

SELECT COMMITTEE

Wednesday, 16th January 2019 at 6.30pm
Belle Vue Suite, Belle Vue Square, Broughton Road, Skipton

Committee Members: The Chairman (Councillor Staveley) and Councillors Brown, Graham, Mason, Mercer, Moorby, Pighills, Shuttleworth, Solloway, Sutcliffe, Thompson and Whitaker.

AGENDA

1. **Apologies for absence**
2. **Confirmation of Minutes** of the meeting held on 12th December 2018.
3. **Public Participation** – In the event that any questions / statements are received or members of the public attend, the public participation session will proceed for a period of up to fifteen minutes. (Note: Where the participation relates to any particular item on the agenda, participation will usually be when that item is considered.)
4. **Declarations of Interest** – All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.

(Note: Declarations should be in the form of: a “**disclosable pecuniary interest**” under Appendix A to the Council’s Code of Conduct, or “**other interests**” under Appendix B or under Paragraph 15 where a matter arises at the meeting which relates to a financial interest of a friend, relative or close associate.

A Member of Council who has a disclosable pecuniary interest must leave the room and not take part in the discussion or vote. When declaring interests under Appendix B or Paragraph 15 of the Code, Members must move to the public seating area, not vote, and speak only if members of the public are also allowed to speak at the meeting.)

5. **Customer Services Call Handling Performance** – Report of the Communications, Customer Services and Partnerships Manager. Attached.

Purpose of Report – To report on customer service performance during 2018 and further planned improvements to the service.

6. **Vibrancy of Town Centres and Villages** – Further to Minute OS.411/18-19, the Committee will receive a presentation from the Planning and Regeneration Manager. In stating its wish to consider the issue, the Committee indicated that it wished to understand what could be done in seeking to sustain town centres and villages across the District.

Attached for information is a copy of the Council Plan 2018-2021.

7. **Date of Meeting** – Select Committee : Wednesday, 20th February 2019 at 6.30pm.
8. **Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act, 1972.

Agenda Contact Officer:
Chris Waterhouse, Committee Officer
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8th January 2019

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- (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the agenda contact officer (details above) prior to the start of the meeting. Any recording must be conducted openly and not disrupt proceedings.

Emergency Evacuation Procedure

In case of an emergency, or if the alarm sounds, leave the meeting room and exit the building using the main doors onto the Square. If those doors are not available, please use the nearest available door.

The assembly point is in Belle Vue Square at the front of the building, nearest the main road. An officer will take a roll call once everyone is out of the building.

Please do not leave a meeting without telling the Chairman or a representative of Legal and Democratic Services.

SELECT COMMITTEE

12th December 2018

Present –The Chairman (Councillor Staveley) and Councillors Brown, Graham, Mason, Moorby, Pighills, Shuttleworth, Solloway, Thompson and Whitaker.

Officers – Democratic Services Manager, Community Safety Co-ordinator and Committee Officer.

Also present Inspector Lorraine Crossman-Smith.

Apologies for absence were received from Councillors Mercer and Sutcliffe.

Start: 6.30pm

Finish: 7.32pm

Minutes for Report

OS.415

LOCAL POLICING - CRAVEN

Further to Minute OS.406/18-19, the Chairman welcomed Inspector Lorraine Crossman-Smith, North Yorkshire Police to the meeting and invited her to present her report on policing in Craven. Details of the local crime figures for the period 1st August to 1st November 2018 together with the stop and search data for Craven and other parts of North Yorkshire had been circulated. During the ensuing discussion Members raised a number of issues including

- a. A preference for statistical crime data broken down to geographic / ward level
- b. The approach to violence against the person.
- c. Cyber crime.
- d. The rural task force

Inspector Crossman-Smith responded as follows:-

Crime data - Changes made by the Force to relevant software and databases had changed how performance data was presented. It was her understanding that it may still be possible to produce statistics broken down into geographic areas and, if that was the case, would endeavour to obtain such a breakdown for the Committee's next meeting. Note : In discussing cyber crime a Member asked whether it was possible to provide a breakdown showing the position in Craven.

Violence against the person - The approach to policing violence against the person was currently the subject of a national review, the outcome of which was expected in March 2019. The review would be informed by a number of cases such as the murder which had taken place in Skipton, whilst that case may or may not have formed part of the review, its impact locally had been significant and the Force learned from it.

Cyber and internet crime - Some cyber reporting was dealt with at a national level; locally work was on going in assessing how the Force could work within the community running, for example, online initiatives and drop in sessions. A fraud officer was now based locally and victims were visited to try and help prevent a re-occurrence.

The Community Safety Co-ordinator pointed out that scam awareness sessions had taken place throughout the District in conjunction with Nat West Bank. Additional dates were being planned for 2019 and feedback from Members on vulnerable groups whom they believed would benefit from a session would be welcomed. Various types of scams continue to target vulnerable, usually older residents. A number of lunch clubs, community groups and other clubs had been contacted to raise

awareness and provide tips on how to avoid being scammed. This area of work was a key function for the Community Safety Hub. Two main areas were covered by the sessions:

- Friends Against Scams: A look at a wide range of different scams including how to spot and avoid them.
- Digital Safety: An awareness session on how to stay safe and secure when doing shopping and banking online.

Rural Task Force - A trial rural watch scheme was being set up in Grassington and all being well would be up and running by the end of January 2019. The task force now had a dedicated livestock officer and North Yorkshire also now had a full time drone officer who could be called upon, use of drones would increasingly become a feature of policing. The Chairman indicated that the Committee would appreciate an understanding of the picture in respect of agricultural crime, and whether the task force was adequately resourced and effective.

In drawing the discussion to a close the Chairman stated that it would be appreciated if a member of the rural task force could attend the committee's next meeting. Inspector Crossman-Smith indicated that it could be arranged.

OS.416

COMMUNITY SAFETY HUB

Further to Minute OS.396/17-18, the Chief Executive submitted a report updating the Committee on the work of the Community Safety Partnership and Hub within Craven District and North Yorkshire. In particular the report updated Members on

- a. The draft North Yorkshire Community Safety Partnership's Strategy and Delivery Plan 2018-2021 – the main priority areas identified within the strategy were Community Safety Hubs, Domestic Abuse and Anti-Social Behaviour. Consideration was also to be given to adopting Sexual Violence and Trauma, Hate Crime and Community Cohesion as priority areas for delivery.
- b. Meetings of the Multi-Agency Problem Solving Group
- c. Public Space Protection Orders – Annual reviews had been carried out on the orders currently in place for the Coach Street and High Street car parks, Skipton. The Orders had not resulted in any displacement and no breaches had been reported in the past 12 month period.
- d. Prevent Agenda – All front line roles would continue to receive training, the latest group to receive training being the Council's waste operatives. Local authority officers continued to visit Skipton Mosque to help build confidence. Work on collating information for the Counter Terrorism Local Plan would commence in January 2019.
- e. Funding - Target hardening funding provided by the Police and Crime Commissioner had again focused on a scheme that offered crime prevention advice and support for victims of burglary by helping fund the installation of door/window locks. A day of action had taken place for villages within the South Craven area. Door to door awareness raising was carried out and security advice given to residents. Where properties were deemed as having less than adequate security, timers, locks, dummy cameras had been given out. A surgery providing security advice and reassurance attended by over 30 local residents had also been held some free home security items had again been given out.
- g. Safeguarding continued to be a feature of each meeting.
- h. CCTV – The Business Crime Reduction Partnership had successfully bid for funding for CCTV; in the region of 45 cameras were now in position in Skipton and would go live in the near future.

The Community Safety Co-ordinator also reported that the Office of the Police and Fire Commissioner had provided the Hub with finance for a new case management system for use in connection with instances of anti-social behaviour and domestic violence, and that from April 2019 another community safety officer would be joining the Hub.

Resolved – That the report is noted.

-Sitting as Select Committee-

OS.417

Confirmation of Minutes

The minutes of the Committee's meeting held on 21st November 2018 were confirmed and signed by the Chairman.

OS.418

SELECT COMMITTEE RECOMMENDATIONS - TRACKING

The Democratic Services Manager submitted a report seeking the Committee's agreement to the introduction of a recommendation tracking system to enable it to consider the status of its recommendations in terms of their ongoing relevance, and progress made in implementation.

It was also pointed out that tracking recommendations accepted by Policy Committee would help ensure good governance enabling Select Committee to establish whether effective recommendations were being made, and also consider whether a Lead Officer / Member should be asked to attend and explain, for example, a lack of progress on implementation.

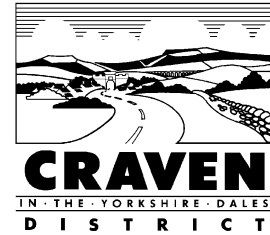
Resolved – (1) That commencing with recommendations submitted to Policy Committee in the 2018/19 municipal year, a recommendation tracking system using red, amber and green status indicators is introduced to enable this Committee to consider the status of recommendations submitted by this Committee and its working groups to Policy Committee.

(2) That the Committee considers the status of its recommendations every six months, requesting the attendance of relevant lead officers / members if concerns regarding implementation are raised.

Chairman.

Select Committee – 16th January 2019

Customer Services Performance



Report of the Corporate Head – Business Support

1. **Purpose of the Report** – To provide a report on Customer Service performance during 2018 and further planned improvements to the service.

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

 - 2.2 Customer Services 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

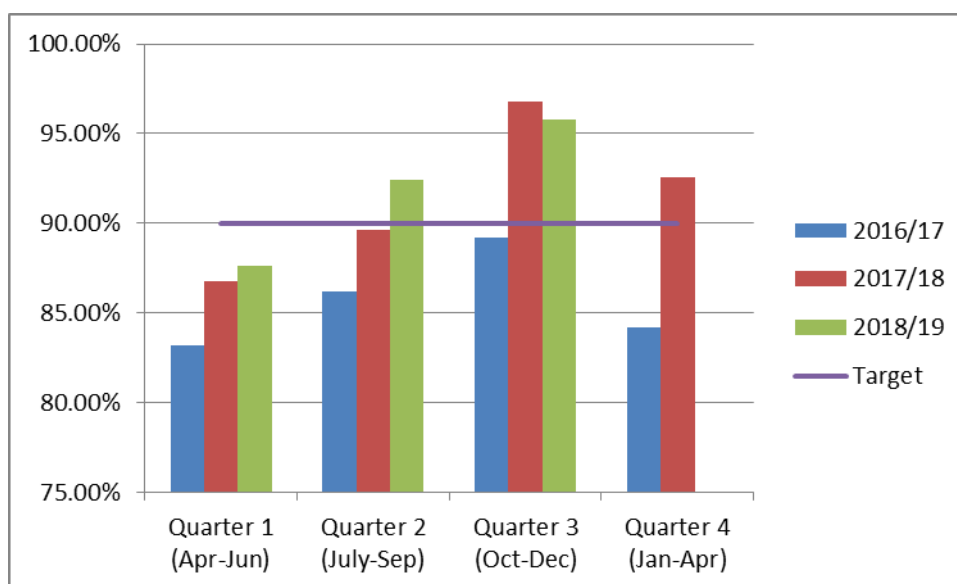
 - 2.3 Our Customer Service Advisors are trained to deal with a variety of enquiries, both in person and over the telephone, providing a single point of contact for all Council services. However, Customers are advised to make an appointment if they have a specialist enquiry.

 - 2.4 Our Customers have a choice about how to contact us, as in addition to talking to us face to face or by telephone, Customers can make enquiries by email or via the internet. A small minority also use social media to make enquiries that are passed on by the Communications Officer.

 - 2.5 The Customer Services team consists of a Team Leader, 9 Customer Advisors (8.6 FTE) and management of the function is now provided by the Communications and Partnerships Manager on a permanent basis following a 6 month trial period which began in October 2017. One member of the Customer Service Team retired at the end of November 2018 and a new member of staff joined the team in January 2019.

- 3.0 **Customer Services Performance**
 - 3.1 The Key Performance Indicator for call handling is 90% of calls answered every quarter.

- 3.2 For the 2017/18 financial year the 90% call handling target was met as an aggregate over the year. The team answered 91.47% of all calls to the Council and this is the first time in a number of years that the target was met over the year.
- 3.3 For 2018/19 so far the target was not met over quarter 1 achieving 87.6% of all calls (86.8% in 2017/18) but was met in quarter 2 achieving 92.3% of calls (89.6% in 2017/18) and quarter 3 achieving 95.8% of calls (96.8% in 2017/18) as shown in the chart below. The current aggregate year to date total is 91.26%



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

4.0 Service improvement projects delivered over the past year

4.1 Customer Services Refurbishment

- 4.1.1 The Customer Services reception area was refurbished in June 2018. The meet and greet desk was removed and replaced by two self-service desk with PCs. The reception desk was reconfigured to allow up to 3 Customer Service Officers to sit behind the desk at any one time and deal with queries. This arrangement gives us much more flexibility, when the phones are very busy we can go down to two members of staff on the reception counter to maximise the number of advisors able to answer the telephones.
- 4.1.2 We have also provided further resilience for the service by training a member of the Business Support team to provide cover on the reception counter and there are plans to train a further member of staff in the Business Support team in 2019 to improve resilience further. This is of particular help if we are ever down due to staff sickness and need to juggle the rotas around.

4.1.3 The whole area has been decluttered and redecorated in line with Dementia Friendly guidelines and is a much more welcoming space. A notice board has been installed and all posters and notices are displayed there rather than scattered around the reception.

4.2 Individual Call Performance Monitoring of the Customer Service Team

4.2.1 All Customer Service advisors are sent an email first thing Monday morning giving details of the previous weeks call volumes and whether or not the call handling target has been met so everyone is clear whether or not we are on track to meet the call handling target.

4.2.2 Monthly statistics for each Customer Services Officer are now produced. The amount of times each member of staff (down to half a day) are available to answer the telephones is collated together with the average number of calls they take each day. A target for the number of calls they should be answering per day in order to reach the 90% call handling target is calculated on a monthly basis and performance for each member of the team is now be measured against this target.

4.2.3 An anonymised version of the officer performance chart is circulated at the Customer Service monthly team meetings. Any member of staff falling below the average number of calls per day target needed in order to make the 90% call handling target is emailed every month to make them aware they haven't met the target. If this continues for a consecutive 3 months advisors are asked to a one to one meeting with the Team Leader. Staff who have performed above the target are contacted and thanked so their efforts are recognised. NB: When the performance monitoring was first introduced the team has a whole were not meeting the 90% call handling target and so anyone not making the target no of calls were invited to a one to one meeting on a monthly basis. Call handling performance across the team has now improved (as evidenced by the statistics) and now the process has bedded in it is more appropriate for staff to be called to a one to one meeting if the target isn't met over a consecutive three months.

4.3 Performance Monitoring Report

A monthly Customer Services performance report is produced and a copy taken to CLT every quarter. The report includes:

- A chart giving 3 years call data for service demand comparison
- Chart of calls offered, answered and abandoned
- Performance compared to service level target
- Chart showing average queue time of incoming calls
- Chart showing average time waited before call is abandoned
- Chart showing average call handling time
- Breakdown of reception queries
- Channel analysis of reception queries

Customer Service team performance breakdown analysis gives detail 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 detail on:

Unique web visits, telephone, and face to face interactions. We now have the ability to categorise all incoming calls which helps to support channel shift as can directly see the impact of specific campaigns or where we may need to tailor messaging to drive more queries online. Records are now be kept of the number of emails via Contact Us received each month as well as a breakdown of which service they are forwarded onto which also helps to monitor channel shift.

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

4.4 Procedures File

This was developed during 2018 once the new CRM system was launched. Previously there was no standard procedures file for Customer Services Officers to refer to when handling queries. Most of the knowledge was in officer's heads or on individual notes they had made for themselves rather than having a set of standard documentation. This made it more difficult when inducting new members of staff. Each member of staff is expected to have an electronic version on file and a hard copy is kept in the department for staff to refer to if necessary.

4.5 Monthly Team Meetings and Weekly Huddle

In addition to the monthly team meetings the Customer Service Team Leader holds a weekly half hour briefing session with the Customer Service Advisors where she can go through key messages and service reminders and reinforces information disseminated by email. We have had very positive feedback from the team since this was introduced.

4.6 Message for callers to give them some indication of how long they will have to wait

There was a request from Councillors previously to include a message for callers to let them know the position in the queue when calling in. This was not introduced due to the varied nature of the calls that come into Customer Services. It would be very difficult to give a standardised timeframe to give customers an indication as to when their call would be answered. For example some complex benefits calls can take up to 4 times the length of standard calls to answer. Instead during busy times of year (Jan, April, May) we change the welcome greeting to include an approximate timeframe, callers may need to wait before their call is answered to help manage expectations.

4.7 Better Links with Waste Management and Engine Shed Lane

One of the advantages of the new CRM system is a better back office link with the waste depot at Engine Shed lane. Customer Service Officers can log on and see the status of any waste management queries that have been logged. An officer has also been identified that Customer Service Advisors can refer difficult or repeated queries to stop them escalating into complaints and avoids advisors ringing the depot direct.

Members of the Customer Service team have been on study visits to Engine Shed Lane and members of the depot team are coming to shadow Customer Service Advisors in Jan 2019 so the teams get an idea of the pressures faced by both services and how systems operate in both teams which helps the working relationships.

4.8 Social Media posts

- 4.8.1 We have been working with the Communications Officer to help manage calls into Customer Services by utilising messaging on social media, particularly Facebook (we currently have 2,600 followers on Facebook). This was very effective when bin collections were disrupted due to bad weather in early 2018. For example on Tuesday February 27, when bin collections were cancelled due to snow by 10:30 the post about suspended collections had reached over 6,000 people and by the end of the day had reached 22,400.
- 4.8.2 In 2018 after the Xmas Break – we scheduled a number of posts about suspended bin collections, catching up on Xmas collections and the fact that the phone lines were busy asking if queries weren't urgent to consider ringing later in the week. This resulted in a 40% reduction in calls compared to the previous year. The same approach has been used for 2019 with posts about bank holiday waste collections, no one off garden waste collections, no Xmas tree collections (but information about where to take them for disposal) and again the phone lines being busy. A pre Xmas post on Facebook about bin collections over the holiday period reached 9,626 people with 2,538 active engagements (shares, click through to the Council website etc.)

5. Planned Service Improvements for 2019

- 5.1 Customer Services will be included in the transformation programme for 2019 to see what further improvements and efficiencies in the service can be driven. Discussions are already underway re:
1. Introducing call recording. Now card payments are not taken directly by Customer Service Advisors due to the introduction of end call, this can be introduced. We can therefore look to develop some Service Quality KPIs and monitor accordingly. This will also help with staff training and complaint resolution. The timeframe for when this can be implemented is provisionally April 18 but still to be confirmed but discussions are already underway with NYCC as we use their telephony system

2. Improving the Mittel telephony dashboard so can have extra screen displayed externally in the contact centre at BVS. This will enable anyone coming into the service area to see what the state of play is with call waiting, answering etc so know when not to disturb the advisors. It also makes the service more transparent and anyone coming into the contact centre will be able to see what advisors are available.
3. Looking at cost effectiveness of introducing bulk email/SMS messaging service as way of helping to get messaging out as recognise that not everybody chooses to use social media.
4. Reducing call volume in high traffic areas:
 - a. Queries re Council Tax – looking to introduce citizen access for Northgate so residents would be able to log onto their account themselves and complete change of address, set up direct debit payments etc
 - b. Planning queries – how calls to members of the planning team are managed
5. Waste ESB system/in cab technology – planned to launch Oct 19. Customer Service Advisors will be able to see the status of the bin collections and where the crews have and haven't been to help with dealing with missed bin queries.
6. Relaunch of council wide Customer Charter

6. **Future pressures to take into account**

In Feb 2019 Citizens Advice are moving their Skipton based office into Belle Vue Square and the Customer Services Counter will be providing reception duties for the service. Discussions are taking place with other organisations regarding potential rental of office space that could require reception support.

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

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Customer Services Management KPI Statistics

Version: 1.0

Date: Dec 2018

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

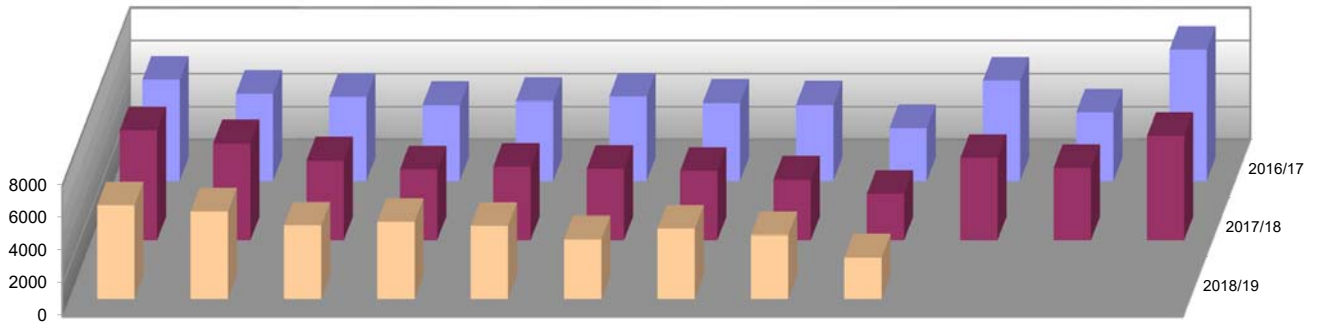
Channel Data analysis gives details on: -

- 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

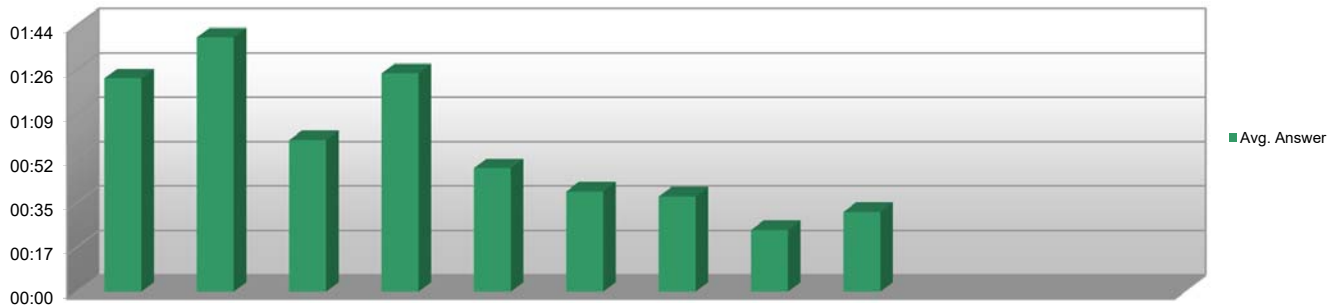


3 Year Call Analysis



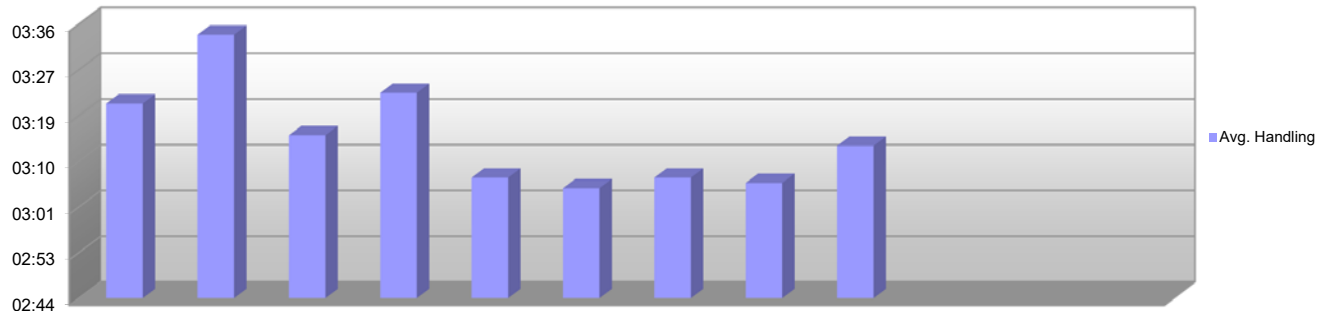
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2016/17	6142	5297	5101	4609	4847	5123	4742	4630	3216	6082	4161	7979	61929
2017/18	6676	5875	4835	4300	4474	4337	4209	3676	2802	4979	4385	6326	56874
2018/19	5725	5335	4494	4718	4464	3647	4294	3896	2531				39104

Average Speed of Answer (mm:ss)



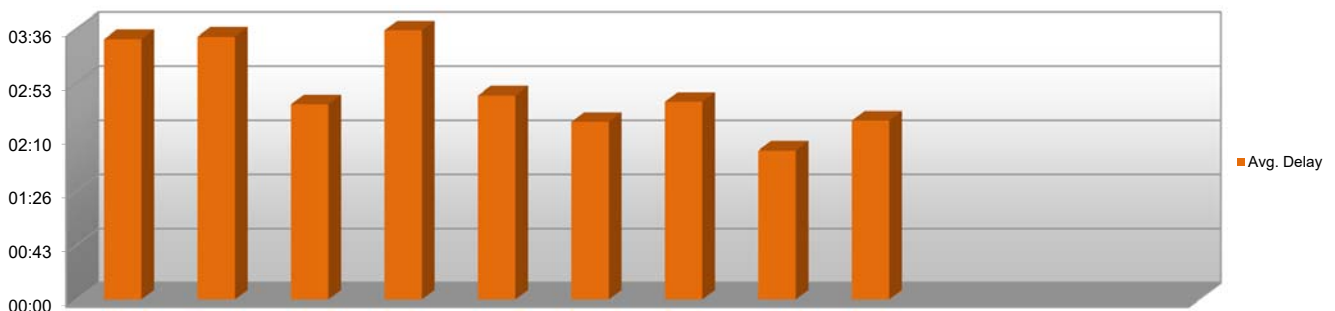
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Answer	01:23	01:39	00:59	01:25	00:48	00:39	00:37	00:24	00:31				00:01:00

Average ACD Handling Time (mm:ss)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Handling	03:21	03:34	03:15	03:23	03:07	03:05	03:07	03:06	03:13				00:01:00

Average Delay to Abandon (mm:ss)

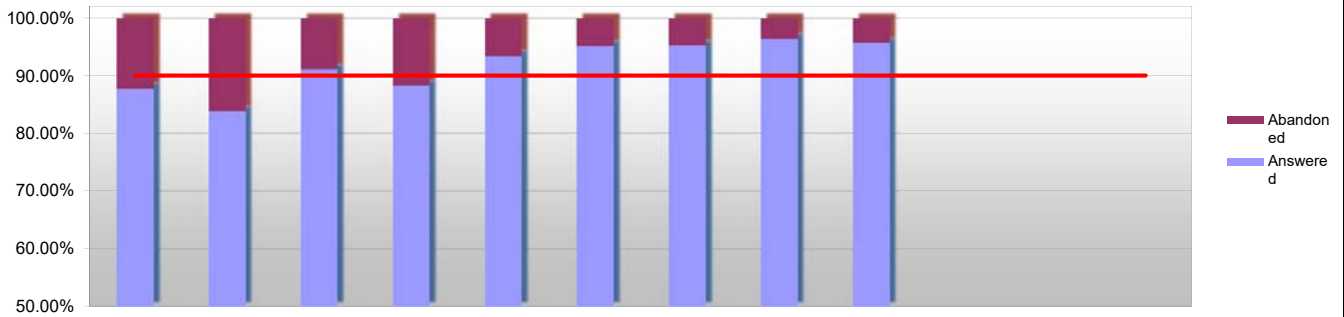


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Delay	03:28	03:30	02:36	03:35	02:43	02:22	02:38	01:59	02:23				00:01:00

Service Performance Measures continued

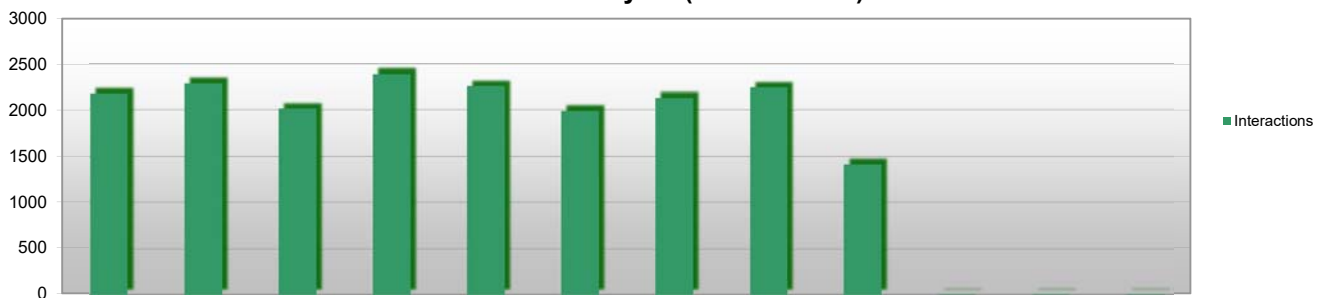


Service Level Target



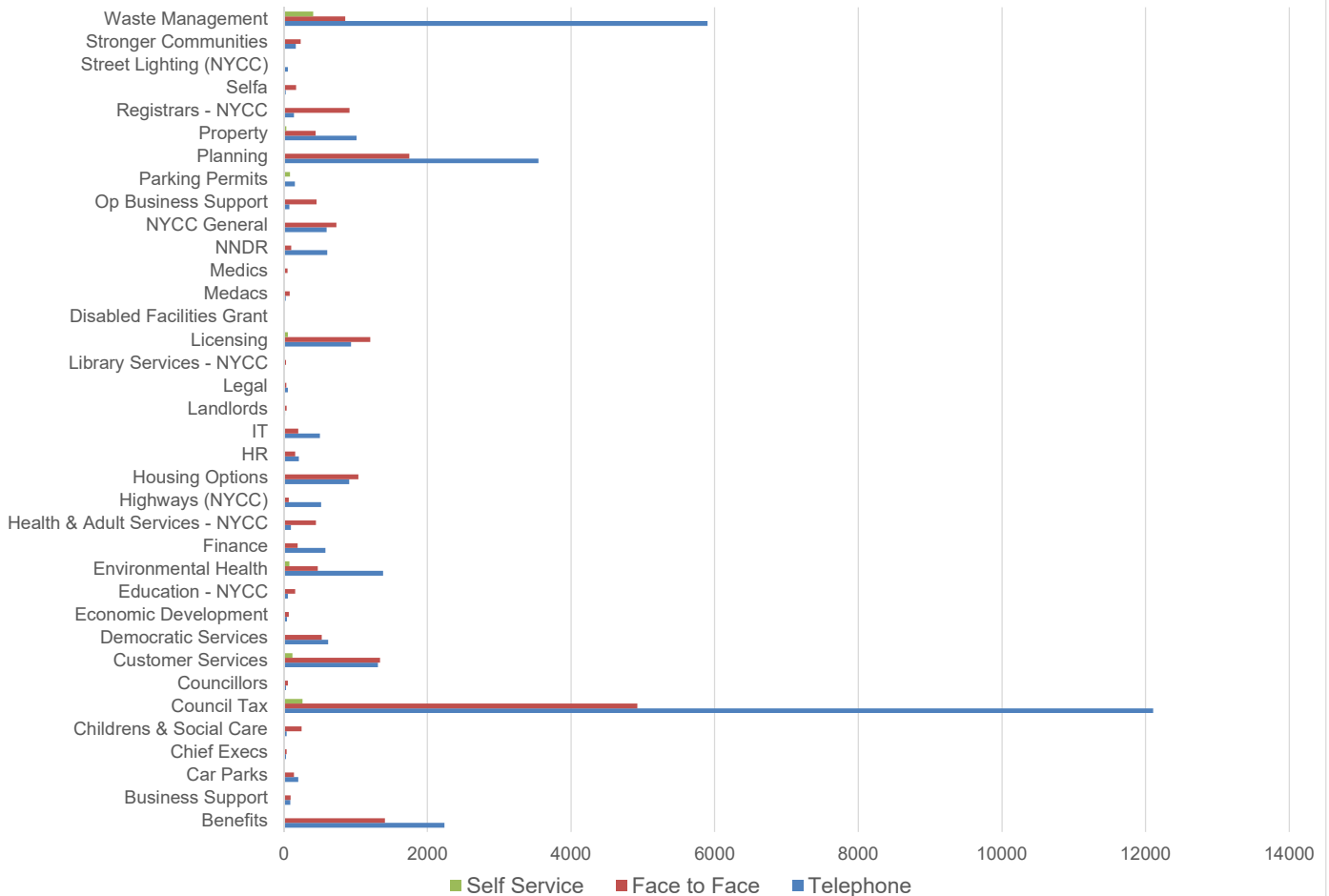
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Answered	87.90%	83.90%	91.10%	88.30%	93.50%	95.20%	95.30%	96.50%	95.70%				91.47%
Abandoned	12.10%	16.10%	8.90%	11.70%	6.50%	4.80%	4.70%	3.50%	4.30%				8.53%

Front Line Caller Analysis (Face to Face)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Interactions	2185	2295	2019	2396	2261	1992	2136	2246	1414	10	11	12	1064

Channel Analysis by Service - YTD



Customer Service Team Performance



Resourcing

- 0 sick days taken
- Team fully resourced – 7 FTE and 2 0.8 FTE members of staff
- NB – Agent 1 does not cover the Customer Service Desk in Reception

Leave

- 11 days annual leave taken
- 14 days of flexi leave taken (due to covering the time needed for Xmas break)

Service Issues

- 3 members of team attended 2 day Customer Service training course
- Recovery final notices issued to 232 Ctax and 17 NDR accounts
- Recovery Summons issued to 111 Ctax and 4 NDR accounts
- Anite down for one afternoon
-

Individual Performance

Individual Agent Breakdown of Calls handled (Current Month)

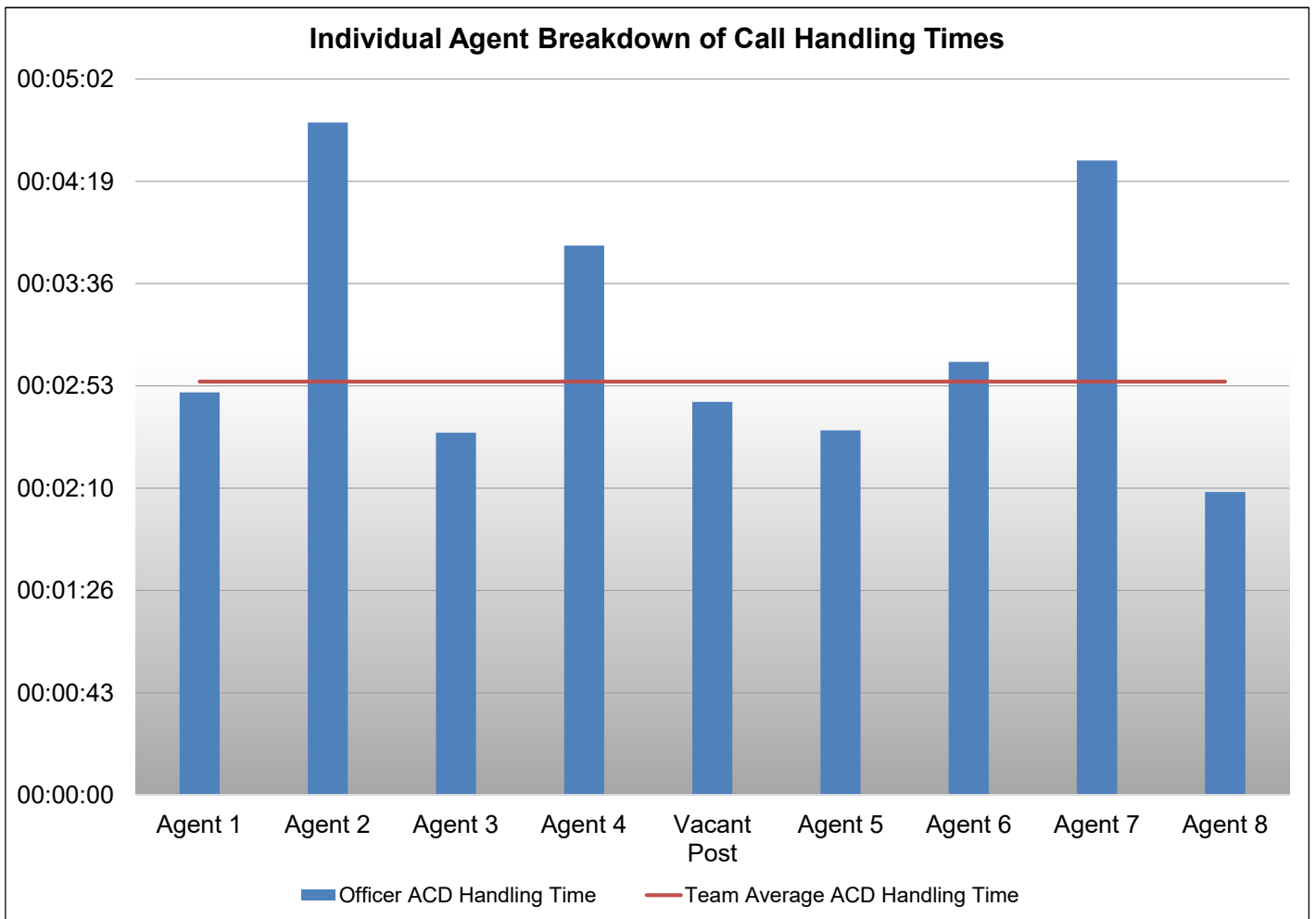
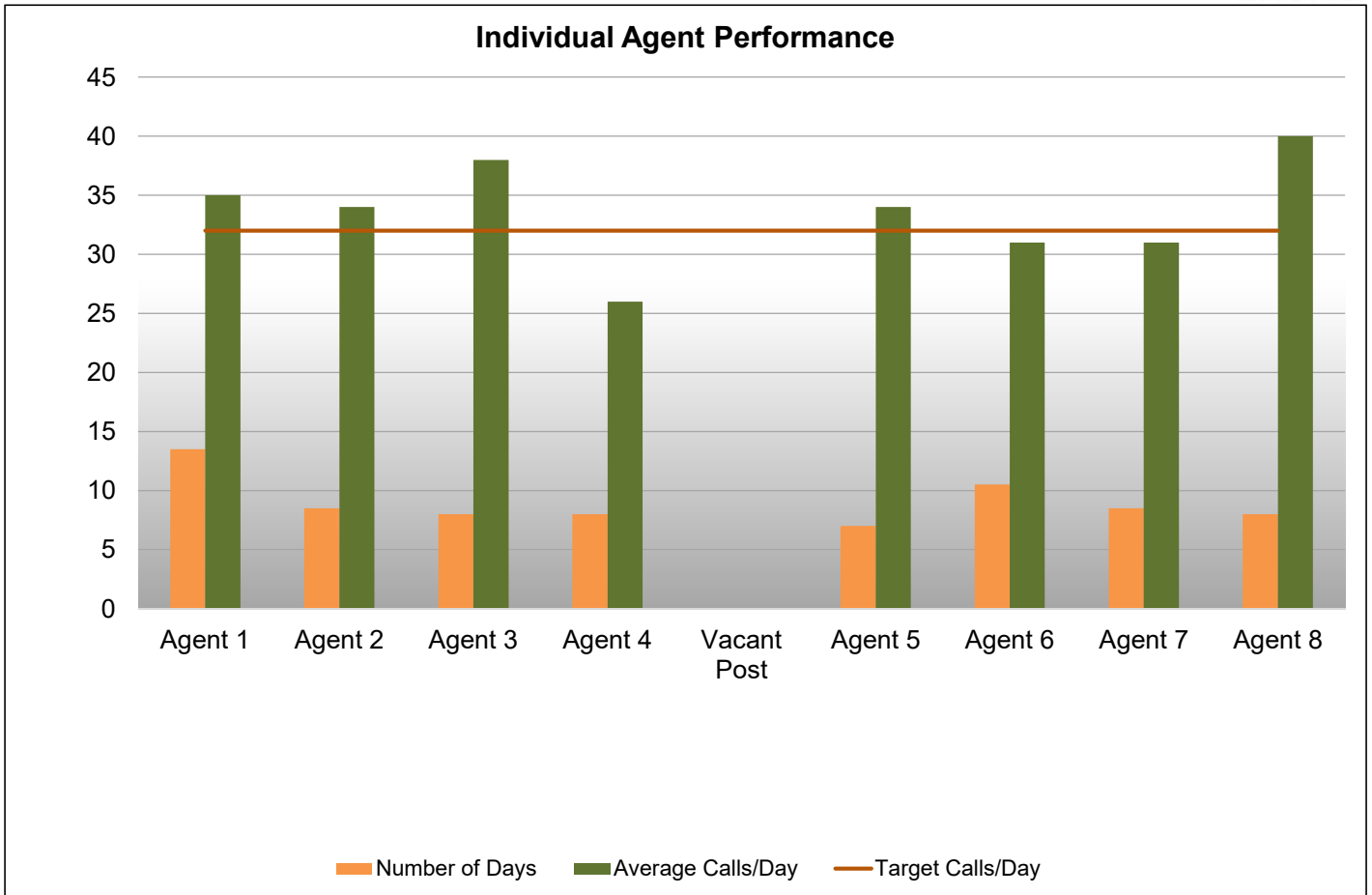
- 2531 calls were made to Contact Craven during November 2018
- Team available for a total of 72 days to answer the calls (taking into account leave dealing with email queries and Customer Services counter coverage.)
- In order to reach 90% call handling target each member of Customer Services would need to answer on average 32 calls/day.

Agent Name	ACD Calls handled	No. of Days	Average Calls/Day	Target No. Calls/Day
Agent 1	471	13.5	35	32
Agent 2	291	8.5	34	32
Agent 3	302	8	38	32
Agent 4	209	8	26	32
Vacant Post	n/a	n/a	n/a	32
Agent 5	237	7	34	32
Agent 6	322	10.5	31	32
Agent 7	267	8.5	31	32
Agent 8	322	8	40	32

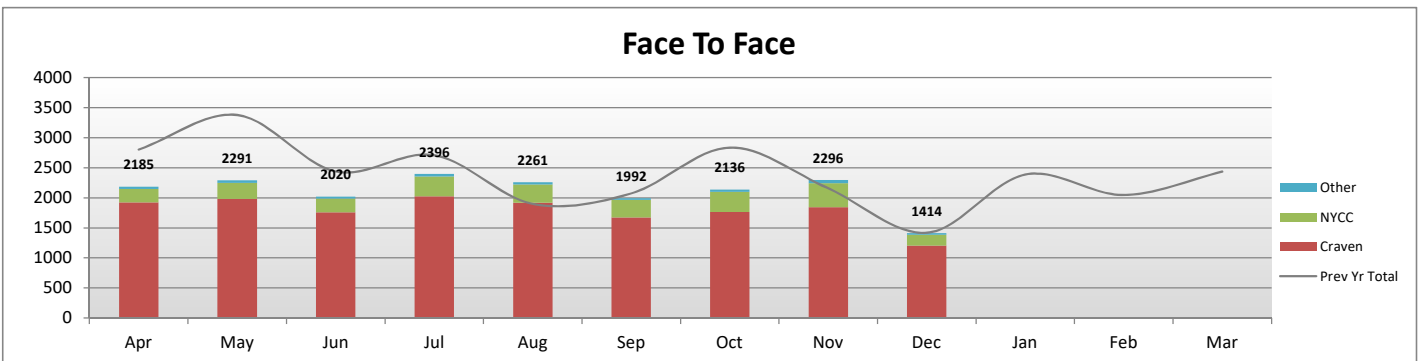
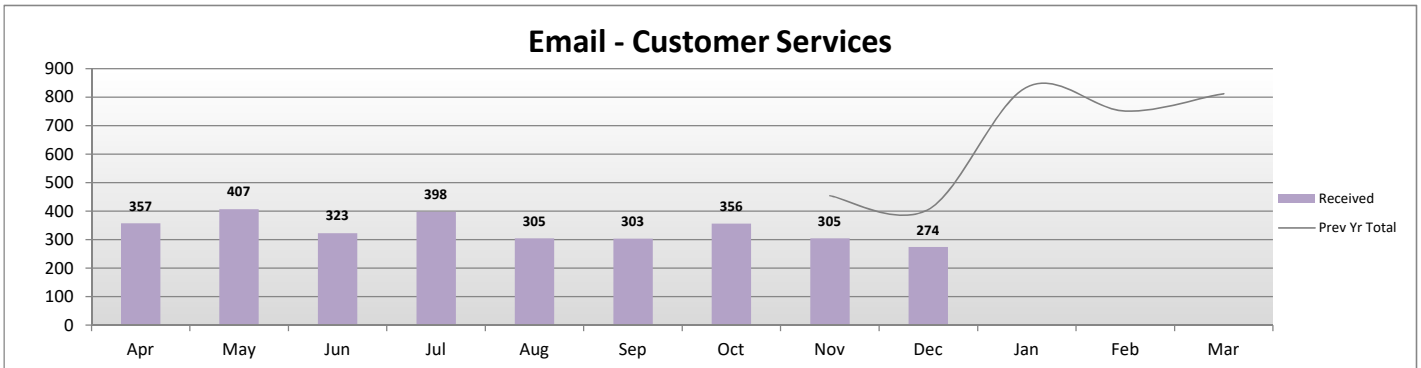
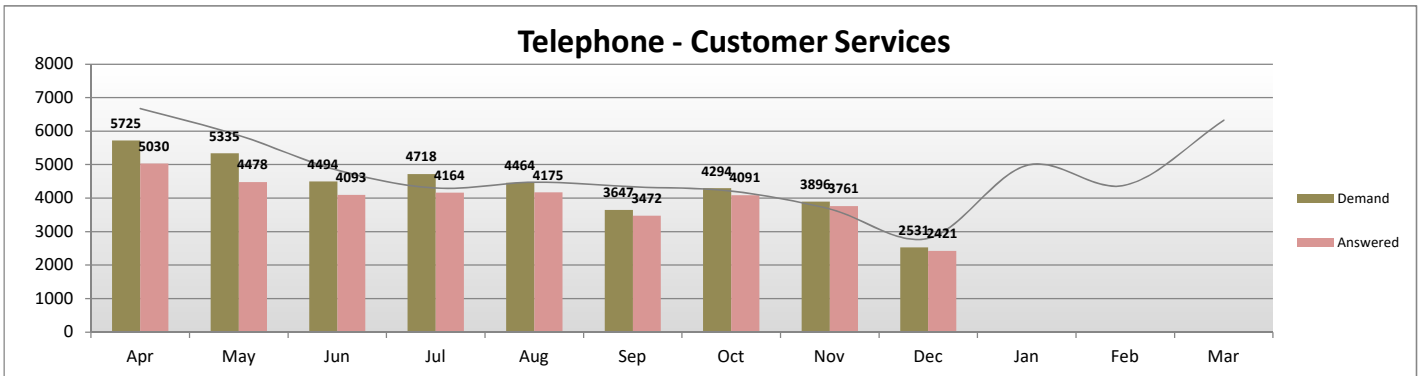
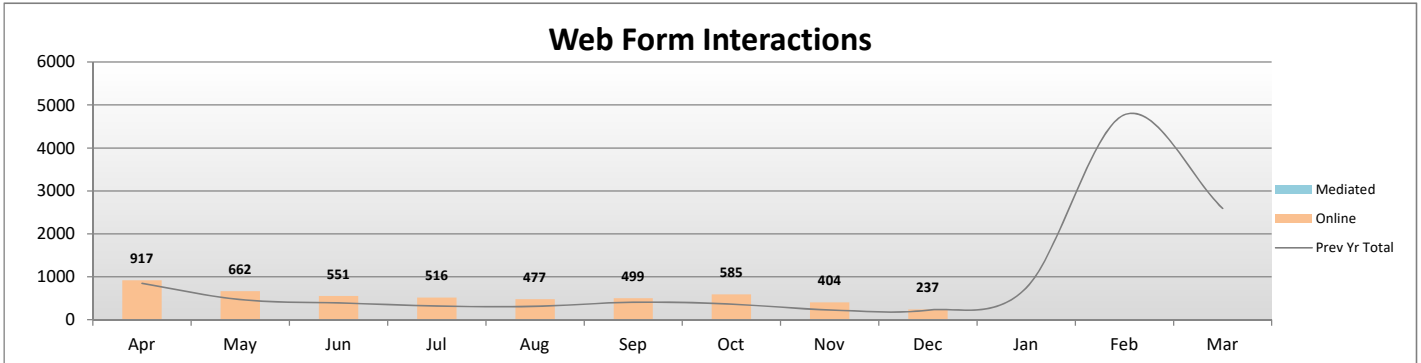
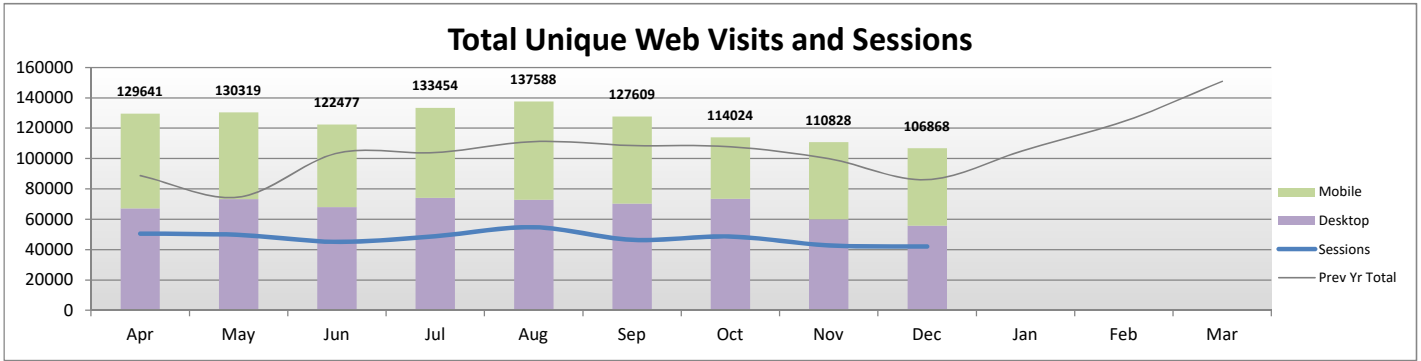
Commentary on significant variance:

None

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	07/01/2019	Sharon Hudson	Release For Circulation

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Document Classification

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