missed bin queries.

6. **Author of the Report** – Sharon Hudson, Communications, Partnerships and Customer Services Manager

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Customer Services Management KPI Statistics

Version: **1.0**

Date: **Jan 2021**

Author: **Sharon Hudson**

Owner: **Paul Shevlin**

Client: **Corporate Leadership Team (CLT)**



Customer Services Mission Statement:
"To provide an excellent service which fulfils the needs of all our customers"

www.cravenc.gov.uk

Craven District Council

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Overview



Customer Services Management Report

Purpose – To report on the Customer Services performance:

Customer Services performance reporting gives details on: -

- A chart giving 3 years call data for service demand comparison
- Chart showing average queue time of incoming calls
- Chart showing average call handling time
- Chart showing average time waited before call is abandoned
- Performance compared to service level target
- Volume of reception queries
- Face to Face channel analysis of reception queries

Customer Service team performance breakdown analysis gives details on: -

- Resourcing of Customer Services including sickness data
- Summary of service specific issues
- Individual agent breakdown of calls answered
- Individual agent breakdown of call handling time

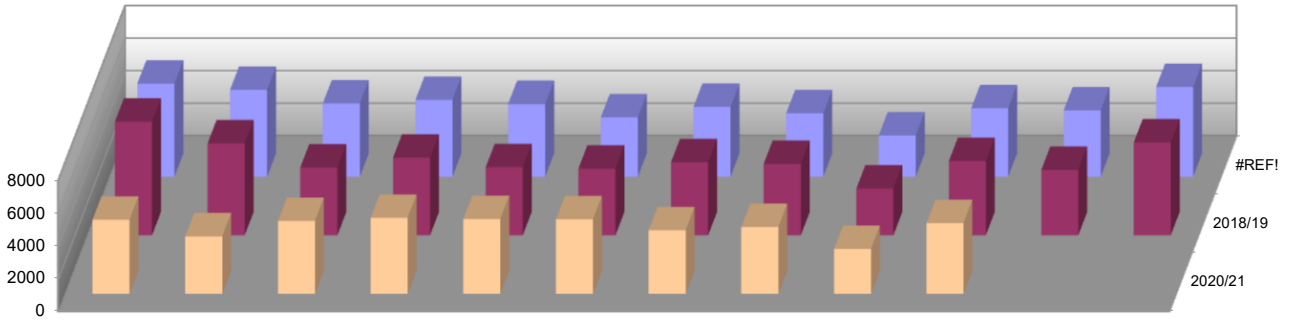
Channel Data analysis gives details on: -

- Overall unique web visits with session data
- Web form interactions showing forms completed online and mediated
- Telephony data for Customer Services
- Email data for the Customer Services mailbox
- Breakdown of Face to Face data by organisation

Service Performance Measures

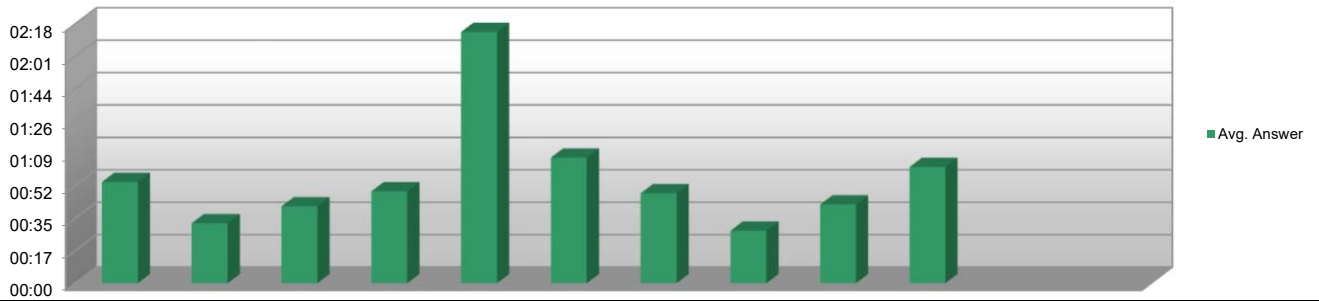


3 Year Call Analysis



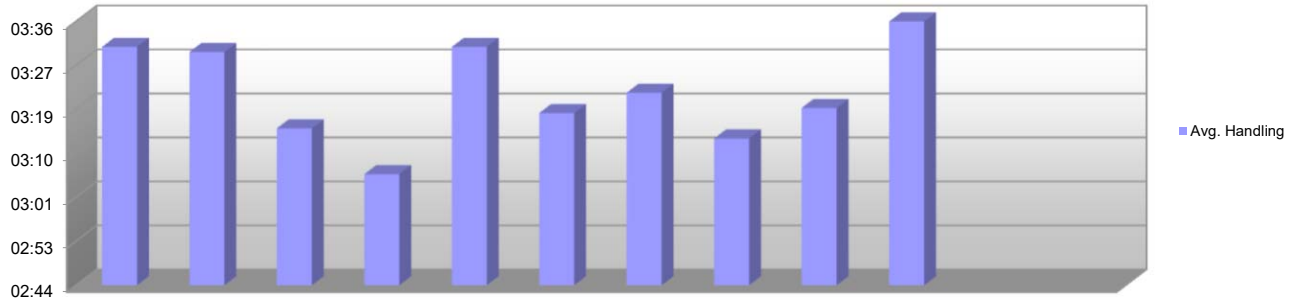
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2018/19	5725	5335	4494	4718	4464	3647	4294	3896	2531	4206	4075	5516	52901
2019/20	6975	5645	4163	4763	4172	4086	4490	4391	2872	4554	4011	5699	55821
2020/21	4554	3527	4473	4666	4591	4573	3907	4105	2754	4343			41493

Average Speed of Answer (mm:ss)



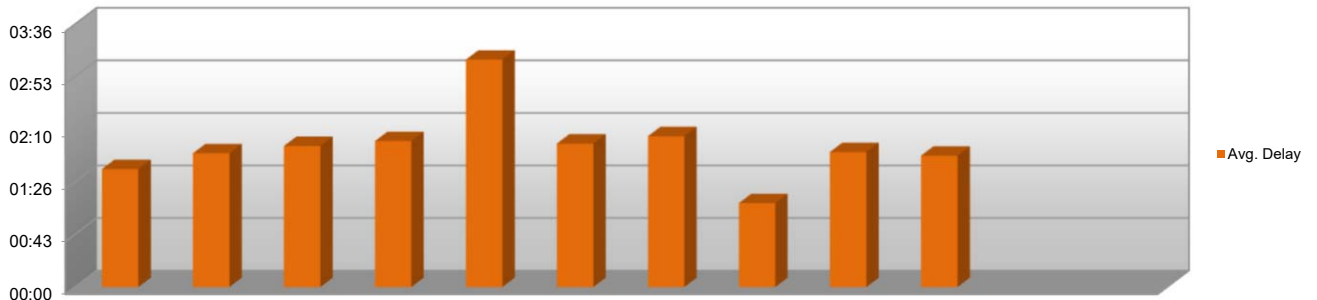
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Answer	00:54	00:32	00:41	00:49	02:14	01:07	00:48	00:00:28	00:42	01:02			01:15

Average ACD Handling Time (mm:ss)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Handling	03:31	03:30	03:15	03:06	03:31	03:18	03:22	03:13	03:19	03:36			00:02:53

Average Delay to Abandon (mm:ss)

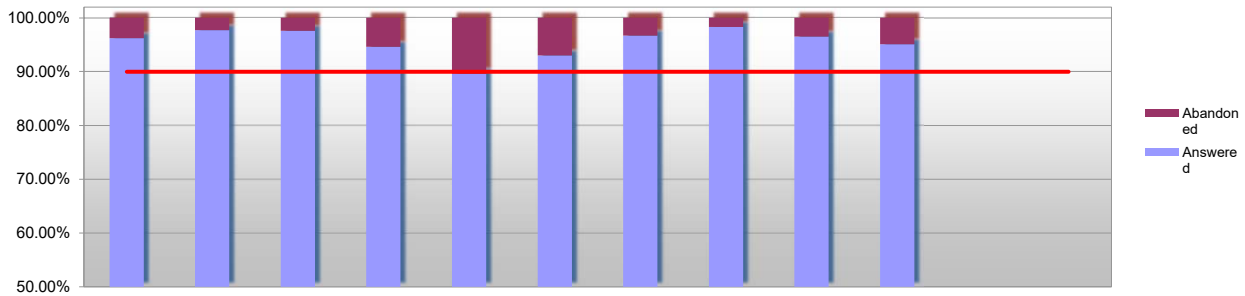


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Delay	01:37	01:50	01:56	02:00	03:07	01:58	02:04	01:09	01:51	01:48			02:15

Service Performance Measures continued

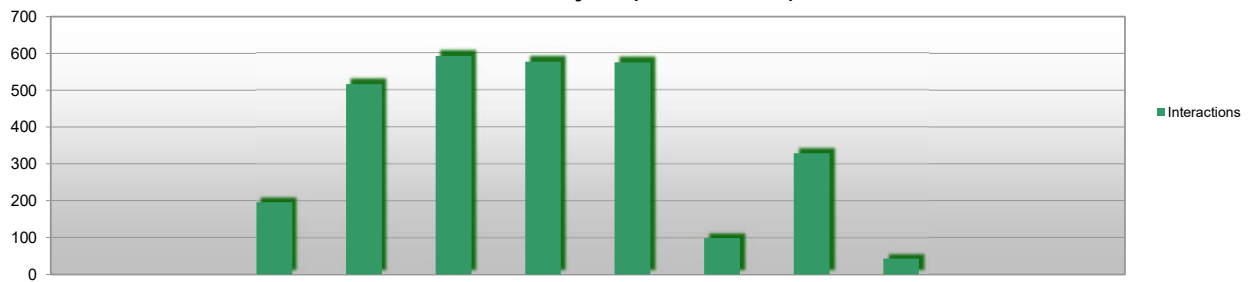


Service Level Target



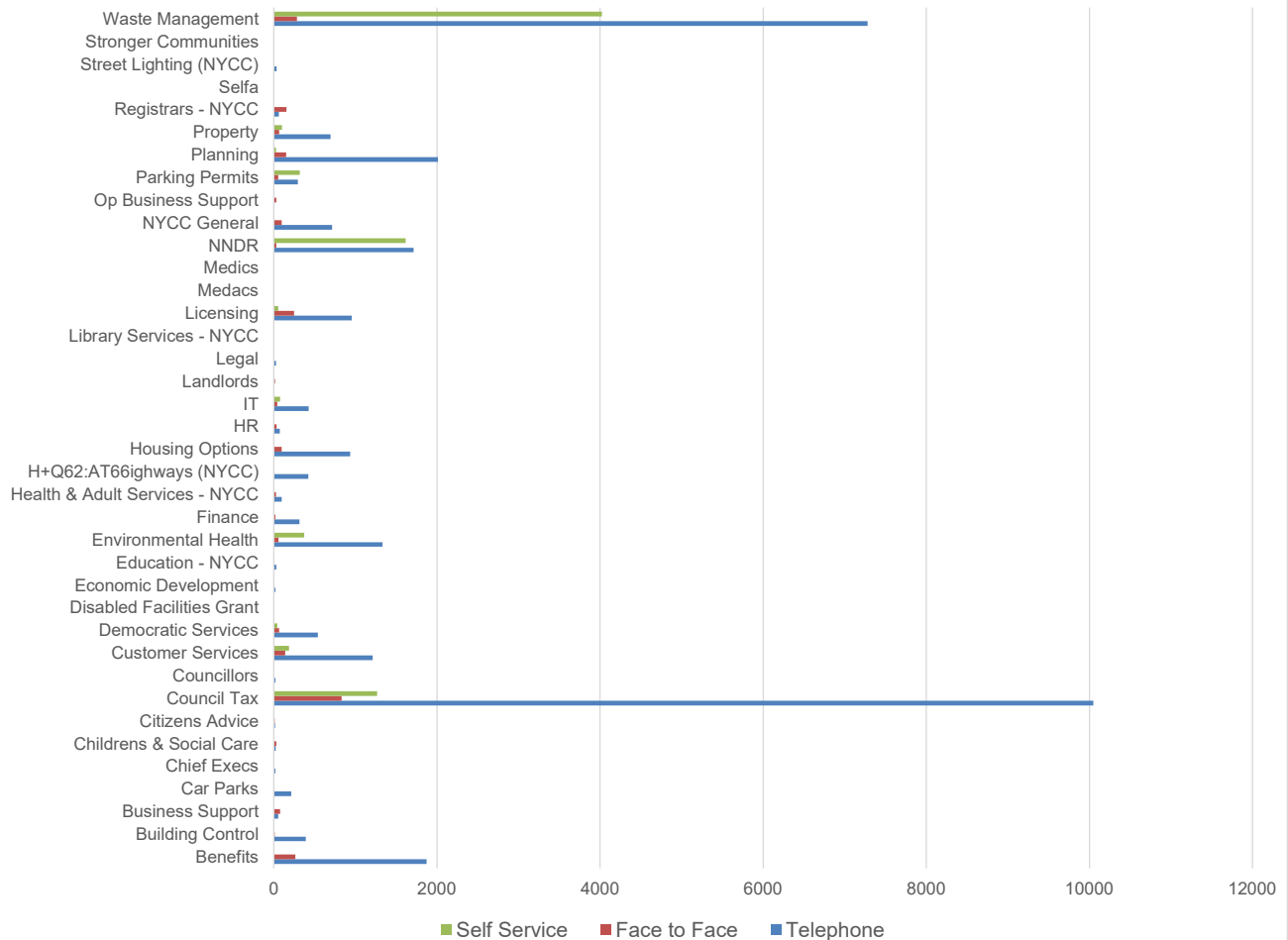
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Answered	96.20%	97.70%	97.60%	94.60%	89.60%	93.00%	96.70%	98.30%	96.50%	95.10%			91.74%
Abandoned	3.80%	2.30%	2.40%	5.40%	10.40%	7.00%	3.30%	1.70%	3.50%	4.90%			8.26%

Front Line Caller Analysis (Face to Face)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Interactions			196	516	593	577	575	99	329	43			3269

Channel Analysis by Service - YTD



Customer Service Team Performance



Resourcing

- 0 sick day taken
- 7 FTE members of staff
- NB – one member of team does not cover the Customer Service Desk in Reception

Leave

- 9 days annual leave taken
- 6 days of flexi leave taken

Service Issues

- 260 Trade Waste Invoices
- Premise License reminders
- 1st Reminders CT - 379 2nd Reminders CT - 135 NNDR - 23
-
-
-
-

Individual Performance

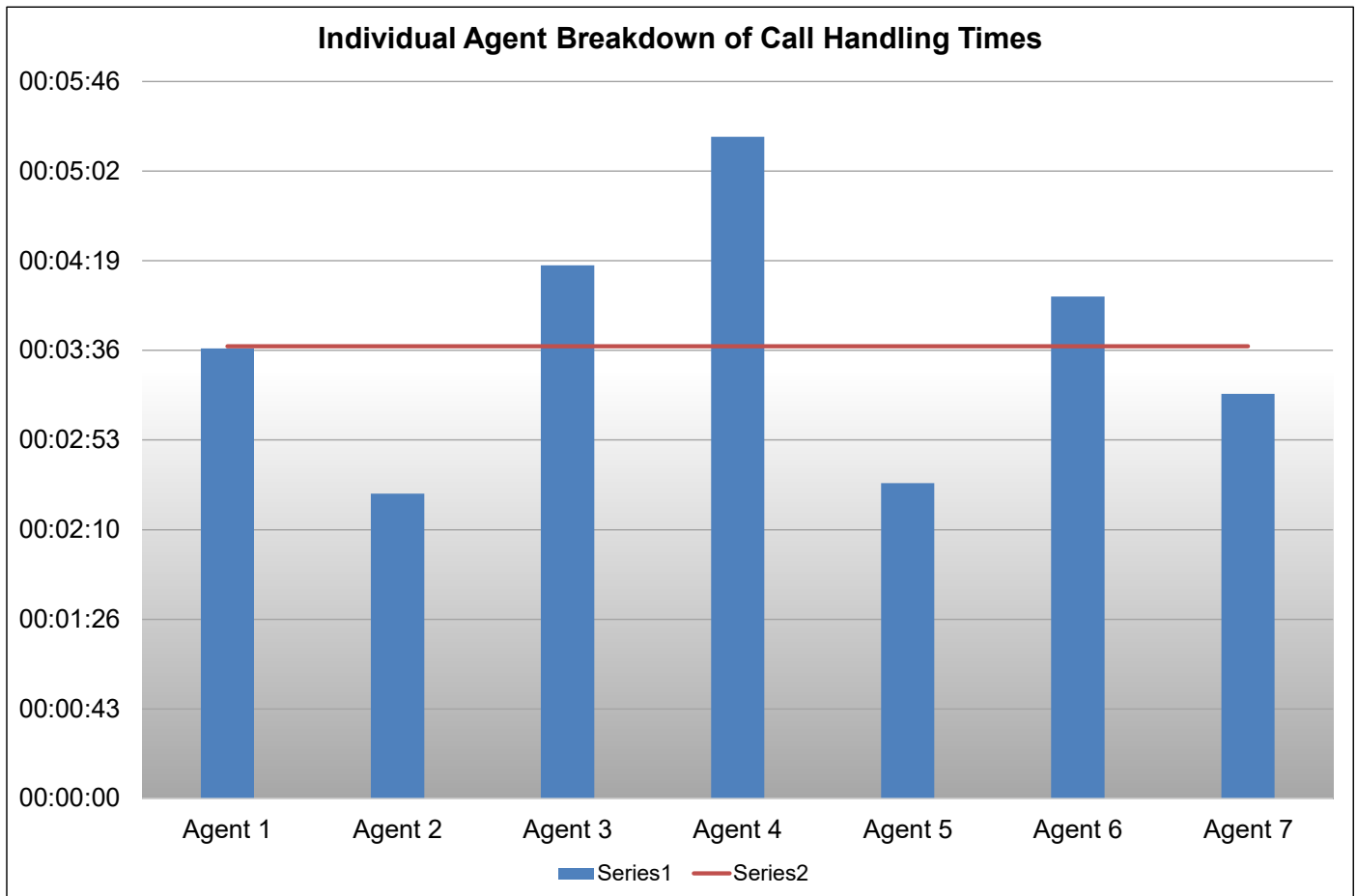
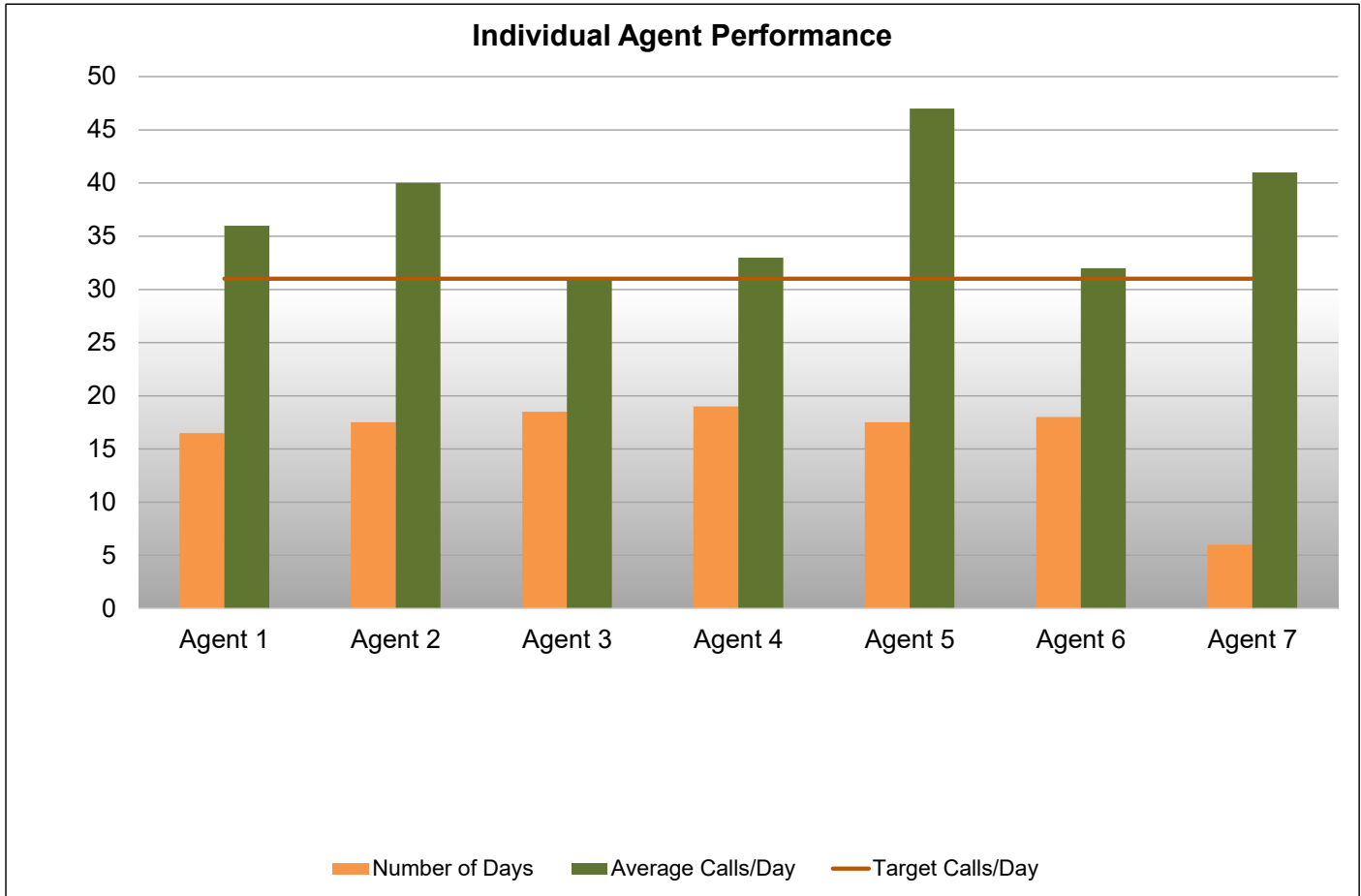
Individual Agent Breakdown of Calls handled (Current Month)

- 4343 calls were made to Contact Craven during January
- Team available for a total of 113 days to answer the calls (taking into account leave, dealing with email queries, sickness, training and CS counter coverage.)
- In order to reach 90% call handling target each member of Customer Services would need to answer on average 31calls/day.

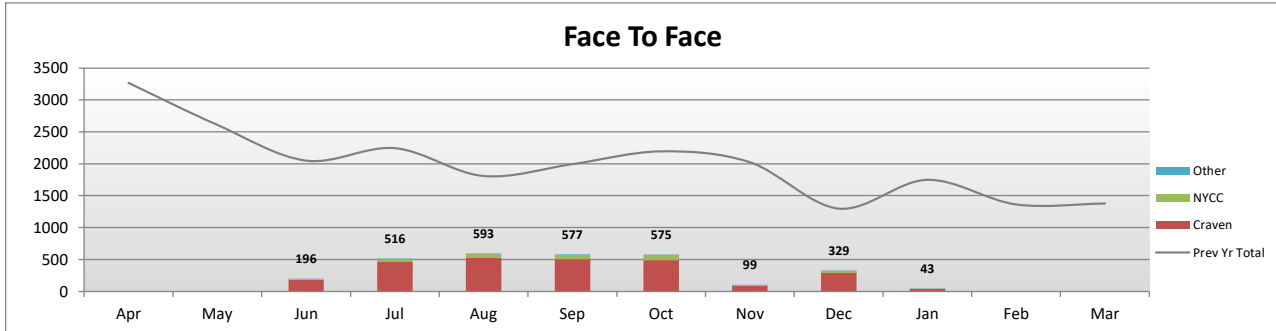
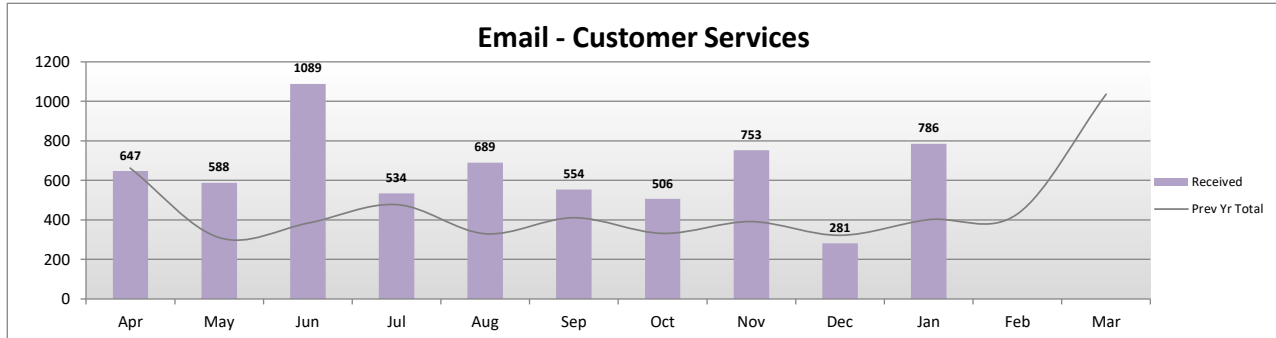
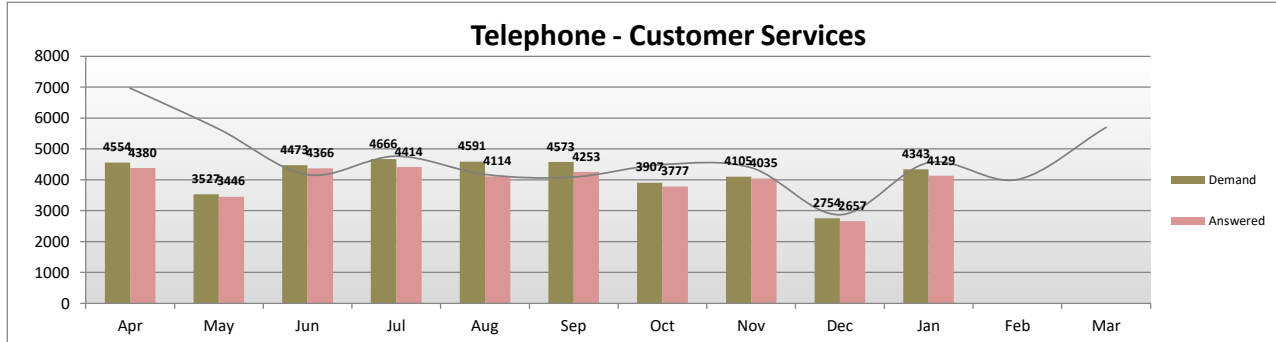
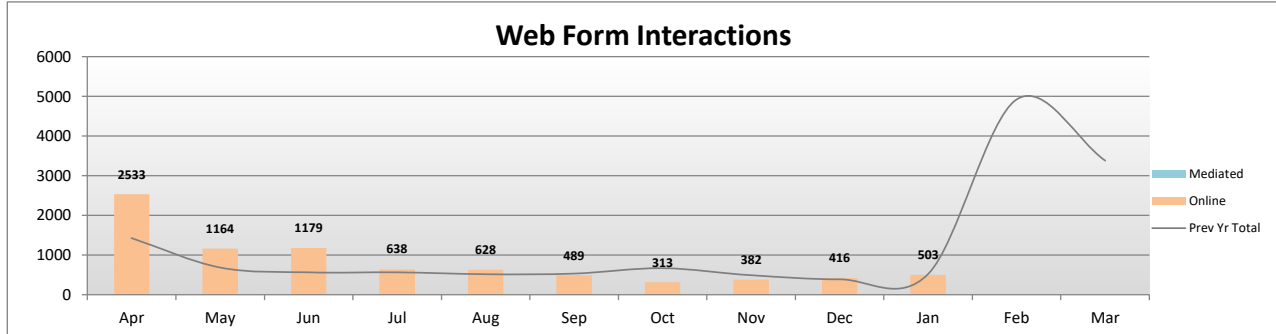
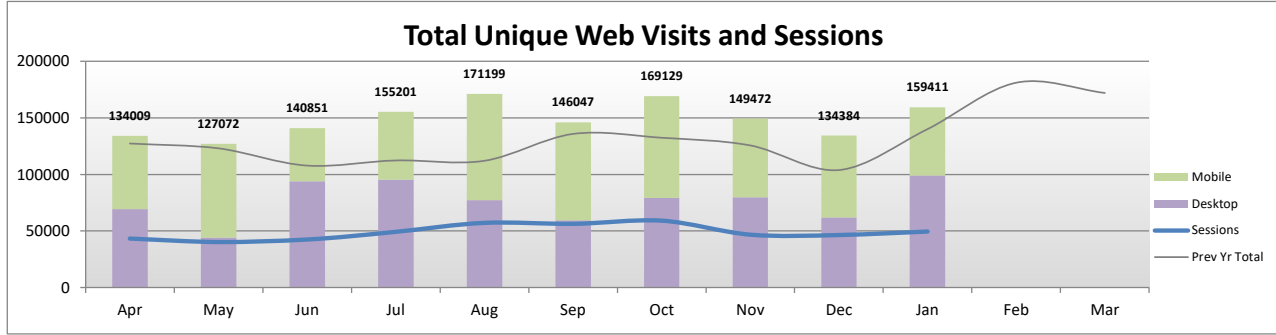
Agent Name	ACD Calls handled	No. of Days	Average Calls/Day	Target No. Calls/Day
Agent 1	589	16.5	36	31
Agent 2	706	17.5	40	31
Agent 3	567	18.5	31	31
Agent 4	622	19	33	31
Agent 5	816	17.5	47	31
Agent 6	581	18	32	31
Agent 7	248	6	41	31

Commentary on significant variance:

Agent Performance



Customer Services Access Channels



Document Control



Revision History

<i>Issue Number</i>	<i>Date</i>	<i>Author of Change</i>	<i>Revision Description</i>
1.0	08/02/2021	Sharon Hudson	Release For Circulation

Distribution

This document has been distributed to:

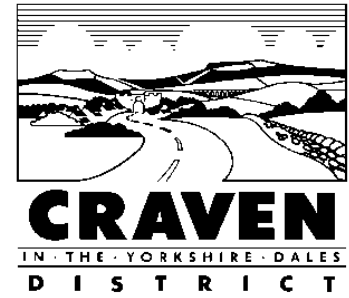
<i>Name</i>	<i>Title / Role / Group</i>	<i>Date of Issue</i>	<i>Issue Number</i>
All	CLT	08/02/2021	1.0
Lead Member	Lead Member for Customer Services	08/02/2021	1.0

Document Classification

<i>Classification</i>	<i>Review Date</i>	<i>Disposal Date</i>
Official	N/A	N/A

Select Committee – 17 February 2021**Work Schedule****Report of the Democratic Services Manager**

Ward(s) affected: All

**1. Purpose of Report**

- 1.1 To consider the Select Committee's work schedule for the 2020/21 municipal year.

2. Recommendations

- 2.1 Members are asked to consider the matters outlined in this report and agree (or amend) the work schedule (as presented at Appendix 1) for the 2020/21 municipal year.

3. Report

- 3.1 At its meeting in July 2020, the Select Committee discussed a range of matters for possible inclusion within its work schedule for 2020/21. The areas discussed included a range of matters which were then used to help formulate an outline work programme.
- 3.2 The latest version of the work schedule is attached as Appendix 1 for consideration and agreement by Select Committee, subject to any identified and agreed amendments.
- 3.3 It's important to recognise that the work schedule should not be considered a fixed and rigid schedule, it should be something that can be adapted to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.
- 3.4 However, when considering any developments and / or modifications to the work schedule, effort should be made to:
- Avoid unnecessary duplication by taking into account any existing groups or forums already monitoring a particular issue.
 - Ensure that any review work to be undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Seek advice about available resources and relevant timings, taking into account Select Committee's workload and the type of activity taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.

3.5 In addition, in order to deliver the work schedule, the Select Committee may need to take a flexible approach and undertake activities outside the formal schedule of meetings, such as working groups. This flexible approach may also require additional formal meetings of the Select Committee.

4. Legal Implications

There are no legal implications arising from this report.

5. Contribution to Council Priorities

The work of Select Committee contributes to Council priorities by aiming to improve services and add value.

6. Risk Management

There are no risk management issues associated with this report.

7. Equality Analysis

There are no direct implications arising from this report.

8. Consultations with Others

Solicitor to the Council and Monitoring Officer

9. Access to Information: Background Documents

There are no background documents.

10. Appendices

Work Schedule for 2020/21

11. Author of the Report

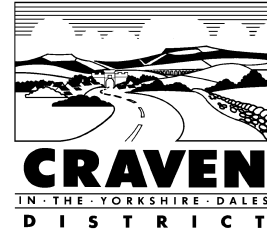
Guy Close, Democratic Services Manager

Telephone: (01756) 706226 E-mail: gclose@cravendc.gov.uk

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

SELECT COMMITTEE

WORK SCHEDULE 2020/21



Date	Committee	Agenda
15 July	Select Committee	<ul style="list-style-type: none">Review of Members’ IT (Darren Maycock, CIO and Assets and Commercial Services)Select Committee Annual Report 2019-20 (Hannah Scales, Democratic Services and Scrutiny Officer)Work Schedule and Appointment of Working Groups (Guy Close, Democratic Services Manager).
9 Sept	Select (Crime and Disorder) Committee Select Committee	<p>Select (Crime and Disorder) Committee:</p> <ul style="list-style-type: none">Local Policing – Local crime overview and priorities (Inspector Lorraine Crossman-Smith)Community Safety Update (Stacey Reffin, Community Safety Officer) <p>Select Committee:</p> <ul style="list-style-type: none">Absence Management 2020-21 (Jacquie Hodgson, Human Resources Manager)Recommendation Tracking – Review of Development Control Performance (Guy Close, Democratic Services Manager)
28 Oct	Select Committee (Working Group Session)	<ul style="list-style-type: none">Building Control Working Group – Session one (David Smurthwaite, Strategic Manager for Planning and Regeneration)

25 Nov	Select Committee (Working Group Session)	<ul style="list-style-type: none"> The Impact of Covid-19 on Council Services Working Group (Paul Ellis, Director of Services and Richard Weigh, Chief Finance Officer)
9 Dec	Select (Crime and Disorder) Committee	<p>Select (Crime and Disorder) Committee:</p> <ul style="list-style-type: none"> North Yorkshire Police, Fire and Crime Panel: Annual Update (County Councillor Les and Diane Parsons, NYCC) Local Policing – Local crime overview and priorities (Inspector Steve Breen) Community Safety Update (Stacey Reffin, Community Safety Officer)
13 Jan	Select Committee	<ul style="list-style-type: none"> Meeting cancelled
17 Feb	Select Committee	<ul style="list-style-type: none"> Request for Scrutiny – Customer Service Delivery Monitoring Beyond the Customer Service Team (Karen Darvell, Chair of Stirton with Thorlby Parish Council) Absence Management 2020-21 (Jacquie Hodgson, Human Resources Manager) Customer Services Call Handling Performance (Sharon Hudson, Communications, Customer Services and Partnerships Manager)
17 Mar	Select Committee (Working Group Session)	<ul style="list-style-type: none"> Building Control Working Group – Session two (David Smurthwaite, Strategic Manager for Planning and Regeneration)
14 Apr	Select Committee	<ul style="list-style-type: none"> Final Review Reports (Guy Close, Democratic Services Manager) Recommendation Tracking (Guy Close, Democratic Services Manager) Draft Work Schedule for 2021/22 (Guy Close, Democratic Services Manager)