



SELECT COMMITTEE

Wednesday, 16 February 2022

**(Meeting to take place immediately following the conclusion of
Select (Crime and Disorder) Committee)**

Meeting to be held at Belle Vue Square Offices, Belle Vue Suite, Skipton

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

Please note the following advice in advance of the meeting:

The Government temporarily removed the legal requirement for local authorities to hold meetings in person during the Covid-19 pandemic. All local authorities were given new powers to enable meetings to take place virtually. The Council's powers to hold remote meetings expired on 7 May 2021.

Whilst the return to face to face meetings provides significant challenges, the Council has undertaken a great deal of work to ensure that face to face meetings are delivered in a COVID safe environment.

Due to social distancing measures, spaces for public attendance are limited and so registration is essential to secure a place.

Everyone who attends this meeting is encouraged to wear a face covering, unless exempt. Face masks and hand gel will be available. There will be a one-way entry and leaving system and attendees are asked to remain seated unless leaving the meeting or using facilities.

Council staff, elected members and members of the public are urged to take advantage of the national 'next step safely' campaign and access a free, rapid lateral flow test in advance of the meeting: <https://www.nhs.uk/conditions/coronavirus-covid-19/testing/>. Please note that whilst this is advised, it is not a requirement for entry to the meeting.

Anyone displaying Covid-19 symptoms is asked not to attend.

For more information email committees@cravenc.gov.uk

Thank you,

Alice Fox
Democratic Services and Scrutiny Manager

AGENDA

1. **Apologies for Absence** – To receive any apologies for absence.
2. **Minutes** – To confirm the minutes of the meeting held on 8 September 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. **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 a Customer Services performance update.
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, 20 April 2022, Belle Vue Suite at 6.30pm.

Agenda Contact Officer:

Alice Fox,
Democratic Services and Scrutiny Manager
E-mail: afox@cravenc.gov.uk

SELECT COMMITTEE

8 September 2021

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

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

Start: 7:00pm

Finish: 8:50pm

Apologies for Absence –

Apologies for absence were received from Councillors Pighills and Harbron.

Confirmation of Minutes –

Resolved – That the minutes of the meeting held 23 June 2021 are approved as a correct record.

Public Participation –

There was no public participation.

Declarations of Interest –

There were no declarations of interest.

Minutes for Report

OS.468

NYSCP Annual Report 2020-21

The Partnerships Officer submitted a report which presented the NYSCP Annual Report for 2020-21. The Partnerships Officer summarised the report, there was overall satisfaction with the way the Partnership had been functioning. Members discussed several items they wished to see covered in the report such as the inclusion of the impact of Covid-19 on mental health in young people.

Resolved – That, the draft annual North Yorkshire Safeguarding Children Partnership report is endorsed for publication subject to feedback being provided to NYSCP.

OS.469

Absence Management 2020-21

The Human Resources (HR) Manager submitted a report which presented an update on sickness absence statistics for 2020-21.

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The HR Manager provided a breakdown of long and short term absence statistics. Members noted 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 lost per FTE due to long term absence had decreased by 37% compared to 2019/20. Members also noted that 9 members of staff had used the Oasis Counselling Service due to reasons such as stress and anxiety relating to the pandemic, personal relationships and health of self and others. The number of days per FTE lost to short term absence was 1.53 compared to 3.4 days for the previous year. Members were informed that the main causes of short term absence were the same as the previous year, anxiety/stress/depression and musculoskeletal issues. Members noted that back to work interviews were carried out by Line Managers with all employees which are recorded for future reference.

Members received a breakdown of absence by service area, particularly the Waste Management Service. Compared to 2019/20, the total days lost per FTE had decreased by 47% which was under the Council's sickness absence target, long and short term absence had also significantly decreased.

The HR Manager presented statistic relating to Covid-19 and its impact on absence. For 2020/21, the average days lost per employee due to Covid-19 was 4.57 days. Members were reminded of the support systems implemented including the Covid guidance and flexible working changes. Members also noted key learning points and systems the HR Manager intended to keep in place such as flexible, hybrid working and remote employee briefings.

Members posed various questions relating to staff productivity, updating the HR Policy, hybrid meetings, staff morale due to Local Government Reorganisation and sub-letting office space all of which were addressed by The Chief Executive and HR Manager.

Resolved – That, the sickness absence statistics for the year up to 31 March 2021 are noted.

OS.470

Select Committee Annual Report 2020-21

The Democratic Services and Scrutiny Officer presented Select Committee's Annual Report for 2020-21. Members noted the summary of key work and achievements throughout the year together with areas of ongoing work and potential areas of review.

Resolved – That, the Annual Report is agreed and is accepted for circulation.

OS.471

Terms of Reference – The Impact of Tourism on Rural Communities

The Democratic Services and Scrutiny Officer submitted a report which presented the terms of reference of the Impact of Tourism on Rural Communities Working Group for approval. Member discussed in detail the scope of the review and suggested the review should be Craven wide. Members discussed additional Working Group sessions including the Chambers of Trade and the Ambulance Service for submission of evidence. Members also wished to update the title of the Working Group to reflect the whole of the Craven District.

Resolved – That, the Terms of Reference for the Impact of Tourism on the Craven District Working Group are accepted subject to minor amendment as discussed.

AGENDA ITEM 2

OS.472

Work Schedule

The Democratic Services and Scrutiny Officer submitted a report which invited the Select Committee to consider its work schedule for the remainder of the 2021/22 municipal year. Members discussed the number of working groups required for the Impact of tourism on rural communities.

Resolved – That, the work schedule is agreed subject to agreed amendment as discussed.

OS.473

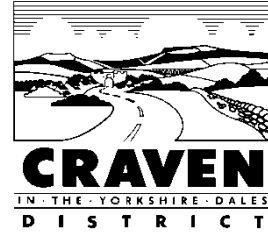
Date and Time of Next Meeting

Wednesday, 20 October 2021 at 6.30pm

Chairman.

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ABSENCE MANAGEMENT REPORT FROM APRIL TO SEPTEMBER 2021



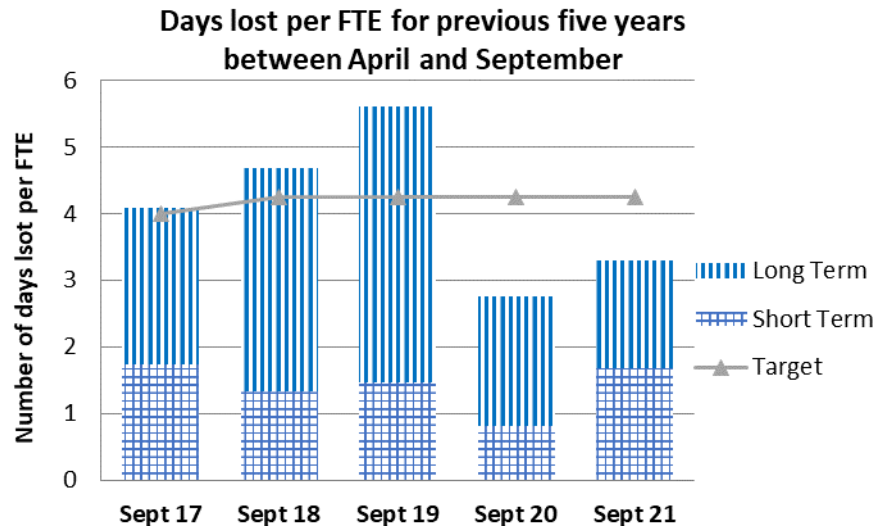
Lead Member – Councillor Metcalfe

Report of the HR Manager

1. **Purpose of Report** – To outline Craven District Council’s sickness absence statistics from 1st April 2021 to 30th September 2021
2. **Recommendations** – Members are recommended to note the sickness absence statistics in the 6 months to 30th September 2021
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 2021 for the number of days lost per FTE was 4.25 days.
 - The actual number of days lost per FTE was 3.29 days which is 29% below the target.
 - There has been a 26% increase 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:

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

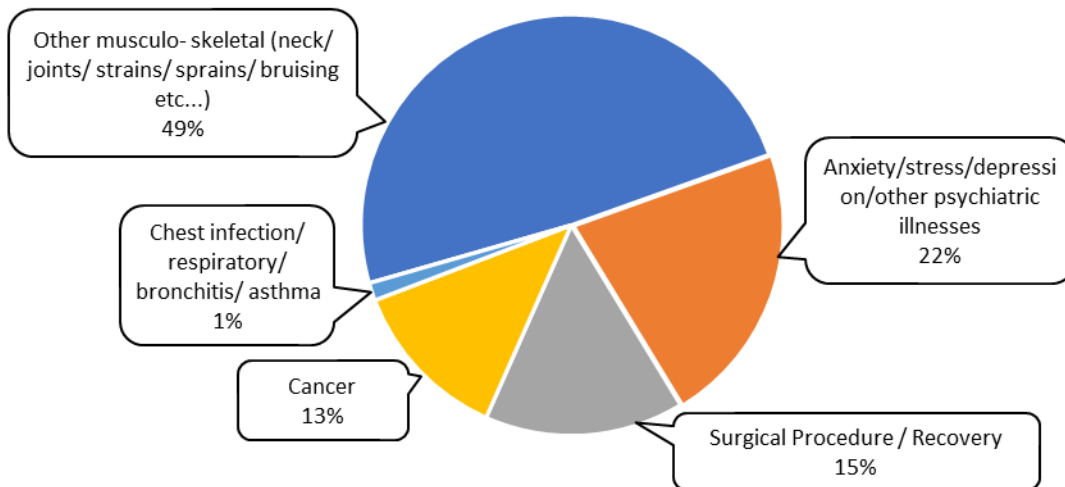
- Total absence has increased each year up to 2019, decreased in 2020 but has increased in 2021.
- Short term absence fell each year up to 2019 but increased in 2020 and again in 2021.
- Long-term absence has decreased since 2020 and is at its lowest point since data was recorded in 2012.

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 9% compared to the same period last year.
- Eleven employees had a period of long-term absence between April and September 2020, compared with seven in the same period last year.
- The most common absence reason was musculoskeletal issues (49%) for five employees.
- Of the five, two were injured at work, referred to occupational health and are fully recovered.
- The average days absence per employee has decreased from 53.7 days in 2020 to 32.6 days in 2021.

The chart below shows the long-term absence reasons for April and September 2021:

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
April 21	1	closed	4	8	12
Sept 21	1	open	4	1	4
Oct 20	1	Closed	4	0	4
Oct 20	1	Open	4	0	1

Three of the four accessed the counselling service for home related issues whilst the other sought issues relating to their work life.

It must be remembered that often work and home related issues can merge having a significant impact on both areas of a person's life.

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Whilst maintaining confidentiality the main themes identified were:-

- Stress and anxiety around the COVID pandemic
- Loss and grief
- Personal relationships, bereavements, divorce and elderly relations
- Health or self and others

Whilst one mentioned issues relating to COVID, other issues were unrelated.

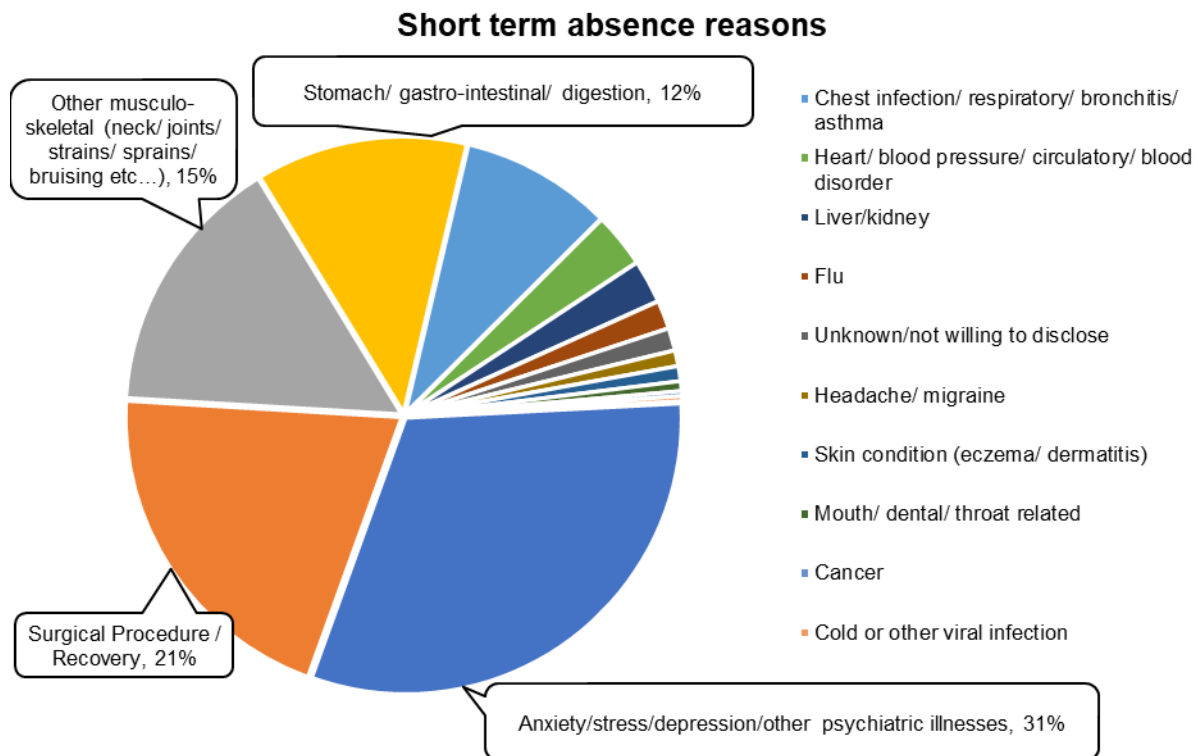
Age	Number
18-30	1
31-40	1
41-50	1
51-60	1
Over 60	0

All were female.

6. Short Term Absence

The number of days per FTE lost to short term absence is 344.2 this year, compared with 163.2 for the same period last year.

The chart below shows the short-term absence reasons between April and September 2021:

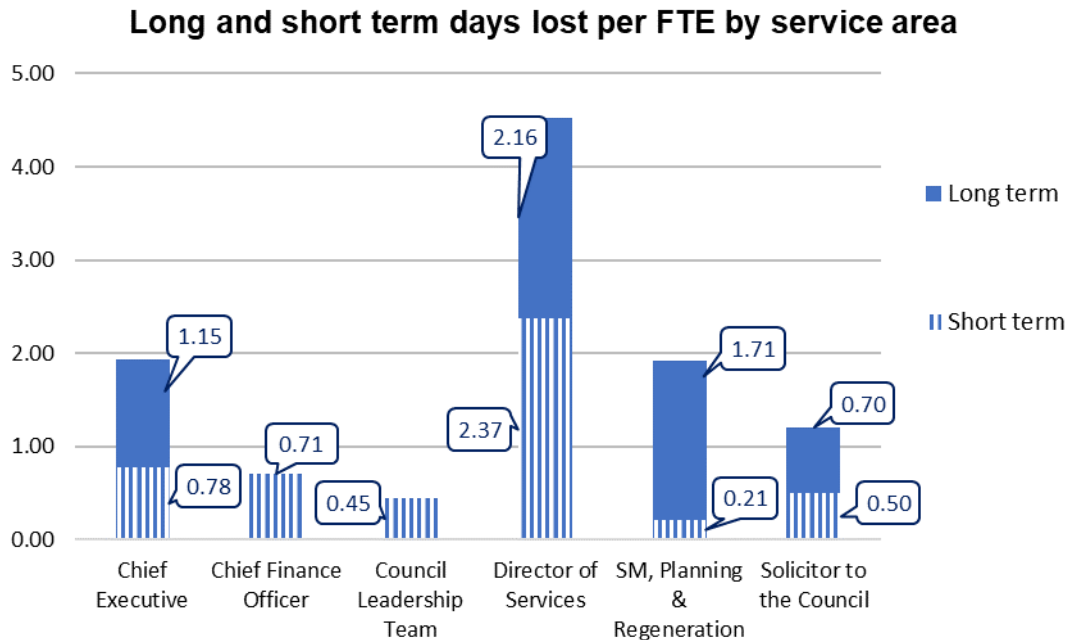


- The main causes of short-term absence were anxiety/stress/depression (31%) and musculoskeletal issues (21%).
- Back to work interviews are carried out by Line Managers with all employees and these are recorded and kept for future reference.
- If there is more than 7 days absence in a rolling twelve-month 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.

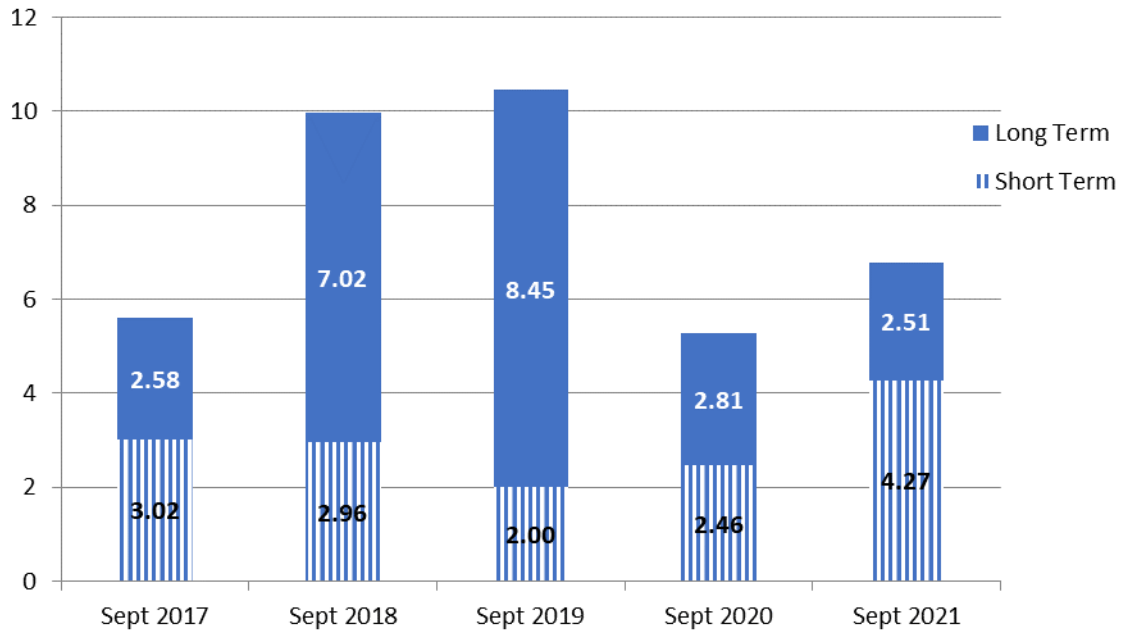


- Absence levels are highest in the Director of Service's area at 4.53 days lost per FTE.
- Council Leadership Team has the lowest absence levels.
- The Director of Services area includes Waste Management, further details for the absence in this area is below.
- HR continue to monitor and inform Line 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:

Long and short term days lost per FTE for 2017 to 2021



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

- Total days lost per FTE has increased by 29% from 5.27 days to 6.78 days.
- Short term absence has increased from 2.46 days to 4.27 days.
- Long term absence has decreased by 11% from 2.81 days to 2.51 days.
- The most common reasons for absence are:
 - Short term - Anxiety/stress/depression/other psychiatric illnesses (40%) and musculoskeletal issues (17%)
 - Long term - Musculoskeletal issues (85%) and gastro-intestinal issues (27%)
- HR continue to monitor and work with the Interim Waste Operations Manager every month to ensure that sickness review meetings are carried out and targets are set for the employees.

9. COVID19 – impact on absence

During 2020/21, the pandemic made a noticeable difference to absence and the average days lost per employee was 4.57.

Up to 26th January 2022, there has been 66 positive cases of COVID19, 14 in 2020/21 and 52 in 2021/22. Most employees have been able to continue to work from home while self-isolating.

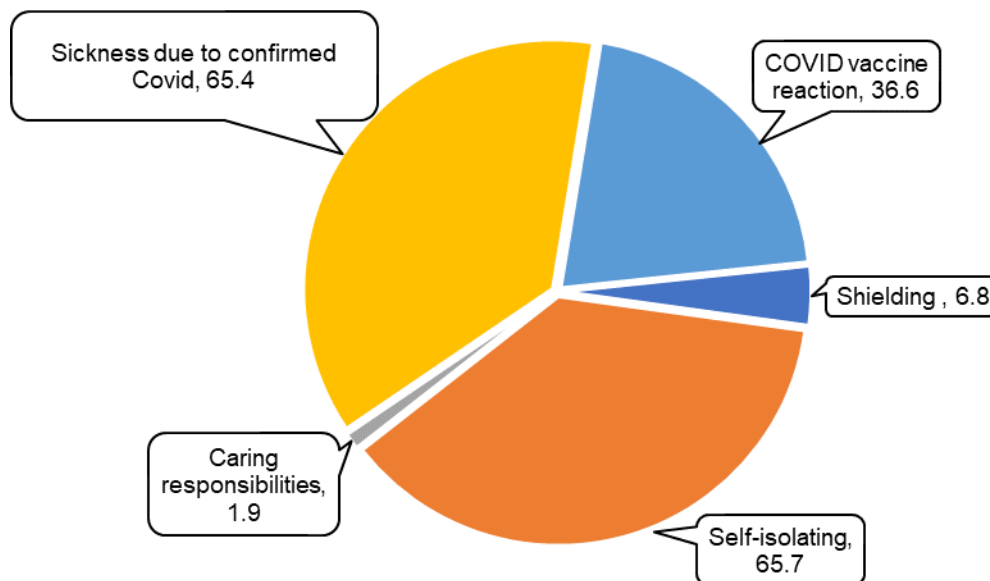
The absences rates have decreased significantly in 2021/22. At the end of December 2021, the average days lost per employee is less than 1 (0.9) whereas as of 31st December 2020, the average days lost was 3.30.

HR share monthly updates with the Corporate Leadership Team, which show how many days were lost per FTE, Between 1st April and 31st December 2021, 212.8 days were lost due to absence due to covid.

81% of the days lost were in Director of Services and the majority were in Waste Management (47%) as most roles cannot be done from home.

The most common reasons for absence are positive covid cases and self-isolating as below:

2021/22 total days lost per FTE



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

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- 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. Chief Financial (s151 Officer) Statement** – N/A
- 17. Monitoring Officer Statement** – N/A
- 18. Author of the Report** – Jacquie Hodgson – HR Manager
jhodgson@cravenc.gov.uk. – 01756 706209
- 19. Appendices**
 - Appendix 1** – Sickness absence comparison from the last 5 years
 - Appendix 2** – Reasons for Long Term Absence April to Sept 2021
 - Appendix 3** – Reasons for Short Term Absence April to Sept 2021
 - Appendix 4** – Absence by Service Area April to Sept 2021
 - Appendix 5** – Reasons for Absence in Waste Management April to Sept 2021
 - Appendix 6** - Sickness Targets over the last 15 years
 - Appendix 7** – COVID reasons for Absence by Service Area

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Appendix 1 – Sickness absence comparison for the last 5 years

Days lost per FTE

	Sept 17	Sept 18	Sept 19	Sept 20	Sept 21	% Change since Sept 20
Short Term	1.74	1.34	1.46	0.81	1.68	107%
Long Term	2.35	3.34	4.15	1.94	1.61	-17%
Target	4	4.25	4.25	4.25	4.25	
Total	4.09	4.68	5.61	2.75	3.29	20%
ST as % of Total	43%	29%	26%	29%	51%	
LT as % of Total	57%	71%	74%	71%	49%	

Working Days Lost

	Sep-17	Sep-18	Sep-19	Sep-20	Sep-21	% Change since Sept 20
Short Term	336.3	271.5	300.2	163.2	344.2	111%
Long Term	453.8	678.6	854.2	394.0	358.6	-9%
Total	790.1	950.1	1154.4	557.2	702.8	26%

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Appendix 2 – Reasons for Long Term Absence April to September 2021

	Days lost	% of total
Other musculo- skeletal (neck/ joints/ strains/ sprains/ bruising etc...)	175.7	49%
Anxiety/stress/depression/other psychiatric illnesses	78	22%
Surgical Procedure / Recovery	55	15%
Cancer	45	13%
Chest infection/ respiratory/ bronchitis/ asthma	4.9	1%
Total	358.6	

	Days lost	% of total
Other musculo- skeletal (neck/ joints/ strains/ sprains/ bruising etc...)	175.7	49%
Anxiety/stress/depression/other psychiatric illnesses	78	22%
Surgical Procedure / Recovery	55	15%
Cancer	45	13%
Chest infection/ respiratory/ bronchitis/ asthma	4.9	1%
Total	358.6	

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Appendix 3 - Reasons for Short Term Absence April to September 2021

	Days lost	% of total
Anxiety/stress/depression/other psychiatric illnesses	107.9	31.4%
Surgical Procedure / Recovery	70.3	20.4%
Other musculo- skeletal (neck/ joints/ strains/ sprains/ bruising etc...)	52.8	15.3%
Stomach/ gastro-intestinal/ digestion	42.7	12.4%
Chest infection/ respiratory/ bronchitis/ asthma	30.5	8.9%
Heart/ blood pressure/ circulatory/ blood disorder	11.0	3.2%
Liver/kidney	8.7	2.5%
Flu	5.7	1.7%
Unknown/not willing to disclose	4.5	1.3%
Headache/ migraine	3.1	0.9%
Skin condition (eczema/ dermatitis)	3.0	0.9%
Mouth/ dental/ throat related	2.0	0.6%
Cancer	1.0	0.3%
Cold or other viral infection	1.0	0.3%
Total	344.2	

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Appendix 4 - Absence by Service Area April to September 2021

	Total days lost per fte	Working days lost	FTE @ 30/09/21
Council Leadership Team	0.45	2.00	4.40
Total	0.00	2.00	4.40
Chief Executive			
Business Support Services	1.14	4.00	3.50
Community Safety	0.00	0.00	1.00
Customer Services	4.40	33.00	7.50
Electoral Services	0.00	0.00	1.65
Human Resources	0.00	0.00	2.00
Partnerships & Communications	0.00	0.00	3.52
Total	1.93	37.00	19.17
Chief Finance Officer			
Finance	1.50	15.00	10.00
Revenues and Benefits	0.08	1.00	12.50
Total	0.71	16.00	22.50
Director of Services			
Assets and Commercial Services	0.14	1.62	11.60
Bereavement Services	0.72	4.00	5.55
Craven Leisure	4.19	98.50	23.50
Environmental Health	4.56	54.92	12.05
Facilities Management	0.00	0.00	1.20
Housing	0.00	0.00	8.80
Information Services	5.29	45.00	8.50
Waste Management	6.67	370.37	55.50
Total	4.53	574.41	126.70
Planning & Regeneration			
Cultural Services	0.76	7.00	9.25
Economic Development	0.00	0.00	5.15
Planning Services	2.97	58.00	19.50
Total	1.92	65.00	33.90
Solicitor to the Council			
Democratic Services	2.33	4.90	2.10
Legal Services	0.00	0.00	2.10
Licensing	1.25	3.50	2.80
Total	3.58	8.40	7.00
Overall totals	3.3	702.81	213.67

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Appendix 5 – Reasons for Absence in Waste Management April to September 2021

	Days Lost			%		
	Short term	Long term	Total	Short term	Long term	Total
Other musculo- skeletal	39	117	156	17%	85%	42%
Anxiety/stress/depression	93	20	113	40%	15%	31%
Stomach/ gastro-intestinal/ digestion	37	0	37	16%	27%	10%
Chest infection/ respiratory/ bronchitis/ asthma	23	0	23	10%	17%	6%
Surgical Procedure / Recovery	20	0	20	9%	15%	5%
Heart/ blood pressure/ circulatory/ blood disorder	11	0	11	5%	8%	3%
Liver/kidney	6	0	6	3%	4%	2%
Flu	3	0	3	1%	2%	1%
Cancer	1	0	1	0%	1%	0%
Total	233	137	370	100%	100%	100%

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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	5.14	8.5	Below
2021/22	3.29 (first 6 months)	8.5	

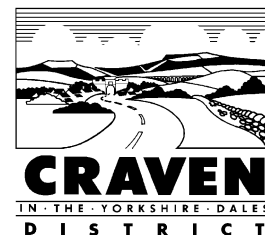
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Appendix 7 – COVID absence reasons by Service Area

Absence reason	Chief Executive	Chief Finance Officer	Director of Services	Planning & Regeneration	Solicitor to the Council	Total days lost per FTE
Shielding			6.8			6.8
Self-isolating			74.7	6.0		80.7
Caring responsibilities			1.9			1.9
Sickness due to suspected/confirmed Covid19			54.8	23.0		77.8
COVID vaccine reaction	7.0		34.8	3.8		45.6
Area: Total days lost per FTE	7.0	0.0	173.0	32.8	0.0	212.8

Select Committee – 16th February 2022

Customer Services Performance



Report of the Chief Executive

1. **Purpose of the Report** – To provide a report on Customer Service performance during 2021-22.

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 can pay their Council bills, pick up forms and information, and have most 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. Most staff (5/7) are set up to work remotely from their own homes and this has successfully continued again over the last year

2.3.2 **BVS Reception**

The BVS Reception is now opened full time again and has been operating full time over the last year. We have however seen a large drop in visits to the Customer Service Reception over the last year with residents preferring to contact the council either via the website or telephone.

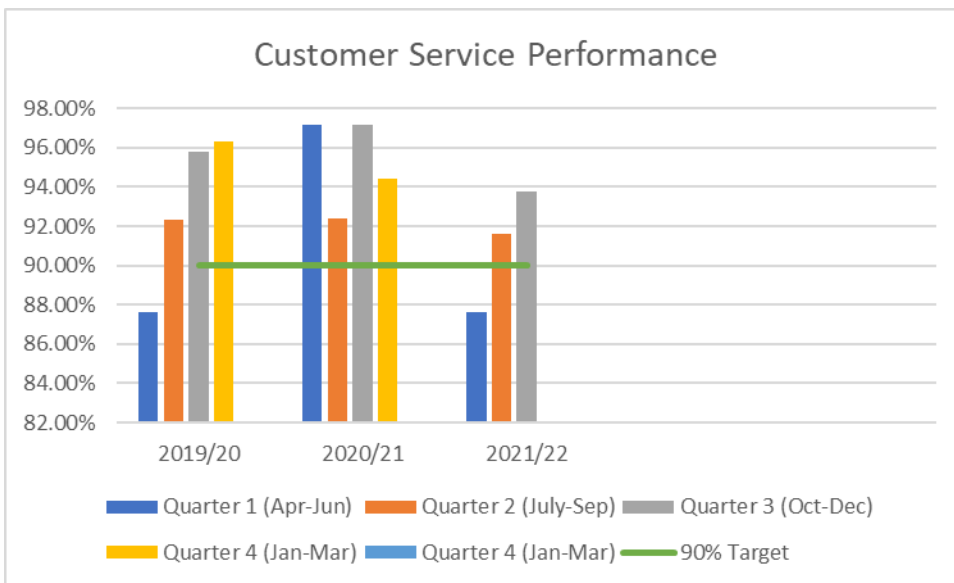
2.4 **Staffing**

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.

3.0 **Customer Services Performance**

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- 3.1 The Key Performance Indicator for call handling is 90% of calls answered every quarter. For the 2020/21 financial year the 90% call handling target was met as an aggregate over the year. The team answered 95% of all calls to the Council.
- 3.2 So far for 2021/22 we did not make the target for quarter 1 but have so far for the rest of the year. Quarter 1 87.6% of all calls were answered (97.2% in 2019/20). In quarter 2 91.6% of all calls were answered (92.4% in 2019/20) and 93.8% of all calls were answered in quarter 3 (97.2% in 2019/20) as shown in the chart below. The current aggregate year to date total is 91.44% and the team are currently on track to make the target for 2021-22.



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

3.3 Issues in 2021/22 affecting performance

The Customer Service Reception opened full time again in April 2021 after being closed due to Covid-19 and lockdown restrictions. This did have an impact on call performance in the first quarter compared to the previous year as there were less customer service advisors to answer the telephones. When call volumes increased due to annual billing the call handling performance dipped below 90% and a similar level to 2019/20.

3.4 Customer Access Channels

We have again seen a large increase in email traffic into the Customer Service Team via the email address contactus@cravencd.gov.uk as well as increase in website visits and use of online forms. This has corresponded with a drop in visits to the Customer Service reception and calls to the contact centre which would indicate a shift in how customers contact the council to more cost-effective methods. Covid-

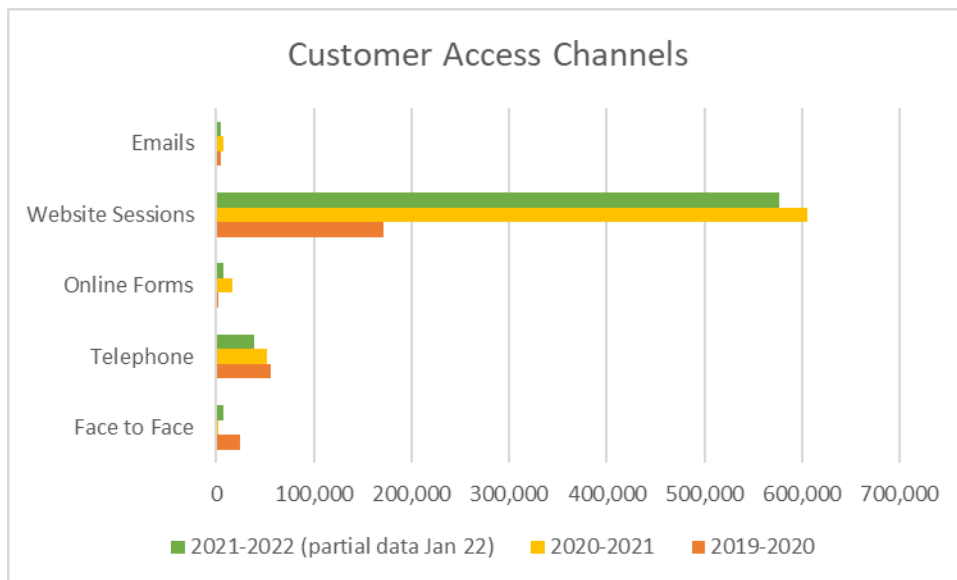
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19 impacted on how customers contacted the council with more emphasis on online methods and this appears to be a permanent shift if we look at the number of visits to the Customer Service reception over the last year.

	Face to Face (reception visits)	Telephone	Website (sessions)	Online Forms	Emails
2019-2020	23,994	55,821	171,959	3,380	5,488
2020-2021	2,584	51,861	605,016	16,592	7,946
2021-2022 (partial data to Jan 22)	7,212	38,506	576,663	7,676	5,317

NB

- The administration of Covid-19 business grants which was done via online forms will have skewed the figures for 2020-21.
- February usually sees the highest use of online forms due to garden waste renewal and these figures for 2021-22 were not available at the time of writing the report.



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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 information on whether the call handling target has been met so everyone is clear if we are on track to meet the call handling target.
- 4.2.2 Monthly statistics for each Customer Services Officer are produced. A target for the number of calls they should be answering per day to reach the 90% call handling target is calculated monthly 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 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. Monthly qualitative stats are produced and shared with each advisor.

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

Monthly team meetings continue to be held and we have a weekly Teams video meeting so everyone can stay in touch and update on latest news/issues impacting on the team.

4.5 Social Media Channels

We continue to work with the Communications Officer to help manage calls into Customer Services by utilising messaging on social media, particularly Facebook

AGENDA ITEM 6

(we currently have 5,700 followers on Facebook an increase of 31% from last year). This continues 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. Posts about waste collections, job vacancies or stray dogs prove to be the most popular and achieve the biggest reach.

5. Customer Service Improvements made over the last year.

5.1 Customer Services Charter

A new Customer Services charter was launched in June 2021 A copy can be found in Appendix B. This was sent to all Service Managers to be discussed and implemented with their teams at their individual team meetings with service standards for replying to emails, returning calls etc. to be adopted. The charter recognizes that some services have service specific standards that will be communicated to customers at first point of contact. The Charter was also covered in Core Brief and published on the CDC website.

5.2 Logging of Planning Calls

The Customer Service team worked with the Planning Admin team to implement a call logging procedure, as operates in Environmental Health. Calls coming through the Contact Centre are now logged on Idox/uniform before being passed onto the planning team. There is now a record of customer contact with the planning team and an escalation procedure if a customer calls the contact centre again because no one has returned their call. Monthly call return statistics for the planning team will now be shared with the Planning Improvement Board as well as the Service Manager. A copy of the latest statistics will be circulated at the meeting.

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

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Appendices

- A – Monthly Customer Services Monitoring Report
- B – Customer Charter



Customer Services Management KPI Statistics

Version: **1.0**

Date: **Jan 2022**

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.cravendc.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

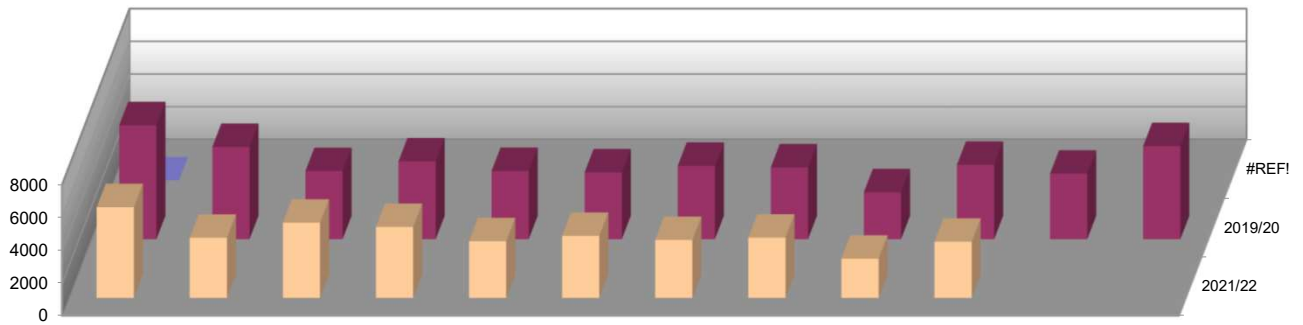
Channel Data analysis gives details on: -

- 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

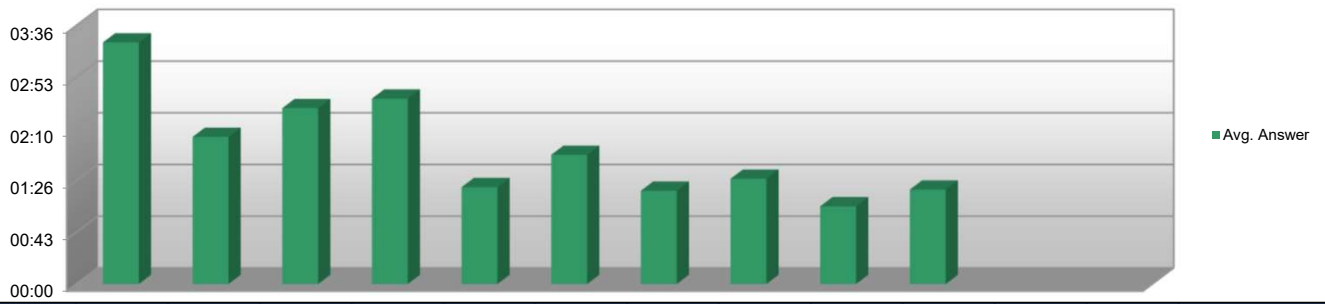


3 Year Call Analysis



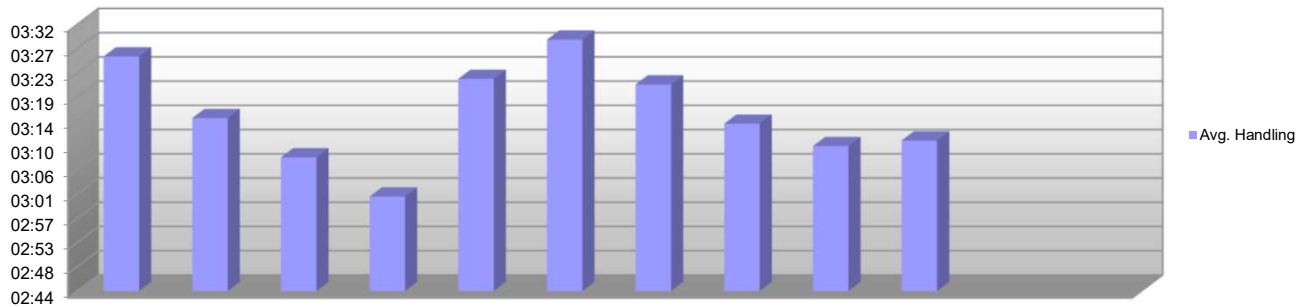
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2019/20	6975	5645	4163	4763	4172	4086	4490	4391	2872	4554	4011	5699	#REF!
2020/21	4554	3527	4473	4666	4591	4573	3907	4105	2754	4343	3723	6645	55821
2021/22	5553	3681	4600	4340	3469	3796	3545	3687	2399	3436			38506

Average Speed of Answer (mm:ss)



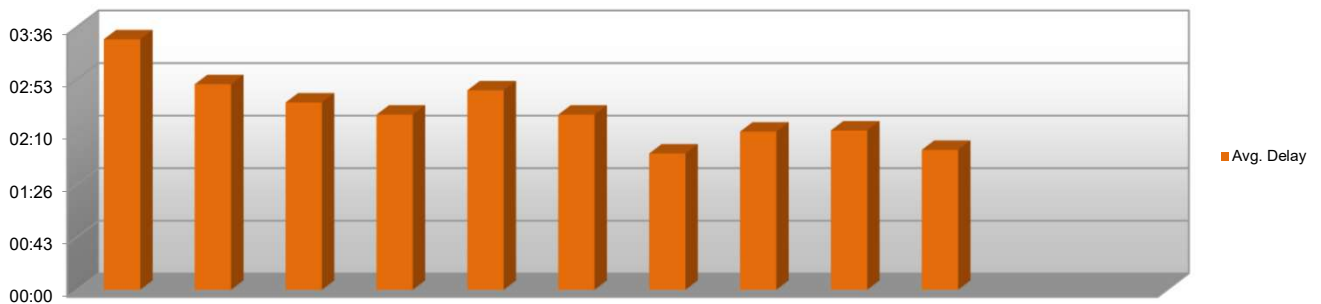
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Answer	03:22	02:03	02:27	02:35	01:21	01:48	01:18	01:28	01:05	01:19			01:15

Average ACD Handling Time (mm:ss)



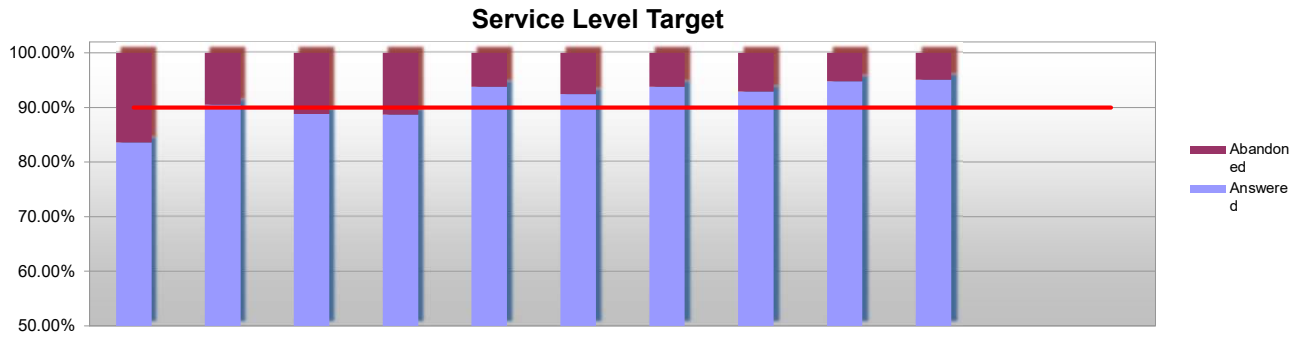
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Handling	03:26	03:15	03:08	03:01	03:22	03:29	03:21	03:14	03:10	03:11			00:02:53

Average Delay to Abandon (mm:ss)

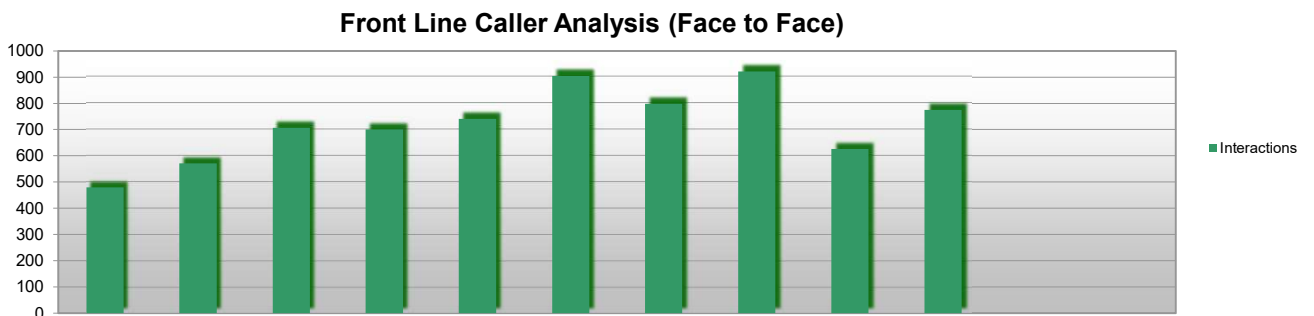


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Delay	03:26	02:49	02:34	02:24	02:44	02:24	01:52	02:10	02:11	01:55			02:15

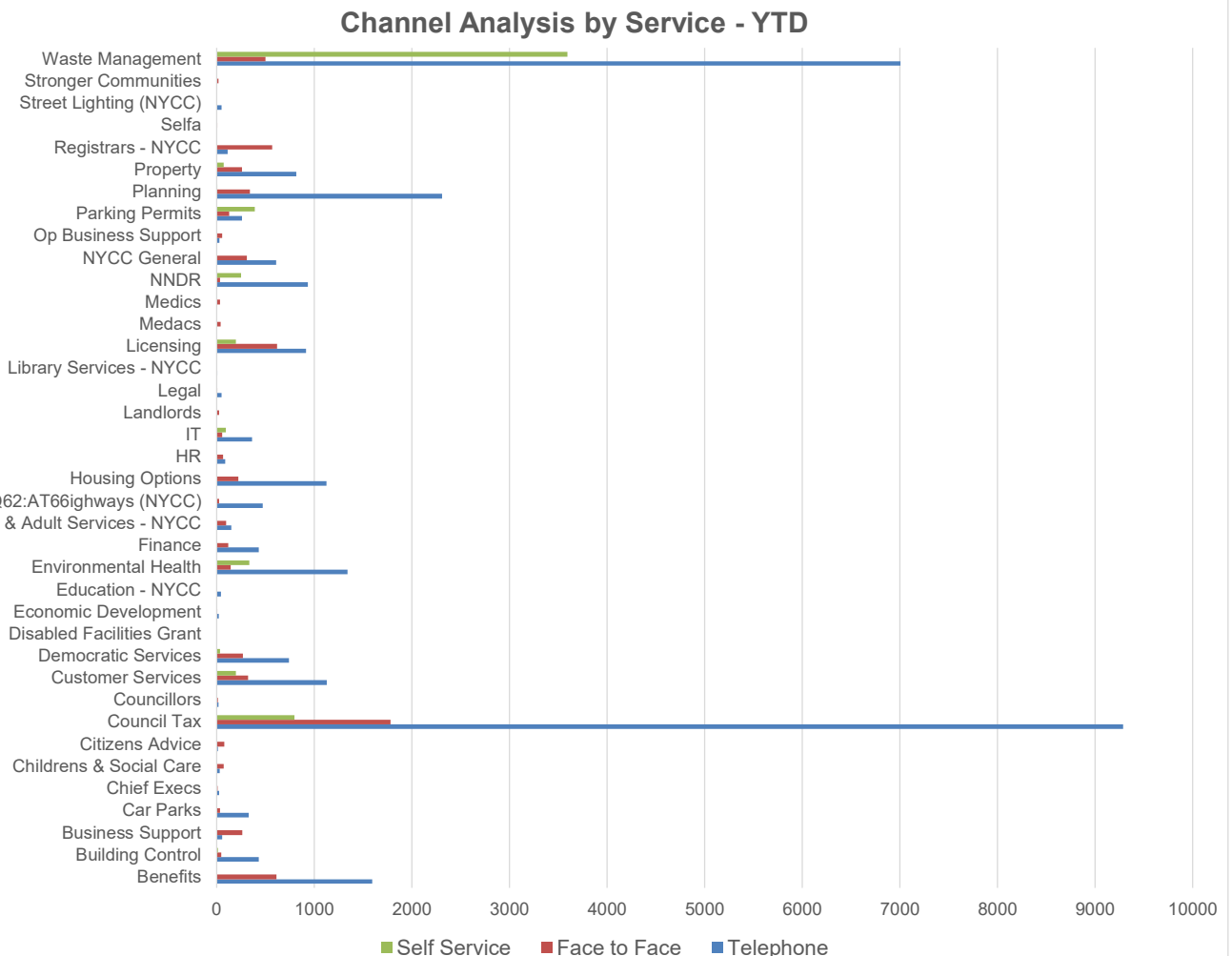
Service Performance Measures continued



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Answered	83.60%	90.50%	88.80%	88.70%	93.80%	92.40%	93.80%	92.90%	94.80%	95.10%			91.74%
Abandoned	16.40%	9.50%	11.20%	11.30%	6.20%	7.60%	6.20%	7.10%	5.20%	4.90%			8.26%



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Interactions	479	571	707	700	741	904	798	921	626	775			7222



Customer Service Team Performance



Resourcing

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

Leave

- 5 days annual leave taken
- 2.5 days of flexi leave taken

Service Issues

- CT Reminders 1st - 441, 2nd - 127
- NNDR Reminders - 40
-
-
-
-
-

Individual Performance

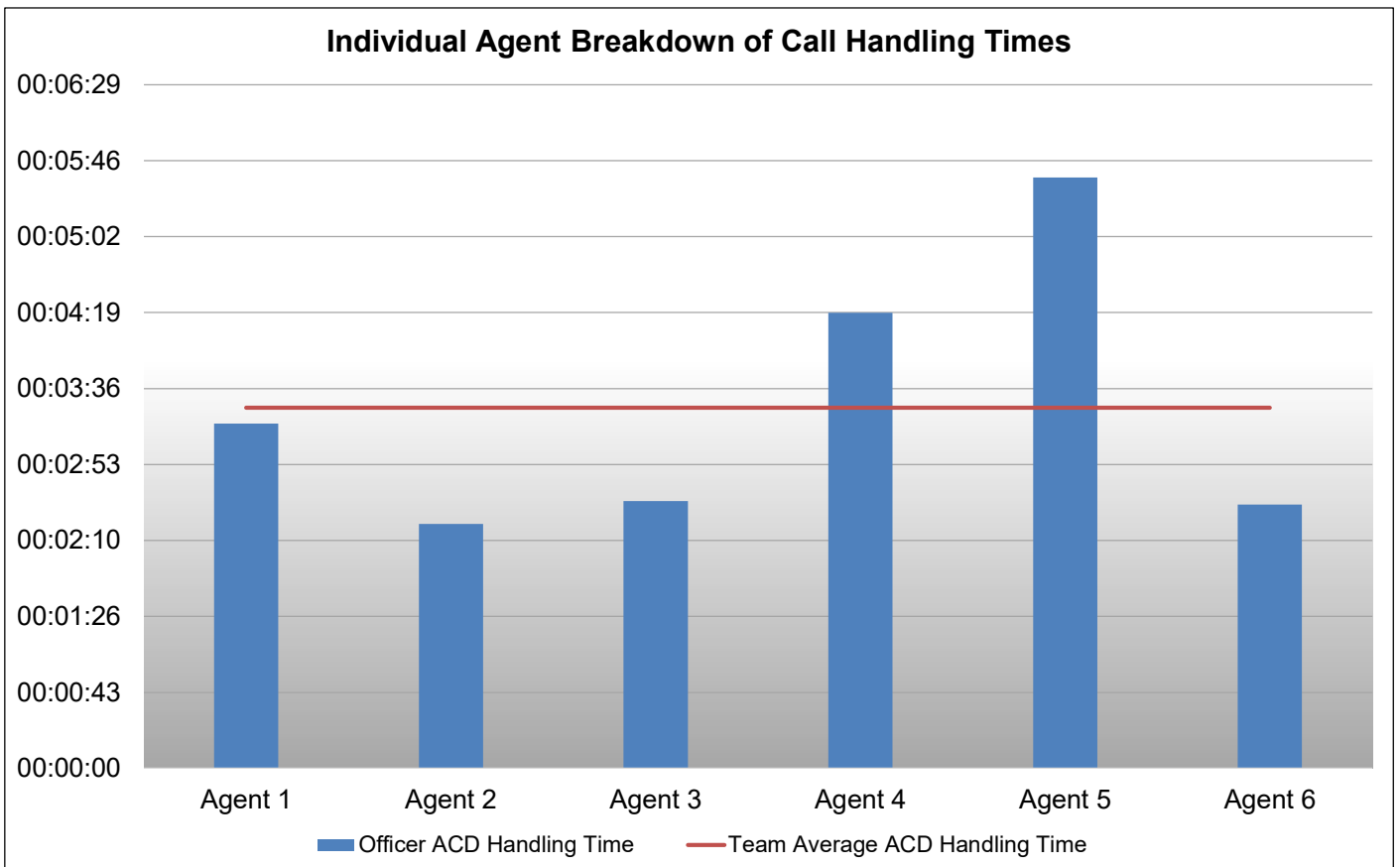
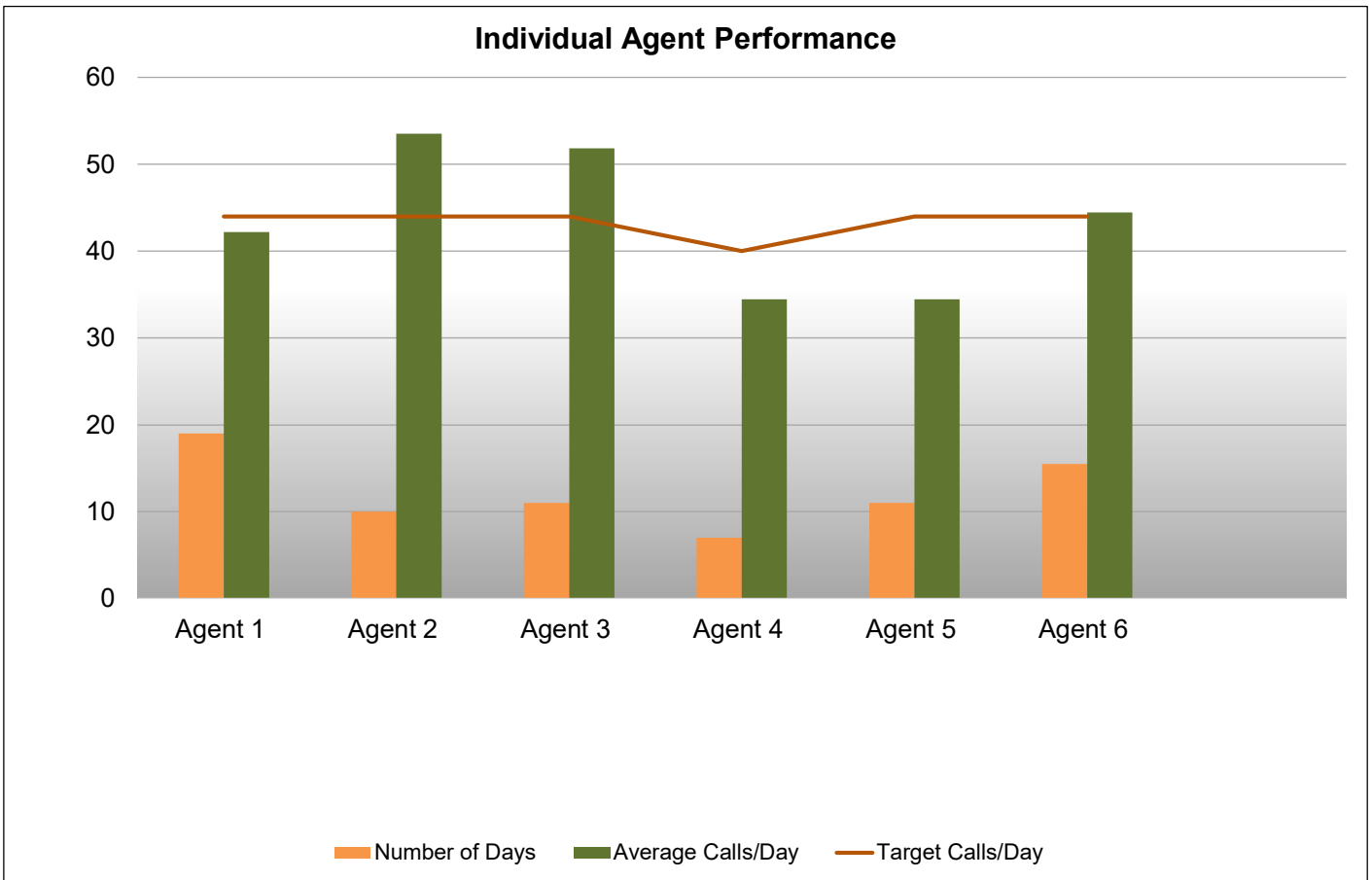
Individual Agent Breakdown of Calls handled (Current Month)

- 3436 calls were made to Contact Craven during January.
- Team available for a total of 73.5 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 44 calls/day.

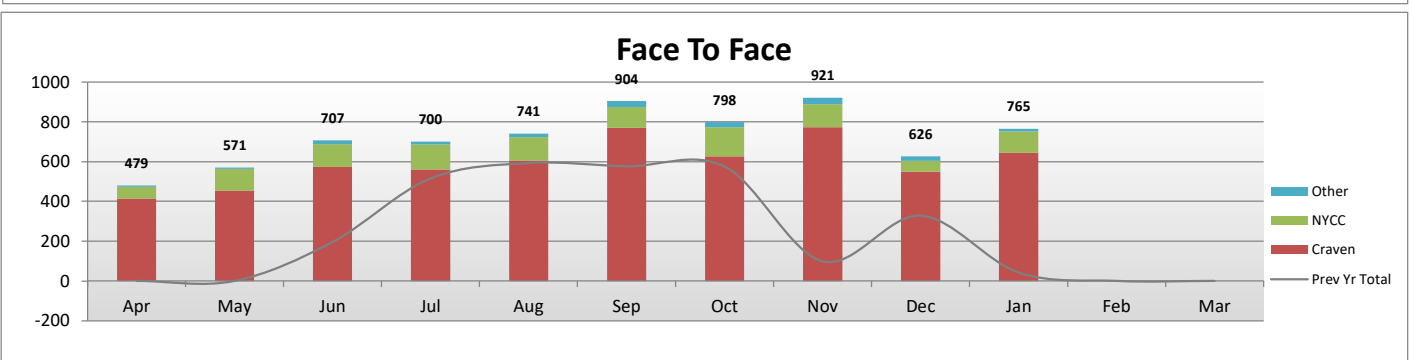
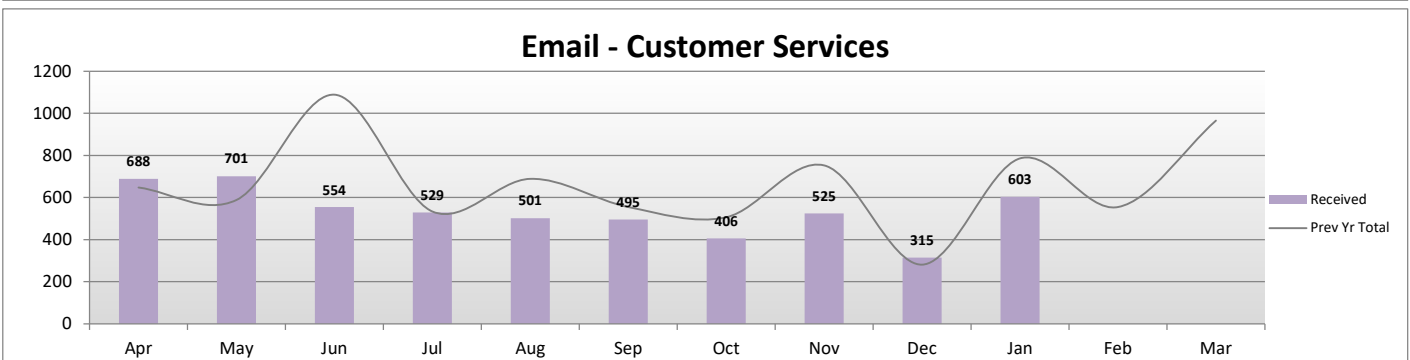
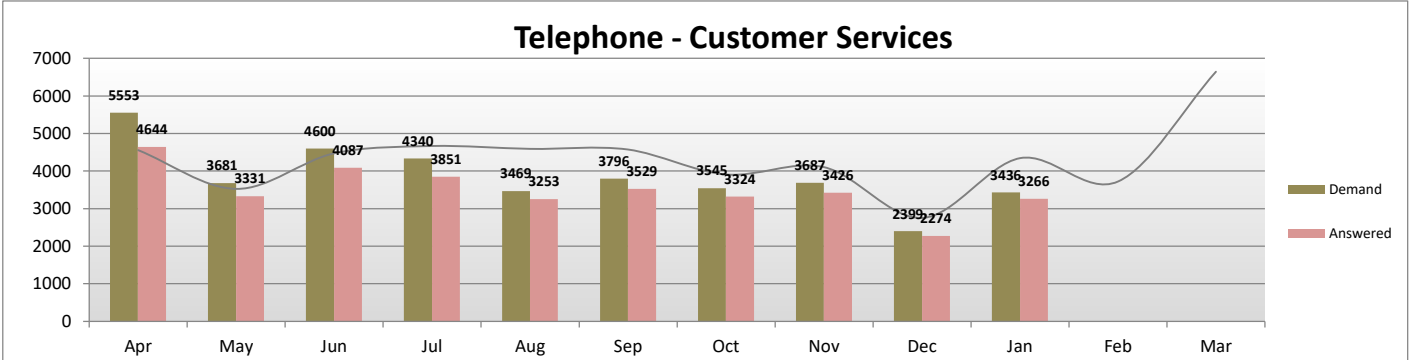
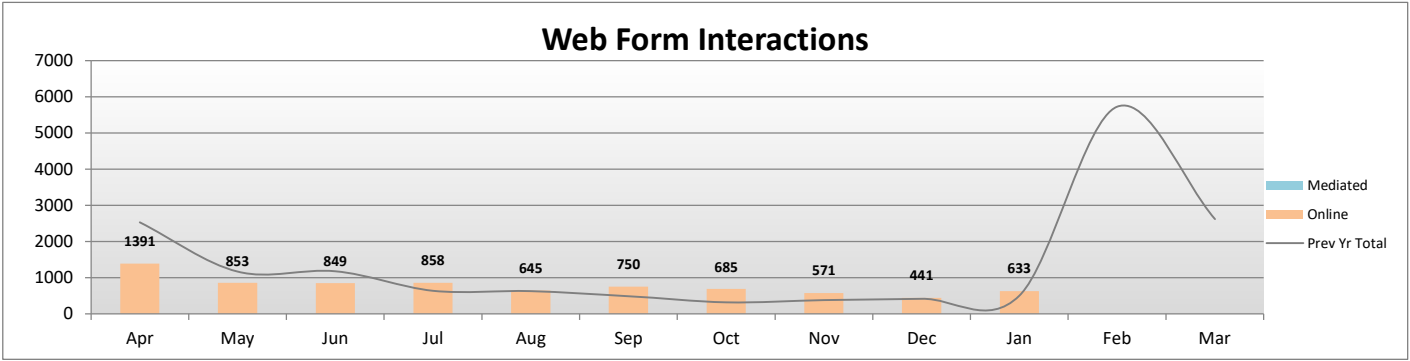
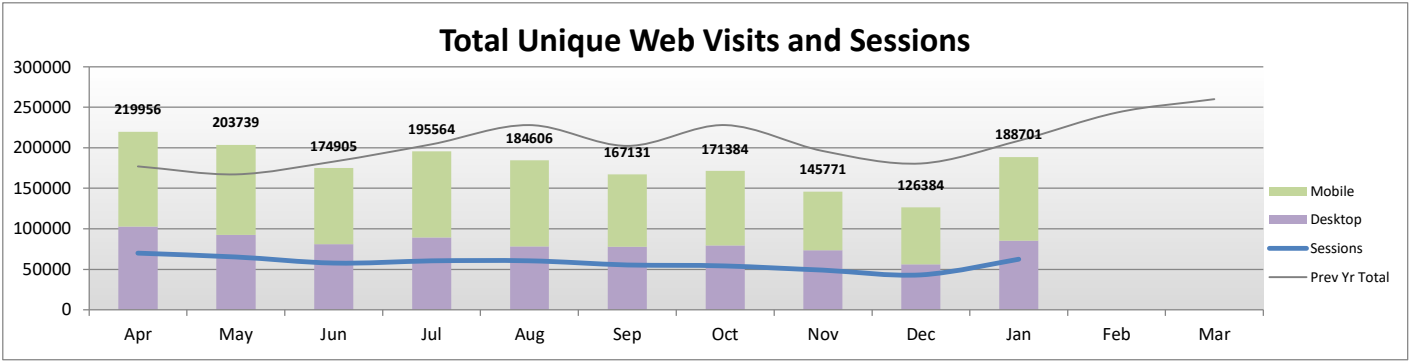
Agent Name	ACD Calls handled	No. of Days	Average Calls/Day	Target No. Calls/Day
Agent 1	802	19	42	44
Agent 2	535	10	54	44
Agent 3	570	11	52	44
Agent 4	241	7	34	40
Agent 5	379	11	34	44
Agent 6	689	15.5	44	44

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	08/02/2022	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	08/02/2022	1.0
Lead Member	Lead Member for Customer Services	08/02/2022	1.0

Document Classification

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



Craven District Council Customer Charter



Craven District Council Customer Charter

Our customers are at the heart of everything we do. We set high standards of customer care and tell you how we are performing against them.

Our aim is to deliver services as efficiently and effectively as possible. Whenever and however you contact us, we want to make sure you receive the highest level of service and customers have the right to know what level of service they can expect from us all the time. If you feel we are falling short then please let us know.

We will:

- treat our customers with respect, courtesy and friendliness, being receptive to customer feedback
- respond to your enquiries promptly and efficiently and try to deal with your enquiry as soon as we can
- ensure our information is in a format that is easily accessed and understood and free of jargon
- make more services available online, enabling customers to serve themselves, if they choose, at a time that suits you
- treat all information received in the strictest confidence and we will protect your personal information
- give you an explanation of our actions and ensure you are advised of all relevant timescales
- enable customers to provide feedback easily, through customer surveys, consultations and improved complaint handling

In return we ask that you:

- treat our staff with respect and be courteous
- be considerate and polite to other customers
- provide the information we need to deliver our services
- ask us to explain anything you are not sure about



Customer Service Excellence

In order to maintain and improve the services we provide to our customers across the Council we have introduced the service standards listed below:

Face to face

- Visitors to wait no longer than an average of 10 minutes at any reception point
- Be identifiable by wearing a name badge
- Private Interview facilities will be provided when necessary
- Information will be kept up to date and be well presented
- Opening hours will be clearly displayed

Contacting us by telephone

- If you call on the main Contact Craven number of 01756 700600, we aim to answer 90% of incoming telephone calls as a minimum standard and to do so within an average of 1 minute.
If your call requires another staff member to call you back we will do this within 2 days unless it is a very urgent matter which will be dealt with more quickly.

Contacting us by email, letter, online

- If you contact us by email, letter or via an online enquiry form we will try to respond within 5 working days. If the subject is complex, we will update you within 5 working days and provide a full response within 10 working days.

Facebook and Twitter

- We monitor our social media pages (Facebook and Twitter) regularly and we aim to respond within 4 hours during the working day.



Customer Service Excellence

Freedom of Information Requests

- If you request information under the Freedom of Information Act or Environmental Information Regulations we will provide a response to your request within 20 days.
- If the information cannot be provided in that time, you will receive a letter outlining the reasons. If your request needs clarification or we have to collect information from a number of sources, we will get in touch with you.
- Sometimes there may be reasons why it is not appropriate to release the information requested. If this is the case we will explain why we are not releasing the information and explain the appeal process.

Complaints

- We will send you an acknowledgement to your complaint within 2 working days.
- We aim to resolve the complaint within 5 working days.
- If the complaint is complex or cannot be resolved it will be passed to the appropriate Service Manager for a more detailed response within 10 days.
- If the complaint is referred to a Service Manager you will be sent a letter setting out the next steps, and be given the name of the Officer dealing with the complaint.
- For more information please see the Council's Complaints, Comments and Compliments Procedure.

Translation and Interpretation

- If English is not your first language and you need help understanding any of the services the Council delivers we will arrange for an interpreter or British Sign Language signer if you need one.
- We can also provide large print versions of our documents if needed.

