



## SELECT COMMITTEE

Wednesday, 14 April 2021

(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 17 February 2021.
3. **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.
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. **Cross Council Customer Service Standards** - The Chief Executive to submit a report presenting an overview of customer service standards across the Council and monitoring arrangements currently in place.

6. **Recommendation Tracking** – The Democratic Services Manager to present an update on Select Committee recommendations in terms of their ongoing relevance and the progress made in implementing the recommendations.
7. **Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act, 1972.
8. **Date and Time of Next Meeting** – Wednesday, 23 June 2021 at 6.30pm.

**Agenda Contact Officer:**

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

## **SELECT COMMITTEE**

17 February 2021

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

**Officers** – Chief Executive, Human Resources Manager, Communications, Customer Services and Partnerships Manager, Democratic Services Manager and Democratic Services and Scrutiny Officer.

Start: 6.35pm

Finish: 19:56pm

### **Apologies for Absence –**

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

### **Confirmation of Minutes –**

**Resolved** – That the minutes of the meeting held 9 September 2020 are approved as a correct record.

### **Public Participation – Request for Scrutiny – Customer Services Delivery Monitoring Beyond the Customer Services Team**

Karen Darvell, Chairman of Stirton with Thorlby Parish Council addressed the Committee in relation to customer service delivery beyond the Customer Services Team. A document had been circulated to Members prior to the meeting which contained Ms Darvell's concerns in greater detail. The main question was how officer response times were monitored and whether they were satisfactory. Members agreed to discuss this as part of the Committee's overall work programme (Minute OS.461 refers).

### **Declarations of Interest –**

There were no declarations of interest.

## **Minutes for Report**

OS.459

### **Absence Management 2020-21**

The Human Resources (HR) Manager submitted a report, which outlined Craven District Council's sickness absence statistics from 1 April 2020 to 30 September 2020.

The HR Manager provided a breakdown of long and short term absence statistics. Members noted that the target number of days lost per FTE was 4.25 days, the actual number of days lost per FTE was 2.7 days (57% below target).

Members were reminded that absence was considered long term if it lasted for more than four continuous weeks. Members noted that the number of days per FTE lost to long term absence had decreased by 54% compared to the same period last year. Members also noted the staff referrals to Oasis Counselling and the further 12 credits purchased. In addition, the Committee noted the reasons for short term absence, the number of days per FTE lost to short term absence was 163.2 this year compared with 300.2 for the same period last year. Members were advised that where necessary Occupational Health advice was

sought if symptoms causing short term absence reoccurred regularly. A breakdown of absence by service area was also provided, and as previously requested by Members, a breakdown of absence in Waste Management.

The HR Manager provided an update on the Covid19 impact on absence and summarised key statistics including the number of suspected cases which was 18 and the number of positive cases which was 7. The most common reasons for absence was shielding (41%) and self-isolating (37%). Members were informed that below 10% of staff had continued to work from the office for various reasons. Members were informed that lateral flow devices were to be used by staff at Airedale Business Park and that temperature checks were in place at all of its council offices.

**Resolved** – That the sickness absence statistics from 1 April to 30 September 2020 are noted.

OS.460

### **Customer Services Call Handling Performance**

The Communications, Customer Services and Partnerships Manager submitted a report, which presented Customer Service's performance statistics for 2020/21 and improvements made to the service.

Members noted that the Contact Centre had been unaffected by Covid-19, the majority of Customer Service staff had been set up to work remotely and it continued to work well. Members were advised that Belle Vue Square reception had been closed during the national lockdown periods, however the reception had been made Covid-19 safe with the addition of screens, clear signage, removal of seating and a limit to the number of customers permitted in the reception area at any one time.

Members noted the restructure in Business Support and Customer Services. The Communications, Customer Services and Partnerships Manager advised that the restructure had been successful. The arrangement had enabled savings of £60k to be made in the Business Support service. In response to a query, clarification was provided that the reason two Customer Service staff members had left was not related to the restructure. Members also noted that Customer Services were on track to make the call handling target for 2020-21.

Members were informed of the additional work taken on by the team, some staff had 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 were also informed about the large increase in e-mail traffic to Customer Services, an increase of 520% compared to 2019-20.

The planned service improvements for 2021 were noted by Members, the potential introduction of citizen access to Northgate and the waste ESB System (in-cab technology).

**Resolved** – That Customer Service performance during 2020-21, improvements and future plans are noted.

OS.461

### **Work Programme**

Members considered its work schedule for the remainder of the 2020/21 municipal year, in particular the request for scrutiny submitted by Karen Darvell, Chairman of Stirton with Thorlby Parish Council. Members discussed the scrutiny request in detail and it was

suggested that the Communications, Customer Services and Partnerships Manager liaised with the Lead Member for Internal Services and submitted a report to Select Committee on 14 April 2021 addressing key areas of concern, including options for monitoring officer response times and the response times for each service where applicable.

**Resolved –**

- (1) That the Work Programme for the remainder of the municipal year is noted.
- (2) That the Communications, Customer Services and Partnerships Manager submits a report to Select Committee on 14 April 2021.

OS.462

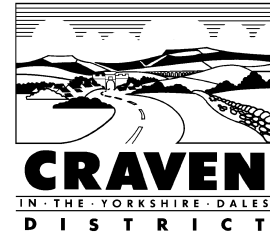
**Date and Time of Next Meeting**

- Select Committee Working Group (Building Control – Session Two) Wednesday, 17 March 2021 at 6.30pm

Chairman.

## Select Committee – 14<sup>th</sup> April 2021

### Cross Council Customer Service Standards



#### Report of the Chief Executive

1. **Purpose of the Report** – To present an overview of customer service standards across the Council and monitoring arrangements currently in place.
2. **Background**
  - 2.1 Following a report on Customer Service Team performance on 21<sup>st</sup> Feb, Select Cttee asked for a report to be prepared to give an overview of the wider customer service performance of council services. This will focus on how individual services respond to customers once the query had been passed on by the Customer Service team plus the individual monitoring arrangements in place at service level.
  - 2.2 The findings of that piece of work and recommendations for improvement are detailed below.
  - 2.3 **Service Level Research Conducted**
    - 2.3.1 All Service Managers/Team Leaders were emailed and asked the following questions:
      1. What are the individual service response times to enquiries (phone, letter, email) both internal and external.
      2. What service standards are in place
      3. What mechanisms are in place to monitor this on a service by service basis (i.e. how would you know if someone didn't receive a response?)
    - 2.3.2 As queries are often passed on to a services generic email inbox from member of the Customer Services team a check was made as to whether an automated response was in place.

A test email was sent to each Service as though passed on by a Customer Service Advisor to see what response was received.

Appendix A sets out the results of the research service by service.
- 2.4 **Conclusions**
  - 2.4.1 There is no consistency across the organisation as to how services respond to a customer query. As would be expected there are differing demands on Council services according to the nature of the service and whether they are frontline/public

# AGENDA ITEM 5

facing. For some teams e.g. Economic Development, they receive few queries from members of the general public and tend to work with contacts who have a direct dial number for the officer that are dealing with. It is therefore rare for calls to come through Customer Services and tend to be to officers direct who keep their own records.

- 2.4.2 Monitoring arrangements for customer contact are also not consistent across the Council. Focusing on high volume, front line services we found Environmental Health utilise Uniform to log, prioritise and monitor queries. Callers to Customer Services are given the timescales officers are working to, told their calls will be logged and when to expect a response which works well. It would make sense to see if this same process could be applied elsewhere for teams that also use Uniform e.g. planning. If a similar approach could be adopted, customer contact can be logged, and monitoring would be able to take place.
- 2.4.3 Another area for improvement to focus on is Trade Waste queries. Even though Customer Services and Trade Waste use the same CRM system it is not set up for Customer Service Advisors to directly log trade waste queries on the system and to be able to see if there has been a response. Queries received by Customer Service Advisors are passed on by back office email to one of two trade waste officers. The Trade Waste Officer then keys the details into the CRM system so there is potential to explore how this system could be utilised to better effect.
- 2.4.4 Generic service email inboxes are widely used but not all are set up with an automated response to help manage customer expectations.
- 2.4.4 There are no standardised service response times in place across the Council. Services have set their own standards that they are working to. Launching a new council Customer Service Charter developed in conjunction with Service Managers could be widely publicised both internally and externally to give a clear indication as to when customers should expect a response and for staff to be clear the standards they should be working to.
- 2.4.5 There are no Key Performance Indicators in place for frontline service based customer response and for high volume front line services it would be advisable to look at introducing some KPIs once monitoring arrangements have been put in place which can be reviewed on a regular basis.

## **2.5 Recommendations for improvement**

2.5.1 Planning – explore use of IDOX to help log customer contact similar to Environmental Health approach

### 2.5.2 Waste Management

Domestic - look at better use of CRM system to be able run queries to monitor common problems logged for domestic collections e.g missed bin collections

Trade - both Waste Management and Customer Services use the same CRM platform but for different functions. The system is more focused on invoicing/bill

## AGENDA ITEM 5

queries than logging customer contact and so can explore how to better integrate the two.

- 2.5.2 Develop and launch Council wide Customer Charter which sets out clear guidelines for dealing with general customer queries but recognising certain services may also have statutory response times.
- 2.5.3 In conjunction with the launch of the Customer Charter deliver basics in customer service training to all front-line services – focusing on the basics of Customer Service and how we serve our residents and businesses.
- 2.5.4 Make sure automated responses are in place for all generic service inboxes
- 2.5.5 Introduce customer response KPIs for frontline Council services that service managers have to report against.
- 2.5.4 Conduct yearly ‘mystery shopper’ exercise to check service performance.

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

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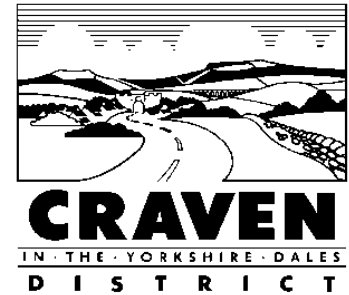


Department	Responded Y/N	Service response times	Set service standards in place?	Monitoring mechanisms in place?	Queries that come through Customer Services	Generic Mailbox	Automatic Response Received	Manual Response Received
Property	Y	Email - three working days. Phone - aim for same day but three working days. Letter - five working days.	No set service standards.	Member of staff oversee email inbox ensuring all dealt with. Weekly staff catch ups to check progress of email / phone requests.	PHONE: Try and transfer, if no answer email through the department the details and ask to contact themselves. EMAIL: Forward to propertymanagement@cravendc.gov.uk	propertymanagement@cravendc.gov.uk; maintenance@cravendc.gov.uk	N	Yes
Waste Management	Y	Trade waste - 2 days. Everything else - 10 days.	No written standards.	Email - generic inbox, monitored by multiple staff. Letter no mechanism in place.	Trade Waste: try and transfer through, if no answer call back request through CRM. Domestic Waste: Mainly dealt with within CS (EG: broken bin request) anything that needs escalating email to the WM email address through CRM.	<a href="mailto:commercialwaste@cravendc.gov.uk">commercialwaste@cravendc.gov.uk</a> ; <a href="mailto:wastemanagement@cravendc.gov.uk">wastemanagement@cravendc.gov.uk</a>	N	Trade waste - Yes Domestic Waste - No
Environmental Health	Y	10 days (was 5 before Covid)	?	Uniform used to log and prioritise. All officers monitoring the queue.	Log most requests through idox and reference 10 working days, very rarely send a call through.	<a href="mailto:environmentalhealth@cravendc.gov.uk">environmentalhealth@cravendc.gov.uk</a>	N	Yes
Environmental Health	Y	Depending on department - from 5 days to 10 days.	?	Uniform used to monitor and prioritise.	as above		N	Yes
Housing	Y	Same day screening all queries, homeless applicants 1 day, all other applicants within 5 days.	None.	Quarterly audit, all queries cross referenced against database to ensure recorded and responded to.	Ask if homeless first, then try call the duty officer for that day. If no response - email.	<a href="mailto:housing@cravendc.gov.uk">housing@cravendc.gov.uk</a>	N	Yes
Bereavement Services	Y	Phone - within 3 rings. Email/Letter - 2 days	As response times.	One staff member on administration duty per week, handover at end. Shared IT folder recording correspondence. One staff member from start to finish. All complaints dealt by manager. All complaints recorded for statistics.	Give the Bereavement Services external number for them to call themselves.	<a href="mailto:bereavementservices@cravendc.gov.uk">bereavementservices@cravendc.gov.uk</a>	Y	Yes
Leisure Services	N				Give the Leisure Services external number for them to call themselves.	<a href="mailto:cravenleisure@cravendc.gov.uk">cravenleisure@cravendc.gov.uk</a>	Y	No
Property	Y	Emails within 3 working days, phone calls same or next day.	No standards written down.	Multiple people monitoring inbox, Helen oversees and checks with individual officers.	Try to transfer through to Helen (car parking issues) if no answer email details through. Permits issues - call	<a href="mailto:parking@cravendc.gov.uk">parking@cravendc.gov.uk</a> ; <a href="mailto:permits@cravendc.gov.uk">permits@cravendc.gov.uk</a>	N	Yes
Planning	Y	National standards, no records for most departments except Planning Comments - online within 5 days.	Rota for generic email boxes. Generally none except Planning Appeals - prioritised according to those that need to be dealt with as a priority.	No mechanisms for monitoring.	Phone: tell them to email the <a href="mailto:planning@cravendc.gov.uk">planning@cravendc.gov.uk</a> . Email: Forward on to <a href="mailto:planning@cravendc.gov.uk">planning@cravendc.gov.uk</a> .	<a href="mailto:planning@cravendc.gov.uk">planning@cravendc.gov.uk</a>	Y	
Economic Development	Y	Within 5 working days	Acknowledgement if cannot be answered within 5 days.	No mechanisms for monitoring	Very rare calls, try and transfer through but if no answer, just email generic economic development email address.	EconomicDevelopment@cravendc.gov.uk	N	Yes

Cultural Services	Y	No log / record	Direct line, full-time staff member covering, three general mailboxes	No mechanisms for monitoring	Very rare, try to transfer to Danielle if urgent, if no answer email the relevant email (cultural services or town hall bookings). Forward emails to relevant.	CulturalServices@cravendc.gov.uk; townhallbookings@cravendc.gov.uk	N	Yes
Human Resources	Y	24 hours	Desk top telephones diverted when WFH, out of office messages if away	Daily staff catch up to review, CC HR email address in response, inform CS if replied, follow up calls if no response.	Try transfer, no answer email details requesting call back. Forward emails.	HR@cravendc.gov.uk	N	Yes
Electoral Services	Y	Withing 3 working days.	Rely on officers to respond.		Try transfer, no answer email details requesting call back. Forward emails.	<a href="mailto:elections@cravendc.gov.uk">elections@cravendc.gov.uk</a>	N	No
Committee Services	Y	48 hours	Generic email received by all, staff meetings to review complex queries	CC general email with reply so others can see when responded.	as above	committees@cravendc.gov.uk	N	Yes
Community Safety Hub	Y	Within 3 working days.		?	Orcuma system records all enquiries. Email sent to original officer to acknowledge completion to queries referred by Customer Services.			no email sent no email sent
Finance	Y	No record	No service standard	No mechanisms for monitoring	Don't put calls through (usually sales calls) - give email address to request themselves. Forward emails.	<a href="mailto:debtors@cravendc.gov.uk">debtors@cravendc.gov.uk</a> , <a href="mailto:payroll@cravendc.gov.uk">payroll@cravendc.gov.uk</a>	N	debtors - Yes
Revenues and Benefits	Y	4 weeks per stage for Benefits, 2 months for Council Tax reviews		?	MAJORITY OF REQUESTS Calls: Do not transfer calls. Unless really specific instances (EG: recovery with John Maunders). Deal with most of the calls within department, if not send an email to the relevant person with the details. Reference to customer 3-4 weeks. Emails: Deal with most within department, if not log through the system.	benefits@cravendc.gov.uk; localtaxation@cravendc.gov.uk	Y (benefits)	
Legal Services	N/A				Calls: Take down details and email the relevant officer (no generic email). Emails: Judge relevant officer then forward.		N	
Licensing	Y	Within 48 hours.	Generic Licensing email address received by all, automated reply to email address.	Emails received by all, officers CC licensing email in so everyone knows it has been dealt with. Regular meetings to discuss. Use tasks via email inbox to assign tasks. Weekly review of email box.	Calls: Deal with some calls. If not, transfer to Licensing, if no answer take details and email. Email: Either deal with or forward on.	<a href="mailto:licensing@cravendc.gov.uk">licensing@cravendc.gov.uk</a>	Y	
Information and Governance (Complaints and FOIs)	Y	COMPLAINTS: within 10 working days FOIs: within 20 working days	FOIs: email address with automated response detailing response times, DRN and one BS team member manning every day. COMPLAINTS: Contact Us - response, BS team member in charge every day, acknowledgement sent before forwarding on to service manager.	Spreadsheet with due dates, checked regularly. 2 people reviewing the inbox to forward to the right department, Megan reviews every day and logs the amount and which department for.	COMPLAINT CALLS: Encourgae customer to put in writing. If not possible, send details through to Business Support. Emails: Forward to BS (do not acknowledge) FOIs: No calls, forward emails to accesstoinfo and acknowledge.	<a href="mailto:accesstoinfo@cravendc.gov.uk">accesstoinfo@cravendc.gov.uk</a>	Y (accesstoinfo)	
Contact Us	Y	From the relevant department within 5 working days'	Automated email address.			<a href="mailto:contactus@cravendc.gov.uk">contactus@cravendc.gov.uk</a>	Y	

**Select Committee – 14 April 2021****Recommendation Tracking****Report of the Democratic Services Manager**

Ward(s) affected: All

**1. Purpose of Report**

The Select Committee to consider the status of its recommendations in terms of their ongoing relevance and the progress made in implementing the recommendations.

**2. Recommendations**

- 2.1 The Select Committee to agree the status of its recommendations.
- 2.2 The Select Committee to agree whether any further action is required in relation to each of the recommendations that have been submitted.

**3. Background**

- 3.1 A key role for the Select Committee is to review policies and performance in delivering services. The Committee may consider reviewing particular areas and invite representatives who are responsible for delivering those services to attend its meetings. Recommendations are made at Committee meetings, often following in-depth reviews. These recommendations are considered at the Council's Policy Committee.
- 3.2 The recommendations may be accepted by Policy Committee or refused with reasons.
- 3.3 It is important for recommendations that have been approved by Policy Committee to be tracked so that the outcomes can be monitored. This ensures good governance and enables Select Committee to establish whether effective recommendations are being made.
- 3.4 It may be that the Select Committee considers that implementation of the recommendations has been unsatisfactory or there have been unintended consequences. In these cases, further action may need to be proposed and/or relevant representatives may be required to attend Select Committee to provide a response.

**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**

Select Committee – Table of recommendations.

**11. Author of the Report**

Guy Close, Democratic Services Manager

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

## SELECT COMMITTEE – RECOMMENDATION TRACKING

Suggested status of recommendations:

- 1 – Achieved (Green)
- 2 – Progress acceptable, continue monitoring (Amber)
- 3 – Progress not acceptable, request update (Red)

RECOMMENDATIONS	DATE APPROVED BY POLICY COMMITTEE	LEAD OFFICER	STATUS OF RECOMMENDATION
<p style="text-align: center;"><b>Bereavement Services</b></p> <p>a. Particular emphasis should be placed on the need for a clear business strategy with a costed and funded improvement and investment plan for the service; consideration should be given as to whether a reserve should be established and whether investment in the facility should receive priority before surpluses are drawn off in support of other services, it is acknowledged that this approach could present challenges for other service areas.</p>	<p><b>23 October 2018</b></p>	<p><b>Development Manager, Bereavement Services</b></p>	<p style="text-align: center;"><b>(Update: March 2021)</b></p> <p>The business strategy has been put on hold due to Covid-19. This will be revisited during 2021.</p> <p style="text-align: center;"><b>(Update: November 2019)</b></p> <p>Business strategy currently being created. In respect of reserves, consideration would be led by Finance.</p>

<p>b. The service needs to be innovative and to be encouraged to be innovative but in so doing needs to be mindful of the need to maintain a quality core service which meets the needs and aspirations of its customers, and retains the support of funeral directors.</p> <p>c. Memorial trees and woodland burial is seen as a key development area for the Service, if no suitable land is available within its portfolio the Council should endeavour to acquire land in a suitable location to enable diversification into woodland burial and memorial trees. Care will be needed in the choice of location which in this Group's opinion should be within a rural, as opposed to urban, environment.</p> <p>d. A significant longer term issue to be addressed by the Service is future burial space. A long term strategic plan is therefore needed as indicated in the business development plan; in preparing that strategic plan the Service will need to engage with the Planning Department / Planning Policy Team to enable it to understand what, if anything, would</p>			<p>Statement noted and incorporated in Strategy.</p> <p><b>(Update: March 2021)</b></p> <p>Ongoing</p> <p><b>(Update: November 2019)</b></p> <p>Endeavours have been made to branch out into natural burial grounds without success. However further opportunities are being sought.</p> <p><b>(Update: March 2021)</b></p> <p>This has been put on hold due to Covid-19. This will be revisited during 2021.</p> <p><b>(Update: November 2019)</b></p> <p>Due to a new housing development Waltonwrays is now landlocked. A strategy will be prepared for 2020 to</p>
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<p>be required to facilitate support for that provision through the planning / planning policy process.</p> <p>e. The crematorium should be operated in the most efficient and environmentally responsible way. Holding over enables such an approach and therefore it is suggested that consideration be given to establish a position whereby holding over becomes the default position, with the pricing structure revised, if necessary, in such a way as to encourage this approach.</p> <p>f. Steps should be taken to ensure an uninterrupted power supply to the chapel to ensure services at Waltonwrays can continue in the event of a mains power failure.</p>			<p>ascertain accurate life span of the cemetery and to create additional burial space where possible within the current confines of the cemetery.</p> <p>At this stage, its predicted that this will need revisiting as critical in 10/15 years' time.</p> <p>This has been in place since January 2016 – we have seen an increase in hold over request at 2% per year. The fees &amp; charges were changed in 2018/19 to reflect same day fees as a surcharge and hold over fees as the normal fee. This surcharge has been further increased in 19/20.</p> <p>A backup battery has now been fitted to ensure uninterrupted music/visual tributes for 30 minutes in the event of power failure.</p>
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<p>g. There is a need to understand why the Muslim burial area isn't being used to the extent originally envisaged, the Leader should seek a meeting with the local Iman to explore with him the use of Waltonwrays Cemetery by the local Muslim community</p>			<p style="text-align: center;"><b>(Update: March 2021)</b></p> <p>Sadly, due to Covid-19 the Muslim area of the cemetery has been used, although this has helped build rapport within the community.</p> <p style="text-align: center;"><b>(Update: November 2019)</b></p> <p>The Chief Executive has been notified by the Muslim community that there have been very low death rates in the community and most are currently being re-patriated.</p>
<p style="text-align: center;"><b>RECOMMENDATIONS</b></p>	<p style="text-align: center;"><b>DATE APPROVED BY POLICY COMMITTEE</b></p>	<p style="text-align: center;"><b>LEAD OFFICER</b></p>	<p style="text-align: center;"><b>STATUS OF RECOMMENDATION</b></p>
<p style="text-align: center;"><b>Disabled Facilities Grants</b></p> <p>a. If the Service is to be re-structured an in-house service should be retained with a technical services partnership (referred to as Option 1 on page 7 of this report); the service level agreement with the</p>	<p style="text-align: center;"><b>4 December 2018</b></p>	<p style="text-align: center;"><b>Housing Adaptations Manager</b></p>	<p style="text-align: center;"><b>(Update: March 2021)</b></p> <p>a) No update following information shared in September 2019. Contract continues to work well with Bowman Riley providing a responsive and efficient service.</p>



technical services partner to include targets for service improvement which should be monitored. As contractual arrangements for provision of the technical service approach renewal the Service should reassess the fee arrangement in place and consider possible alternatives to that arrangement.

Anecdotally, following an initial period during the first Lockdown March 2020 onwards services were reduced following majority of our clients self-isolating. Arrangements put in place to ensure COVID-Safe working practices and we were able to resume full service.

**(Update: September 2019)**

a) Procurement of technical services was carried out in May/June 2019 with 7 organisations tendering to deliver the service for 3 years with an option extend for a further year. Included within the contract are performance targets which are to be monitored quarterly. Contract has been awarded to Bowman Riley Architects Ltd and finalisation of the contract is due September 2019.

The % rate was market tested through the procurement process. Fee arrangements of all tenders were reviewed independently by the Procurement Manager and Adaptations Manager and their submissions evaluated on a 40:60 price:quality basis. Quality weighting was based on the need to ensure smooth transition to the new provider and deliverability ensuring

b. An annual performance review should be carried out and the findings reported to the Select Committee; in presenting the findings in 2019/20 the Housing Adaptations Manager to be asked to provide a step by step list or guide to the process gone through from point of first contact to completion of works.

the transfer minimised the risk of delay in provision of adaptations for customers.

**(Update: March 2021)**

b) Details of the annual 2018/19 review (compared to 2017/18) shared in the September 2019 update.

Detailed below are the key performance results for 2019/20:

i. **Number of referrals reduce:**  
This risk factor is predominantly dependent on NYCC capacity to carry out assessments. The introduction of Discretionary Disabled Facilities grants for Energy Efficiency works continues to result in year on year increases of total referrals (NYCC and Self/Partner Referrals).

2017/18	61
2018/19	68
2019/20	70

**We have increased the number of referrals in 2019/20 compared to 2017/18 by 15% compared to 11% in 2018/19**

**ii. Number of Completions reduce:**

A slowdown in processing grants would result in fewer grants completing.

2017/18	34
2018/19	53
2019/20	58

**We have completed 71% more grants in 2019/20 than in 2017/18** compared to 56% in 2018/19.

**iii. Average time taken to complete increases:**

A slow-down in processing grants would result in grant completions taking longer.

Less than £6,000

2017/18	188 days
2018/19	133 days
2019/20	145 days

**We have reduced time taken to complete grants under £6,000 by 23% in 2019/20 compared to 2017/18.** But in 2018/19 there was a 37% reduction.

More than £6,000 increased

2017/18	322 days
2018/19	260 days
2019/20	264 days

**We have reduced time taken to complete grants over £6,000 by 18% in 2019/20 compared to 2017/18.** But in 2018/19 there was a 19% reduction.

During 2019/20 we have increased performance in all key areas compared to 2017/18 (when the service came in-house) but have small reduction in performance when compared to 2018/19 in relation to time taken to complete grants.

It has been a busy year dealing with the following challenges:

1. Caseworker/Verifying officer maternity period commencing June 2019
2. Bedding in of Technical Services provided by Bowman Riley Architects following initiation of new contract arrangements.

			<p>Despite the periods of reduced staffing and gap in provision of technical services presented capacity issues and reduced ability to move grants forward we were able to continue to improve upon most targets.</p> <p>This can be attributed to the communication and streamlining efficiencies created through bringing the service in-house. However, as advised previously there were 3 complex Yorkshire Housing historic cases which completed in 2019/20 that have impacted adversely on our average completion times.</p> <p>Procedures for different aspects and stages of the grant have been produced and these have been subject to review following changes in practices due to COVID-19.</p> <p><b>(Update: September 2019)</b></p> <p>b) An annual 2018/19 review (compared to 2017/18) has been carried out. The critical areas affected following the service being delivered “in house” are:</p> <p>iv. <b>Number of referrals reduce:</b> This risk factor is predominantly dependent on NYCC capacity to carry out assessments.</p>
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However, with the introduction of Discretionary Disabled Facilities grants for Energy Efficiency works CDC is able to increase the number of referrals.

2017/18	61
2018/19	68

We have increased the number of referrals in 2018/19 compared to 2017/18 **by 11%**.

**v. Number of Completions reduce:**

A slow down in processing grants would result in fewer grants completing.

2017/18	34
2018/19	53

We have completed **56% more** grants in 2018/19 than in 2017/18.

**vi. Average time taken to complete increases:**

A slow-down in processing grants would result in grant completions taking longer.

			<p>Less than £6,000</p> <table border="1"> <tr> <td>2017/18</td> <td>188 days</td> </tr> <tr> <td>2018/19</td> <td>133 days</td> </tr> </table> <p>We have reduced time taken to complete grants under £6,000 by <b>30%</b> in 2018/19 compared to 2017/18.</p> <p>More than £6,000 increased</p> <table border="1"> <tr> <td>2017/18</td> <td>322 days</td> </tr> <tr> <td>2018/19</td> <td>260 days</td> </tr> </table> <p>We have reduced time taken to complete grants over £6,000 by 19% in 2018/19 compared to 2017/18.</p> <p>During 2018/19 we have increased performance in all key areas.</p> <p>It has been a busy year dealing with the following challenges:</p> <ol style="list-style-type: none"> <li>3. TUPE transfer of staff from Yorkshire Housing Home Improvement Agency</li> <li>4. Technical Services officer resigning in June 2018</li> <li>5. Caseworker officer maternity period commencing June 2018</li> <li>6. Procurement and implementation of new procedures in September 2018</li> </ol>	2017/18	188 days	2018/19	133 days	2017/18	322 days	2018/19	260 days
2017/18	188 days										
2018/19	133 days										
2017/18	322 days										
2018/19	260 days										

Despite the periods of reduced staffing and gap in provision of technical services presented capacity issues and reduced ability to move grants forward we were able to improve upon targets.

As at 31 Aug 2019 the average completion times are:

Less than £6,000

2019/2020 Apr-Aug	88 days
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More than £6,000 increased

2019/2020 Apr-Aug	223 days
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This can be attributed to the communication and streamlining efficiencies created through bringing the service in-house. However, there are 2-3 complex Yorkshire Housing historic cases which will complete later in 2019/20 that will impact adversely on our average completion times.

In April 2019 we commenced the production of flowcharts and procedures for all stages of the DFG process. Please see the appended outline of the process.



c. Existing and proposed performance targets within the disabled facilities grants memorandum of understanding between the County Council and Districts are relatively unambitious and should be subject to regular monitoring and review.

Detailed flowcharts and procedures will be completed Oct 2019 and be combined to create a DFG Procedure Manual. This will add resilience to the delivery of the Adaptations service faced with future staff changes.

**(Update: March 2021)**

c) As reported previously the targets, within the Memorandum of Understanding, provide the basis of intent for all partners going forward from 2019/20 onwards.

Stage	Urgent (working days)	Non-urgent (working days)
Stage 1 – initial enquiry at first point of contact to OT recommendation provided to adaptation service (landlord, HIA or grant provider);	5	20

			Stage 2 – OT recommendation to approval of scheme (grant approval or issue of works contract/order)	30	50
			Stage 3 – approval of scheme to completion of works	20	80
			Total time taken – sum of above 3 stages	55	150
			<p>Having operated the service from 2018/19 the CDC Targets (Stage 2 and 3) are challenging. The urgent cases are rare and are usually for installation of stair lifts – which can be achieved within the given timescales. Where more comprehensive works are required (Level access showers) these would require a tender process and award of contract.</p> <p>Going forward – to add more ambition to these targets we have implemented the 50-day (stage 2 &amp; 3) target to discretionary grants to all stair lifts and specialist toilets. <b>In 2019/20 out of 9 cases 4 achieved target with an average of 118 days overall.</b></p>		

			<p>In 2018/19 the average was 57 days. The downturn in performance is attributed to 3 of these cases the work was linked to completion of other works and a new build property installation.</p> <p>The categorisation of “non urgent” works is too broad as it includes both small grants (&lt;£6,000) such as Level Access showers and ramps and large grants (&gt;6,000) such as widening doors to extensions. <b>In 2019/20 15 out of 18 cases &lt; £6,000 achieved target with an average of 101 days.</b> The targets currently in place are 133 days for grants &lt;£6,000 and 336 for &gt;£6,000.</p> <p>We report on the current targets via the Council’s Performance Monitoring Framework and include all grants (i.e. discretionary grants not via an OT referral i.e. Energy Efficiency Grants)</p> <p>The outturn for 2019/20 shows 77% of cases under £6,000 achieved target (63% in 2018/19) and 78% of cases over £6,000 achieved target (76% in 2018/19).</p> <p>NYCC state in the Memorandum that the collection/reporting of targets stated will not commence until 2019/20.</p>
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However, at the County DFG Liaison meeting 10 June 2019 it was reported that NYCC did not have in place. Since then regular meetings have been set up and each quarter all Local Authorities report of spend and numbers of referrals.

**(Update: September 2019)**

- c) As reported previously the targets, within the Memorandum of Understanding, provide the basis of intent for all partners going forward from 2019/20 onwards.

Stage	Urgent (working days)	Non-urgent (working days)
Stage 1 – initial enquiry at first point of contact to OT recommendation provided to adaptation service (landlord, HIA or grant provider);	5	20

			Stage 2 – OT recommendation to approval of scheme (grant approval or issue of works contract/order)	30	50
			Stage 3 – approval of scheme to completion of works	20	80
			Total time taken – sum of above 3 stages	55	150
			<p>Having operated the service from 2018/19 the CDC Targets (Stage 2 and 3) are challenging. The urgent cases are rare and are usually for installation of stair lifts – which can be achieved within the given timescales. Where more comprehensive works are required (Level access showers) these would require a tender process and award of contract.</p> <p>Going forward – to add more ambition to these targets we have implemented the 50 day (stage 2 &amp; 3) target to discretionary grants to all stair lifts and specialist toilets. In 2018/19 5 out of 9 cases achieved target with an average of 57 days overall.</p>		

			<p>The categorisation of “non urgent” works is too broad as it includes both small grants (&lt;£6,000) such as Level Access showers and ramps and large grants (&gt;6,000) such widening doors to extensions. In 2018/19 16 out of 21 cases &gt; £6,000 achieved target with an average of 260 days. The targets currently in place are 133 days for grants &lt;£6,000 and 336 for &gt;£6,000.</p> <p>We report on the current targets via the Council’s Performance Monitoring Framework and include all grants (i.e. discretionary grants not via an OT referral i.e. Energy Efficiency Grants)</p> <p>The outturn for 2018/19 shows 63% of cases under £6,000 achieve target with an average of 133 days and 76% of cases over £6,000 achieve target with an average of 260 days.</p> <p>NYCC state in the Memorandum that the collection/reporting of targets stated will not commence until 2019/20.</p>
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d. There are perceived weaknesses in the consistency of delivery of the Occupational Therapy Service which impacts on grant delivery and associated timescales, with this in mind the Director of Services should contact the County Council's Director for Health and Adult Services to establish how the Occupational Therapy Service's performance is to be monitored; the suggestion to be made that it may be an appropriate subject for consideration by the North Yorkshire Scrutiny of Health Committee.

However, at the County DFG Liaison meeting 10 June 2019 it was reported that NYCC did not have in place as yet a process for monitoring Stage 1. Locally we have agreed with the Independence Team Manager NYCC Health and Adult Services to retrospectively collate this information wef 1st April 2019. However, this has not as yet been achieved due to capacity issues – however, it is out joint intention to provide this information.

**(Update: March 2021)**

d) As reported previously the working relationship with the Manager and officers of the Occupational Team in Craven is excellent. With both services being based within Belle View Square there is an easy exchange of information and we can respond quickly and efficiently to improve service delivery for our clients. We hold regular meetings and problem solve complex cases in conjunction with our technical services partners – Bowman Riley Architects.

Issues relating to waiting lists has been addressed through recruitment providing additional capacity and lists are monitored each quarter.

<p>e. Some form of appropriate customer satisfaction survey or feedback arrangement should be implemented, and may help to inform service and performance improvements.</p>			<p><b>(Update: September 2019)</b></p> <p>d) As reported previously the working relationship with the Manager and officers of the Occupational Team in Craven is excellent. With both services being based within Belle View Square there is an easy exchange of information and we can respond quickly and efficiently to improve service delivery for our clients. We hold regular meetings and problem solve complex cases in conjunction with our technical services partners – Bowman Riley Architects.</p> <p>Recent and future restructure/review of the service has put pressure on the Occupational Therapists and there is an increasing waiting list of assessments where an application for a DFG may be required. This continues to be monitored by NYCC and CDC as it impacts adversely on our clients and service delivery.</p> <p><b>(Update: March 2021)</b></p> <p>e) A customer satisfaction survey has not been implemented yet. NYCC have a voluntary “Comments” feedback leaflet and we are looking to build upon this.</p>
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			<p>However, we have had to concentrate on operational delivery for 2019/20. Bowman Riley Architects Ltd have offered to assist and already collate comments from customers for their internal monitoring purposes.</p> <p>The partner feedback process has not been implemented.</p> <p>However, in the meantime, we continue to be a responsive service and if any of our customers are dissatisfied, we can capture this on our Final Inspection Forms or during the process. We address any issues the customer may have as quickly as possible in order not to delay works.</p> <p>We have not been notified of any formal complaint during 2019/20.</p> <p><b>(Update: September 2019)</b></p> <p>e) A customer satisfaction survey has not been implemented yet. NYCC have a voluntary “Comments” feedback leaflet and we are looking to build upon this. However, we have had to concentrate on operational delivery for 2018/19.</p>
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<p>f. The Service should continue to explore opportunities to recycle equipment.</p>			<p>Bowman Riley Architects Ltd have offered to assist and already collate comments from customers for their internal monitoring purposes.</p> <p>When the new Contract is exchanged we shall formulate a partner feedback process.</p> <p>However, in the meantime, we continue to be a responsive service and if any of our customers are dissatisfied we are able to capture this on our Final Inspection Forms or during the process. We address any issues the customer may have as quickly as possible in order not to delay works.</p> <p>We have only been notified of one formal complaint during 2018/19 – which is still ongoing and relates to the contractor and contractual arrangements. We are assisting the customer through this process.</p> <p><b>(Update: March 2021)</b></p> <p>f) We have entered into an agreement with STANNAH LIFTS COMPANY under the National Housing Federation Procurement contract and negotiated additional terms including extended</p>
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			<p>warranties (2 years) and recycling arrangements. This continues to work well for all parties and in particular the clients who receive a faster service.</p> <p>The benefits of this new agreement are:</p> <ul style="list-style-type: none"><li>• NYCC Occupational Therapists now only need to make one visit (instead of 2) when advising the client/contractor on the most appropriate installation. This change has <b>released pressure on NYCC Occupational Therapists</b> and sped up the process</li><li>• Extending the warranty <b>assists NYCC budgets</b> – Previously client applied to NYCC to fund warranty costs. By ensuring installations are serviced regularly – this will <b>extend the lifetime of the product.</b></li><li>• Stannah lifts will be removed when no longer required and parts suitable for re-cycling are serviced/refurbished and stored for future use. The use of recycled parts would be reflected in the “new” price therefore overall reducing the cost of future installations.</li></ul>
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			<p>We also have an informal arrangement on a case by case basis with Easiaccess for the removal, storage and recycling of modular metal ramps. During 2019/20 we shall firm up this arrangement and explore other opportunities to recycle with other ramp companies.</p> <p><b>(Update: September 2019)</b></p> <p>f) We have entered into an agreement with STANNAH LIFTS COMPANY under the National Housing Federation Procurement contract and negotiated additional terms including extended warranties (2 years) and recycling arrangements.</p> <p>The benefits of this new agreement are:</p> <ul style="list-style-type: none"><li>• NYCC Occupational Therapists now only need to make one visit (instead of 2) when advising the client/contractor on the most appropriate installation. This change will help <b>release pressure on NYCC Occupational Therapists</b> and speed up the process</li><li>• Extending the warranty <b>assists NYCC budgets</b> – Previously client applied to NYCC to fund warranty costs.</li></ul>
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g. That the Leader of the Council writes to the Ministry of Housing, Communities and Local Government seeking clarification of the funding formula for Disabled Facilities Grants, suggesting that future funding should reflect demographic projections and highlighting the implications if the allocated budget was insufficient to meet increased demand.

By ensuring installations are serviced regularly – this will **extends the lifetime of the product.**

- Stannah lifts will be removed when no longer required and parts suitable for re-cycling are serviced/refurbished and stored for future use. The use of recycled parts would be reflected in the “new” price therefore overall reducing the cost of future installations.

We also have an informal arrangement on a case by case basis with Easiaccess for the removal, storage and recycling of modular metal ramps. During 2019/20 we shall firm up this arrangement and explore other opportunities to recycle with other ramp companies.

**(Update: March 2021)**

- g) The allocation for 2019/20 has been received and shows a % increase in previous allocations:

YEAR	AMOUNT
2017/18	£ 474,664
2018/19	£ 516,021
2019/20	£ 556,818
2020/21	£ 556,818

In addition, we have also received additional in-year allocations.

YEAR	AMOUNT
2017/18 (Dec)	£ 46,946
2018/19	£ 61,476
2020/21	£ 74,977

This additional funding will be targeted towards:

- 1. Provision of Step-Down Beds:** Funding used for adaptation of spaces within NYCC Extra Care facilities.
- 2. Discretionary Energy Efficiency Grants:** Using the funding for Better Homes Yorkshire qualifying customers in need of replacement boilers and/or insulation measures to support the CDC Climate Emergency Strategic Plan - February 2020.
- 3. Assisting NYCC budgets:** By funding grants in excess of £30,000 which previously would have had to apply for NYCC funding.

**(Update: September 2019)**

- g) The allocation for 2019/20 has been received and shows a % increase in previous allocations:

<b>YEAR</b>	<b>AMOUNT</b>
2017/18	£ 474,664
2018/19	£ 516,021
2019/20	£ 556,818

In addition, we have also received additional in-year allocations.

<b>YEAR</b>	<b>AMOUNT</b>
2017/18 (Dec)	£ 46,946
2018/19	£ 61,476

This additional funding has been targeted towards:

4. **Provision of Step Down Beds:**  
Funding used for adaptation of redundant communal space into a single bedsit unit at Limestone View Extra care facility, Settle.
5. **Discretionary Energy Efficiency Grants:** Using the funding for Better Homes Yorkshire qualifying customers in need of replacement boilers.

			6. <b>Assisting NYCC budgets:</b> By funding grants in excess of £30,000 which previously would have had to apply for NYCC funding.
RECOMMENDATIONS	DATE APPROVED BY POLICY COMMITTEE	LEAD OFFICER	STATUS OF RECOMMENDATION
<p><b>Review of Development Control Performance</b></p> <p>a. That the Planning Committee reintroduces six monthly performance monitoring reports. The performance monitoring reports should include information and data about decisions taken against the officer's recommendation and the outcome of planning appeals.</p> <p>b. That Planning Services reviews the fees and charges set by other local authorities in North Yorkshire (and the Yorkshire Dales National Park Authority (YDNPA)) with a view to delivering a model approach to its fees and charges structure.</p>	17 September 2019	Planning Manager (Development Control)	<p><b>(Update: September 2020)</b></p> <p>Performance monitoring reports to be submitted to future Planning Committee meetings. The next one is likely to be in November or December 2020.</p> <p>Information submitted to members of Select Committee showing the level of fees and charges set by other North Yorkshire local authorities. It is acknowledged that further work was needed to review the level of fees and charges currently set by Craven District Council.</p>



<p>c. That Parish Councils only receive electronic copies of planning applications. Advice and guidance to be provided in respect of accessing plans / applications details online.</p> <p>d. That the Council's IT service introduces measures aimed at minimising the risks caused by the installation of new IT systems. These measures are to be agreed in consultation with the Council's Lead Member for Internal Services.</p>			<p>Parish Councils now only receive electronic copies of planning applications.</p> <p>Recent focus has been on development of virtual Planning Committee meetings with support from Democratic Services and IT. The Lead Member for Internal Services together with the Chair and Vice Chair of Planning Committee are to be consulted on any further developments.</p> <p>Linked to this Members have recently made the transition from i-Pad to laptops and the feedback from Members on this has been extremely positive.</p>
RECOMMENDATIONS	DATE APPROVED BY POLICY COMMITTEE	LEAD OFFICER	STATUS OF RECOMMENDATION
Review of Planning Enforcement	4 February 2020	David Smurthwaite, Strategic Manager for Planning and Regeneration	(Last update: March 2021)

<ul style="list-style-type: none"><li>a. To develop training provision in the planning enforcement team which enables officers to combine aspects of planning and enforcement roles</li> <li>b. An increase in staff resources equivalent to recruiting two full-time planning enforcement officers (scale 5) to support development from a re-active to pro-active service.</li> <li>c. To develop a communications strategy to publicise enforcement work that the service was involved with.</li></ul>			
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