



## SELECT COMMITTEE

**Wednesday, 19 February 2020 at 6.30pm**  
**Meeting to be held at Belle Vue Square, Broughton Road, Skipton**

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

### AGENDA

1. **Apologies for Absence** – To receive any apologies for absence.
2. **Minutes** – To confirm the minutes of the meeting held on 15 January 2020.
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 Report from April to September 2019** – The Human Resources Manager to present an update on Craven District Council's sickness absence statistics from 1 April 2019 to 30 September 2019.
6. **Customer Services Performance** – The Communications, Customer Services and Partnerships Manager to provide an overview of Customer Service performance during 2019/20, improvements to the service and future plans.

7. **Work Programme** – The Select Committee to consider its work programme for the current municipal year.
8. **Date and Time of Next Meeting** – Wednesday, 18 March 2020 at 6.30pm.
9. **Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act, 1972.

**Agenda Contact Officer:**

Hannah Scales, Democratic Services and Scrutiny Officer  
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**Recording at Council Meetings:** Recording is allowed at Council, committee and sub-committee meetings which are open to the public, subject to

- (a) the recording being conducted with the full knowledge of the Chairman of the meeting; and
- (b) 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**

15 January 2020

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

**Officers** – Planning Manager, Planning Enforcement Team Leader and Democratic Services Manager.

Apologies for absence were received from Councillors Metcalfe and Mercer.

Start: 8.10pm

Finish: 8.45pm

### **Confirmation of Minutes –**

**Resolved** – That the minutes of the meeting held 20 November 2019 are approved as a correct record and signed by the Chairman.

### **Public Participation –**

The Chair welcomed to the meeting, Karen Darvell, Chair of Stirton-with-Thorlby Parish Meeting.

Specific reference was made to local planning concerns, which it was perceived had resulted in a loss of trust and confidence in Council officers and Planning Committee.

The following written request for information was also submitted:

- A qualitative measurement of planning performance (as opposed to the quantitative timings the Department for Communities and Local Government (DCLG) were concerned about);
- The total number of complaints in 2019 about the Planning Department, which do not relate to a planning decision, but which relate to planning procedure, process, management, documentation, etc. including finalised and in progress;
- The length of time it has taken the Council to respond to each finalised complaint;
- The number of reported potential breaches of planning regulations in 2019;
- The number of reported potential breaches of planning regulations it is not considered expedient to investigate in 2019; and
- The average length of time it has taken for Planning Enforcement to either reject or investigate a reported potential planning breach.

### **Resolved –**

- a) That the Planning Manager provides a written response to the above request for information within 10 days.
- b) That a copy of the response is forwarded to all Members of Select Committee.

### **Declarations of Interest –**

There were no declarations of interest.

## **Minutes for Report**

### OS.444      **REVIEW OF PLANNING ENFORCEMENT AND BUILDING CONTROL**

The Democratic Services Manager submitted a report which presented Select Committee's Review of Planning Enforcement and Building Control. The Select Committee was invited to consider and agree the review prior to a final version being presented to Policy Committee on 4 February 2020, for approval.

The following amendments to the Review of Planning Enforcement and Building Control were suggested:

- Additional wording to be inserted in relation to the benefits of building resilience in planning services arising from greater staff resources.
- Amendment that two full-time planning enforcement officers, equivalent to scale 5 are recruited to support development from a re-active to pro-active service.

#### **Resolved –**

- a) That subject to the above amendments, the Review of Planning Enforcement and Building Control is agreed.
- b) That the Review of Planning Enforcement and Building Control is presented to Policy Committee on 4 February 2020, for approval.

### OS.445      **WORK PROGRAMME**

The Democratic Services Manager submitted a report which presented the most recent version of the Select Committee's work programme.

**Resolved –** That the work programme is noted.

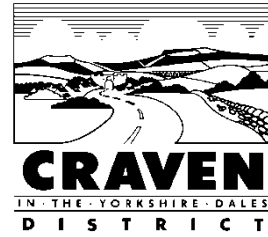
## **Minutes for Decision**

There were no items for decision.

Chairman.

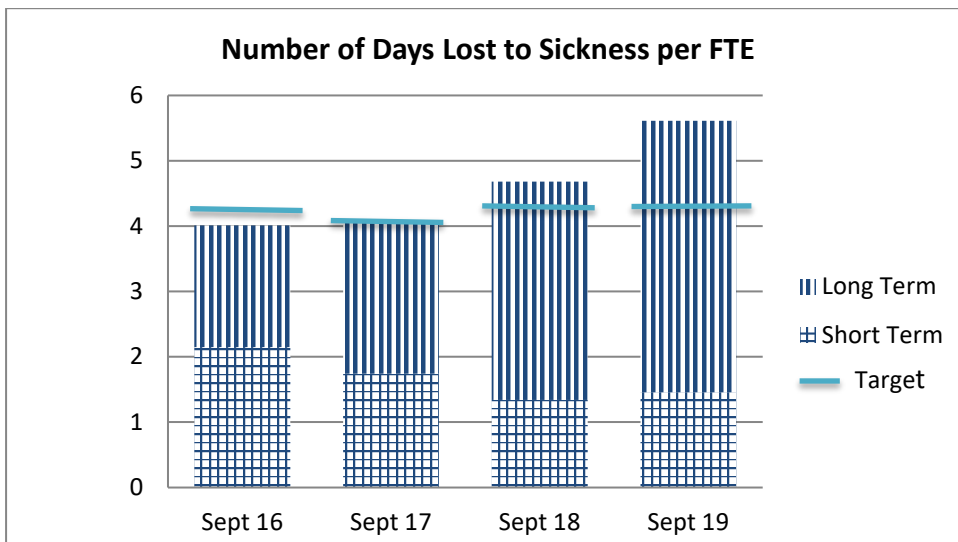
## SELECT COMMITTEE

# ABSENCE MANAGEMENT REPORT FROM APRIL TO SEPTEMBER 2019



Report of the HR Manager

1. **Purpose of Report** – To outline Craven District Council’s sickness absence statistics from 1<sup>st</sup> April 2019 to 30<sup>th</sup> September 2019
2. **Recommendations** – Members to note the sickness absence statistics in the 6 months to 30<sup>th</sup> September 2019
3. **Sickness Absence Statistics**
  - Information is given using the number of days lost to sickness absence per Full Time Equivalent 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 2019 for the number of days lost per FTE was 4.25 days;
  - The actual number of days lost per FTE was 5.6 days which is 32% above the target;
  - This has been a 20% 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 3 years:



## AGENDA ITEM 5

This shows that:

- Total levels of absence have increased each year since 2016;
- Short term absence has fallen from 2.15 days per FTE in the 6 months to September 2016 to 1.46 days in the 6 months to September 2019, although it is slightly higher this year than last;
- The proportion of absence which is long term has increased each year;
- Long term absence has increased each year from 1.9 days per FTE in the April to September 2016 to 4.2 days in the same period in 2019.

#### 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 increased by 24% compared to the same period last year;
- 17 members of staff had a period of long term absence between April and September 2019;
- 62% of long term absence was due to stress / depression / anxiety related illnesses, and 40% of this was work related;
- There were 10 members of staff with stress related illness of which 2 were work related;
- 4 members of staff who were off long term have since left CDC;
- Of the 17 taking long term absence 1 is still absent;
- 19% of the long term absence in this period was due to 1 member of staff being absent for almost the full 6 month period;
- More information on the reasons for long term absence is given in Appendix 2.

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### 5. Oasis Counselling

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

Month	No of referrals	Status	Credits Required	Extra Sessions	Credit used	Credits Left
April 19	1	closed	4	4	5	19
May 19	1	closed	4	4	8	11
June 19	1	closed	4	4	8	3
July 19	1	closed	4	4	3	-3
Aug 19	1	open	4	4	3	-6

20 more credits were purchased during September 2019 therefore there were 14 credits remaining.

- Three of the referrals accessed the counselling service for support with home related issues ranging from depression to relationship problems and bereavement. The other two referrals cited problems in their place of work as the main reason for wanting support..

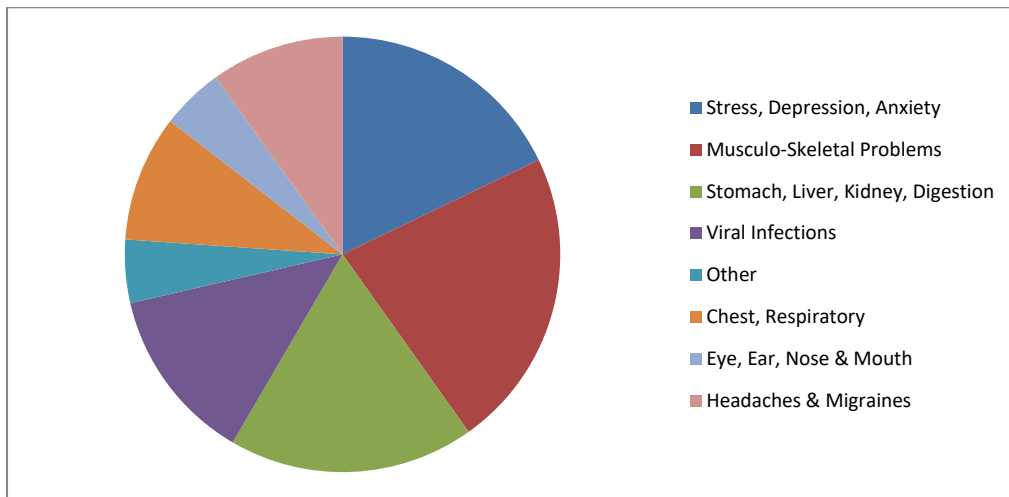
Comments from staff members included:-

- *“It has allowed me to start believing in myself again after many heavy knock downs”*
- *“It gave me clarity and focus to get out of where I was and what was a very challenging situation over months”*
- *“I feel a little bit more like myself again”*
- *“brilliant staff, absolute life savers ”*

### 6. Short Term Absence

- The number of days per FTE lost to short term absence has increased slightly, from 1.34 days in September 2018 to 1.46 days in the 12 months to September 2019, although this is still lower than it was in previous years (2.15 days in September 2016);

The chart below shows the reasons for short term absence:

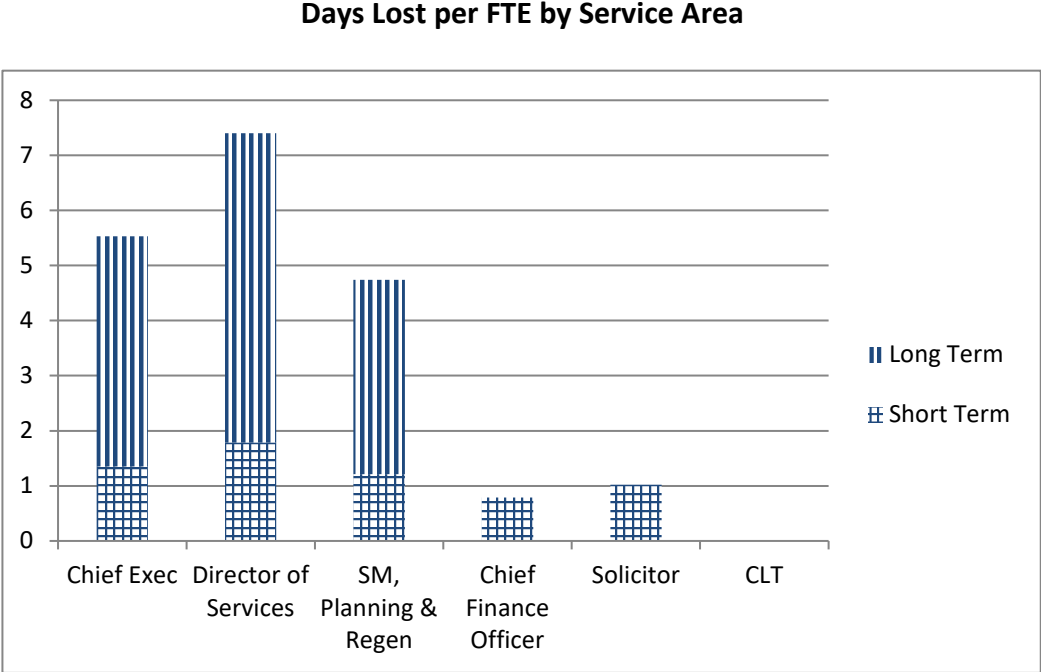


- The main causes of short term absence were musculo-skeletal problems (21%), stress/depression/anxiety (17%) and stomach issues (17%);
- Back to work interviews with all staff are carried out by Line Managers and this is recorded and placed on their personnel files for future reference;
- If there is more than 7 days absence in a rolling 12 month period this would trigger action in line with the Sickness Absence Management Policy;
- Where necessary Occupational Health Advice 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.

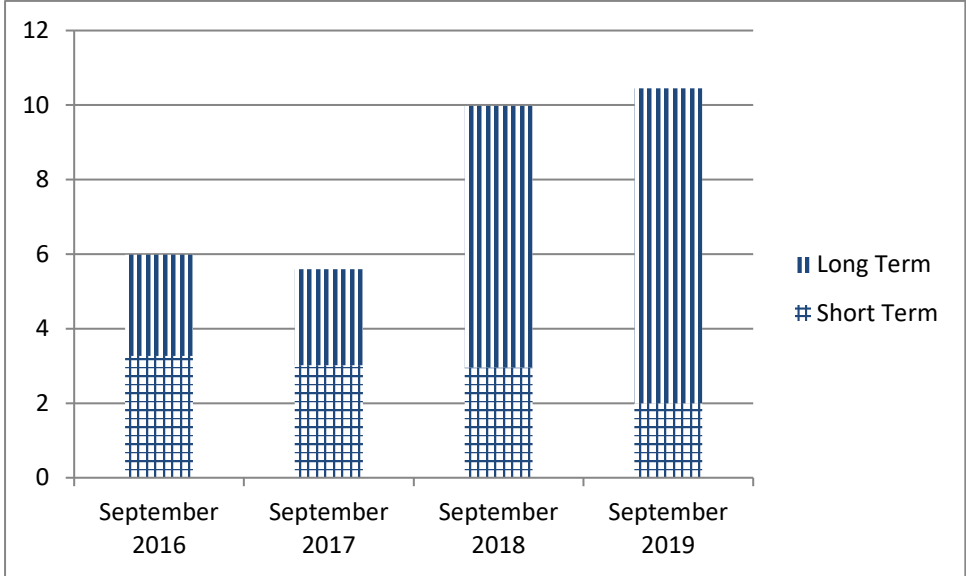


- Absence levels are highest in the Director of Services area;
- The Director of Services area also includes Waste Management, more details of which are given below;
- HR continue to monitor and inform Line Managers on a monthly basis of the sickness levels in their services and ensure that sickness 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 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 3 years:

Days lost per FTE – Waste Management



- This shows that overall levels of absence in Waste Management have increased by 5% over the last 12 months from 9.98 to 10.45 days per FTE;
- Short term absence has reduced by 32% from 2.96 to 2.0 days per FTE;
- The most common reasons for short term absence in WM were musculo-skeletal problems (34%), viral, chest and respiratory (24%), and stress, depression and anxiety and stomach issues (18% each);
- Long term absence has increased by 20% from 7.02 to 8.45 days per FTE;
- Most long term absence was due to stress, depression and anxiety or musculo-skeletal problems (38% each);
- 25% of long term absence in Waste Management was due to 2 members of staff who are no longer employed by Craven District Council.

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8. **Implications**
  - 8.1 **Financial Implications** – None
  - 8.2 **Legal Implications** – None.
9. **Contribution to Corporate Priorities** – Have a more cost effective and efficient Council.
10. **Risk Management** – N/A
11. **Equality Impact Assessment** - The Council's Equality Impact Assessment procedure is not required for this update.
12. **Consultations with Others** – N/A.
13. **Access to Information : Background Documents** – None.
14. **Author of the Report** – Jacquie Hodgson – HR Manager  
[jhodgson@cravenc.gov.uk](mailto:jhodgson@cravenc.gov.uk). – 01756 706209
15. **Appendix 1** – Sickness Absence Comparison of Last 4 Years  
**Appendix 2** – Reasons for Long Term Absence April to Sept 2019  
**Appendix 3** – Reasons for Short Term Absence April to Sept 2019  
**Appendix 4** – Absence by Service Area April to Sept 2019  
**Appendix 5** – Reasons for Absence in Waste Management April to Sept 2019  
**Appendix 6** - Sickness Targets over the last 14 years

## AGENDA ITEM 5

### Appendix 1 – Sickness Absence Comparison of Last 4 Years

#### Days Lost Per FTE

	Sept 16	Sept 17	Sept 18	Sept 19	% Change since Sept 18
Short Term	2.15	1.74	1.34	1.46	9%
Long Term	1.86	2.35	3.34	4.15	24%
TOTAL	4.01	4.09	4.68	5.61	20%
Target	4.25	4	4.25	4.25	
ST as % of Total	54%	43%	29%	26%	
LT as % of Total	46%	57%	71%	74%	

#### Working Days Lost

	Sep-16	Sep-17	Sep-18	Sep-19	% Change since Sept 18
Short Term	405.8	336.3	271.5	300.2	10%
Long Term	351.3	453.8	678.6	854.2	21%
TOTAL	757.1	790.1	950.1	1154.4	18%

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**Appendix 2 – Reasons for Long Term Absence April to September 2019**

	<b>Days Lost</b>	<b>%</b>
Stress, Depression, Anxiety	529	62%
Eye, Ear, Nose & Mouth	15	2%
Chest and Respiratory	51.1	6%
Musculo-skeletal problems	254.1	30%
<b>TOTAL</b>	<b>849.2</b>	<b>100%</b>

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### Appendix 3 - Reasons for Short Term Absence April to September 2019

	<b>Days Lost</b>	<b>%</b>
Stress, Depression, Anxiety	50.2	17%
Musculo-Skeletal Problems	62.7	21%
Stomach, Liver, Kidney, Digestion	51.3	17%
Viral Infections	36.5	12%
Other	13.2	4%
Chest, Respiratory	26.4	9%
Eye, Ear, Nose & Mouth	13	4%
Headaches & Migraines	27.8	9%
Hospital Treatment	19.1	6%
<b>TOTAL</b>	<b>300.2</b>	<b>100%</b>

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### Appendix 4 - Absence by Service Area April to September 2019

	Days Lost Per FTE *	Working Days Lost	FTE at 30/9/19
Human Resources	0	0	1.8
Business Support	3.21	19.4	5.2
Customer Services	11.73	109.1	8.8
Partnerships and Comms	0	0	3.4
Electoral Services	0	0	1.6
Community Safety	0	0	1
<b>Chief Exec Total</b>	<b>5.53</b>	<b>128.5</b>	<b>21.8</b>

Environmental Health	0.45	4.5	9.6
Housing	1.89	15.6	8.5
Waste Management	10.45	519.5	48.6
Assets and Commercial Services	9.47	89	9.9
Craven Leisure	9.21	191.2	18.9
Bereavement Services	0.38	2	5.5
Information Services	1	9	9
<b>Director of Services Total</b>	<b>7.39</b>	<b>830.8</b>	<b>110</b>

Planning Services	2.2	48.9	22.7
Economic Development	0.96	7.5	7.8
Museum and Arts	19	114	5.7
<b>SM, Planning &amp; Regen Total</b>	<b>4.73</b>	<b>170.4</b>	<b>36.2</b>

Financial Services	0.83	8	9.6
Revenues and Benefits	0.76	10	14.3
<b>Chief Finance Officer Total</b>	<b>0.79</b>	<b>18</b>	<b>23.9</b>

Legal Services	2.53	6.7	2.5
Democratic Services	0	0	2.5
Licensing	0	0	2
<b>Solicitor to the Council Total</b>	<b>1.02</b>	<b>6.7</b>	<b>7</b>

<b>CLT</b>	<b>0</b>	<b>0</b>	<b>4.8</b>
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<b>CDC TOTAL</b>	<b>5.61</b>	<b>1154.4</b>	<b>203.7</b>
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\* Please note that average FTE over the 6 months April to September is used in this calculation

## AGENDA ITEM 5

### Appendix 5 – Reasons for Absence in Waste Management April to September 2019

#### Reasons for Absence in WM

	Days Lost			%		
	ST	LT	Total	ST	LT	Total
Stress, Depression, Anxiety	18	183	181	18%	38%	38%
Musculo-skeletal problems	34	182	177	34%	38%	37%
Stomach Disorders	18	0	71	18%	0%	15%
Viral, chest and respiratory	24	40	19	24%	8%	4%
Other	5.5	15	31	6%	3%	6%
<b>TOTAL</b>	<b>99.5</b>	<b>420</b>	<b>479</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



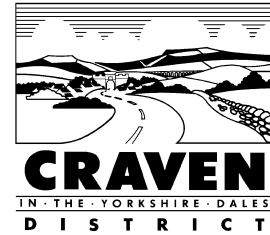
## AGENDA ITEM 5

### Appendix 6 – Sickness Targets over the last 14 years

YEAR	ACTUAL DAYS LOST	TARGET
2006/07	11.95	9.1
2007/08	12.52	10.12
2008/09	9.08	11.5
2009/10	12.61	9.0
2010/11	9.79	10.0
2011/12	9.59	8.5
2012/13	7.14	9.0
2013/14	9.27	7.0
2014/15	9.97	8.5
2015/16	7.98	9.5
2016/17	8.31	8.5
2017/18	9.1	8.0
2018/19	10.8	8.5
2019/20	5.6 (6 months)	8.5

## Select Committee – 19 February 2020

### Customer Services Performance



#### Report of the Chief Executive

1. **Purpose of the Report** – To provide a report on Customer Service performance during 2019/20, improvements to the service and future plans.
  
2. **Background**
  - 2.1 Our Customer Service Centre is the central point for all Council enquiries providing residents, businesses and visitors with quick and easy access to Council services. Customers are able to pay their Council bills, pick up forms and information, and have the majority of their questions, about all Council services, answered at just one point.
  
  - 2.2 Customer Services 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.

#### **Staffing**

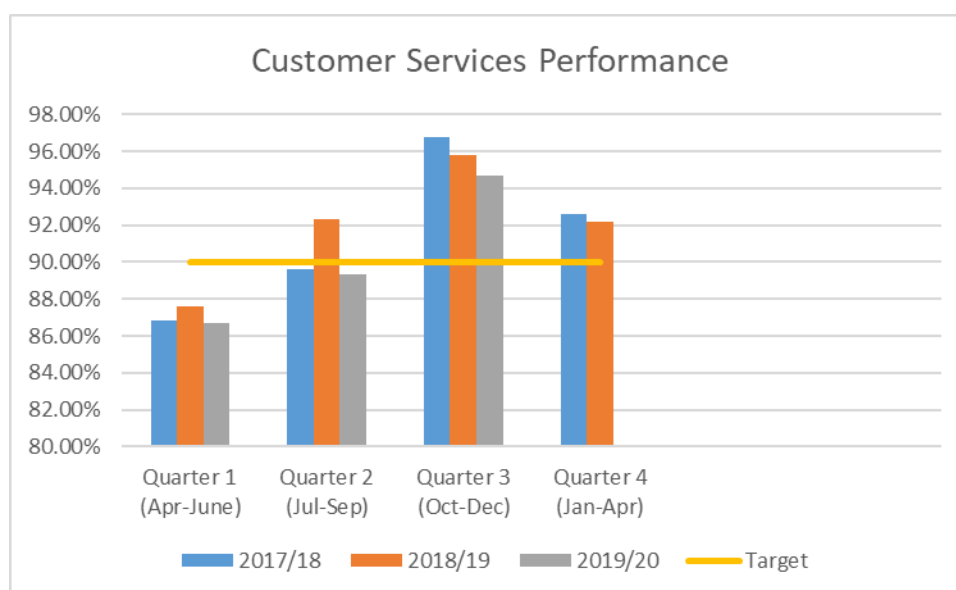
- 2.5 The Customer Services team now consists of a Team Leader (0.8 FTE), 1 Senior Customer Service Advisor (1FTE) and 6 Full Time Customer Advisors (FTE) with management of the function provided by the Communications and Partnerships Manager.
  
- 2.6 There were a number of staffing changes during 2019. Over the last three years we have seen calls into the Contact Centre drop from 61,929 callers to 52,901 a fall of 9028 calls which equates to 14.6%. We push out a lot of messaging on social

member and look at encouraging web transactions which is one of the reasons for the fall. Over the last two years visitors to the Customer Services Reception fell from 28,492 in 2017/18 to 25,766 in 2018/19 a drop of 9.6% and as a result we have moved to having 2 advisors on reception at any one time instead of 3. Two members of the team retired (May and September 2019) and following an analysis of the contact numbers a decision was taken to not replace in order to deliver a saving for the service.

- 2.7 The Team Leader moved to another position within the Council in July 19 and an internal candidate was recruited to the role. The officer was also the Team Leader for Business Support so retained that role for one day a week and took the Customer Service Team Leader role for 4 days a week. One of the Customer Service Advisors was recruited to a Senior Customer Service Role to provide support to the Team Leader and cover on the day she is performing the Business Support role. This arrangement was trialled for a 6 month period and worked well, especially in utilising business support staff to provide cover during busy periods so has been made permanent.
- 2.8 These staffing changes have generated a service saving of £40K for the 2020/21 budget.

### 3.0 Customer Services Performance

- 3.1 The Key Performance Indicator for call handling is 90% of calls answered every quarter. For the 2018/19 financial year the 90% call handling target was met as an aggregate over the year. The team answered 91.43% of all calls to the Council.
- 3.2 For 2019/20 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

### **Issues in 2019 affecting performance**

- Waste Collection Calendars – In April 2019 (one of the busiest times of the year in the Contact centre due to annual billing) 50% of all calls answered were logged as waste management calls with queries about trade waste (440), garden waste (289), request for waste calendars (732), missed bin requests (450) and then general waste queries (906). The decision to not post out replacement calendars had a huge impact not only on requests for information but missed bin volumes also went up over the bank holiday collections as residents were unsure when to put their bins out. The calls for waste collection calendars also had an impact in May as has the roll out of the waste collection point policy in the autumn.
- Staff Changes – when the Team Leader left her position in July two members of the team also were on long term sick leave which had a huge impact as this is also the time of year when annual leave had already been prebooked. This resulted in a dip of calls answered.

## **4.0 Service improvement projects delivered over the past year**

### **4.1 Reception Counter**

- 4.1.1 We have now gone down to two members of staff rather than 3 which means there is more staff cover for the telephones and this was implemented in May 2019 with no real impact on the service given.
- 4.1.2 We have also provided further resilience for the service in a joint apprenticeship recruitment for two apprentices with Business Support. The two members of business support staff have been trained to provide reception cover and are also being trained to provide telephone cover during the annual billing period when it is busier and to help cover sickness and annual leave.
- 4.1.3 Introduced a Wait Here sign in reception which has stopped people waiting crowding the Customer Service Reception.
- 4.1.4 Please note external agencies Citizens Advice and Atos now require a reception service that is delivered by the Customer Service team on the reception counter as well as that for North Yorkshire County Council but it has not had a detrimental impact on the service delivery of the team and has been able to be accommodated.

### **4.2 Individual Call Performance Monitoring of the Customer Service Team**

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

- 4.2.1 All Customer Service advisors are sent an email first thing Monday morning giving details of the previous weeks call volumes and whether or not the call handling target has been met so everyone is clear whether or not we are on track to meet the call handling target.
- 4.2.2 Monthly statistics for each Customer Services Officer are now produced. A target for the number of calls they should be answering per day in order to reach the 90% call handling target is calculated on a monthly basis and performance for each member of the team is now be measured against this target.
- 4.2.3 An anonymised version of the officer performance chart is circulated at the Customer Service monthly team meetings. Any member of staff falling below the average number of calls per day target needed in order to make the 90% call handling target is emailed every month to make them aware they haven't met the target. If this continues for a consecutive 3 months advisors are asked to a one to one meeting with the Team Leader.
- 4.2.4 In addition we have introduced call recording that has been operational since December 2019. We are in the process of developing qualitative performance indicators that the team will be measured against e.g giving name when answering the call, score for how well handled the call. It has already proved invaluable when handling complaints as we have a record of what both the caller and Customer Service Advisor has said as well as for staff training.

### **4.3 Performance Monitoring Report**

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

The latest anonymised version of the latest report can be found at Appendix A  
**Customer Services Contact Centre**

### **4.6 Queue Position**

As well as letting callers know when there is likely to be a wait of up to 10 minutes before a call can be answered during busy times (this is infrequent) we have also introduced the queue position feature following a request made by members to help manage expectations of waiting times and this has resulted in time to abandon calls being longer.

### **Public Wall Board in the Contact Centre**

Worked with NYCC to develop public facing Mittel telephony dashboard so we can display this externally on a large screen 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 and call handling performance.

### Other

#### Team Meetings

Continue to be regularly held and have regular guest speakers from other Council services to keep advisors knowledge up to date.

#### Social Media posts

We continue to work with the Communications Officer to help manage calls into Customer Services by utilising messaging on social media, particularly Facebook (we currently have 2,600 followers on Facebook). This is very effective when bin collections are disrupted, changed collections over the Christmas holiday period and for putting out messaging about no one off garden collections or no Christmas tree collections but information where to take them instead. We successfully used social media during the Voter ID pilot during April 2019 to minimise calls to the contact centre. We have been able to target village community Facebook groups to post messages to ensure we maximise the reach of posts.

#### Business Continuity Planning

On Friday 7 February we ran an Emergency Planning exercise to test our systems if we had to temporarily relocate the Customer Service Reception and Contact Centre. The Reception was temporarily located at the Tourist Information Centre on Coach Street and the Contact Centre was set up in the Town Hall Hub for the day. We still maintained a member of staff at Belle Vue Square to act as a receptionist. The exercise was a success and the team still managed a call handling rate of 95% in the contact centre on the day.

#### Channel Shift

- Online forms introduced for Temporary Events Notices
- Online forms introduced to report missed bins/order new and replacement bins/report damage
- Process for Garden Waste Subscription Service was reviewed to drive more people online to pay, or if ring to be moved to using the automated payment system so doesn't have huge impact on Contact Centre due to the volume of payments

## 5. Planned Service Improvements for 2020

5.1 Customer Services will be included in the transformation programme for 2020 to see what further improvements and efficiencies in the service can be driven and in particular reducing call volume in high traffic areas.

1. Queries re Council Tax – looking to introduce citizen access for Northgate so residents would be able to log onto their account themselves and complete change of address, set up direct debit payments etc

## Agenda item 6

2. 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.
  3. Relaunch of council wide Customer Charter – this was deferred from 2019 due to team changes.
7. **Author of the Report** – Sharon Hudson, Communications, Partnerships and Customer Services Manager
- [shudson@cravendc.gov.uk](mailto:shudson@cravendc.gov.uk) telephone (01756) 706246



# 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](http://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

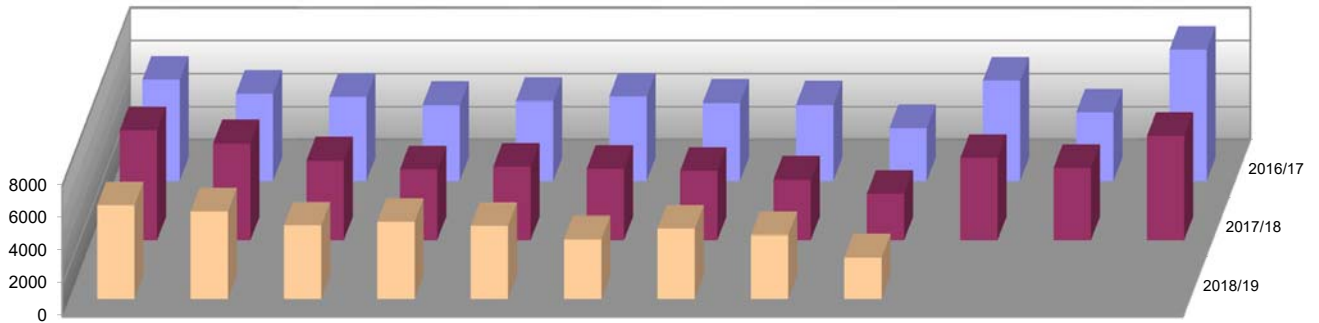
Channel Data analysis gives details on: -

- 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

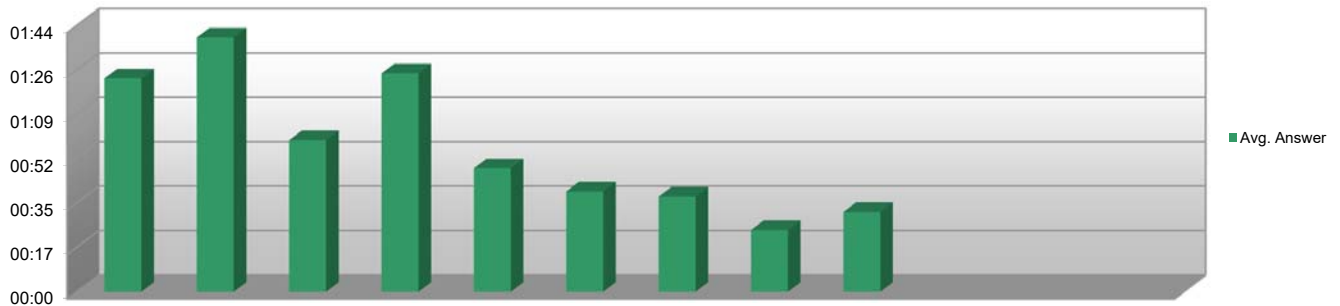


### 3 Year Call Analysis



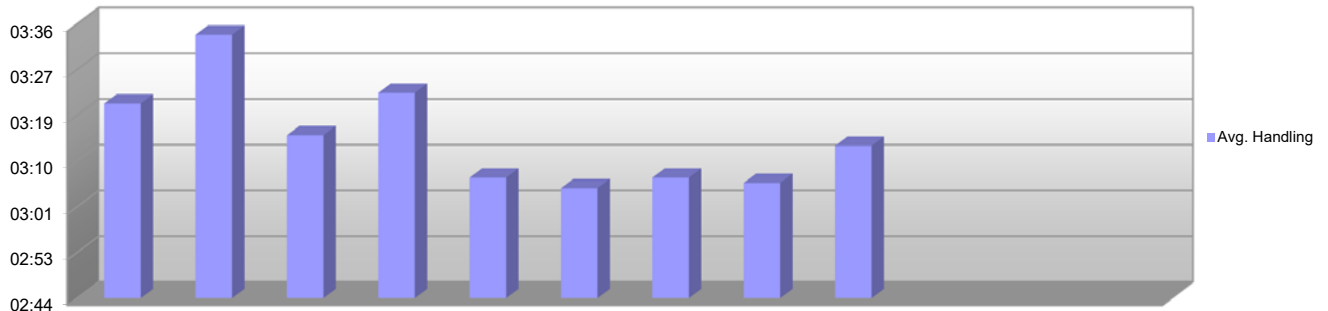
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2016/17	6142	5297	5101	4609	4847	5123	4742	4630	3216	6082	4161	7979	61929
2017/18	6676	5875	4835	4300	4474	4337	4209	3676	2802	4979	4385	6326	56874
2018/19	5725	5335	4494	4718	4464	3647	4294	3896	2531				39104

### Average Speed of Answer (mm:ss)



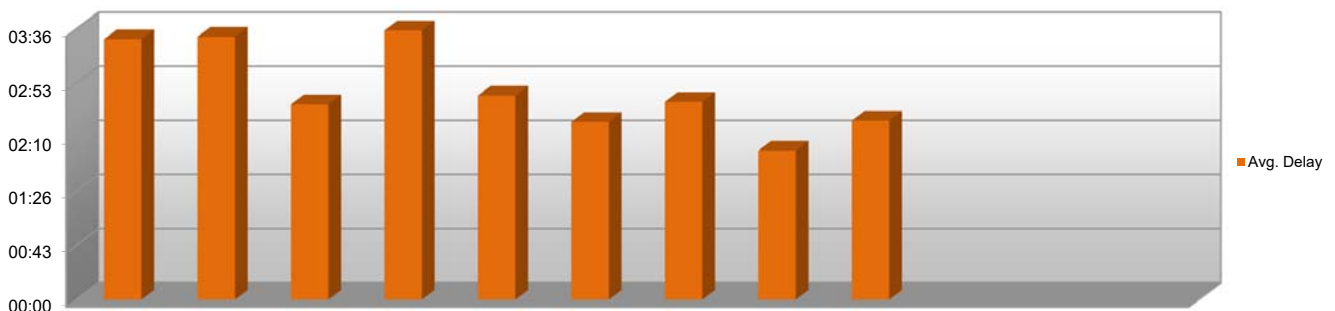
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Answer	01:23	01:39	00:59	01:25	00:48	00:39	00:37	00:24	00:31				00:01:00

### 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)

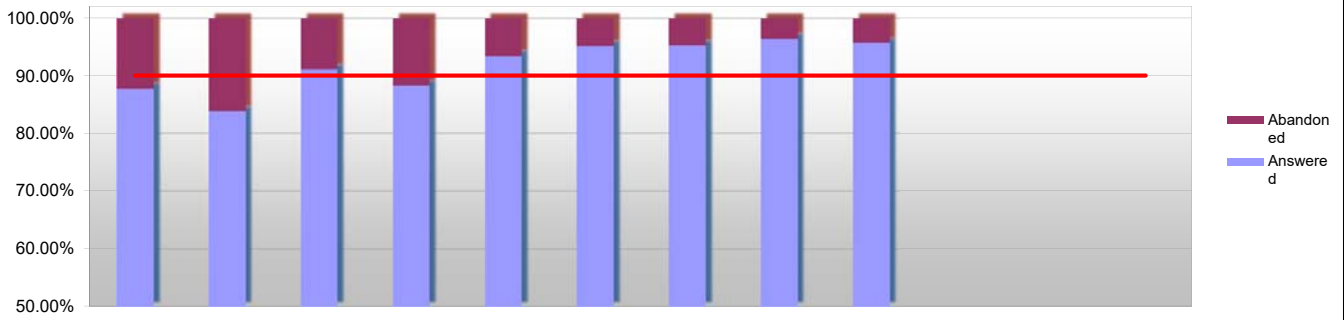


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Delay	03:28	03:30	02:36	03:35	02:43	02:22	02:38	01:59	02:23				00:01:00

# Service Performance Measures continued

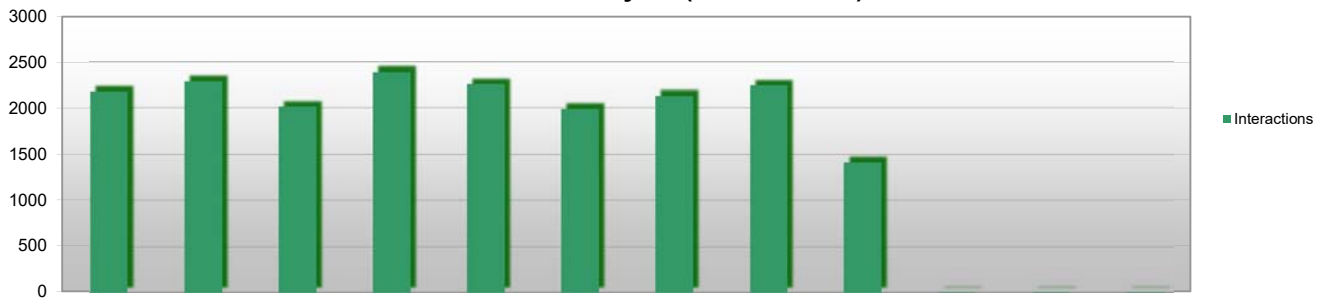


**Service Level Target**



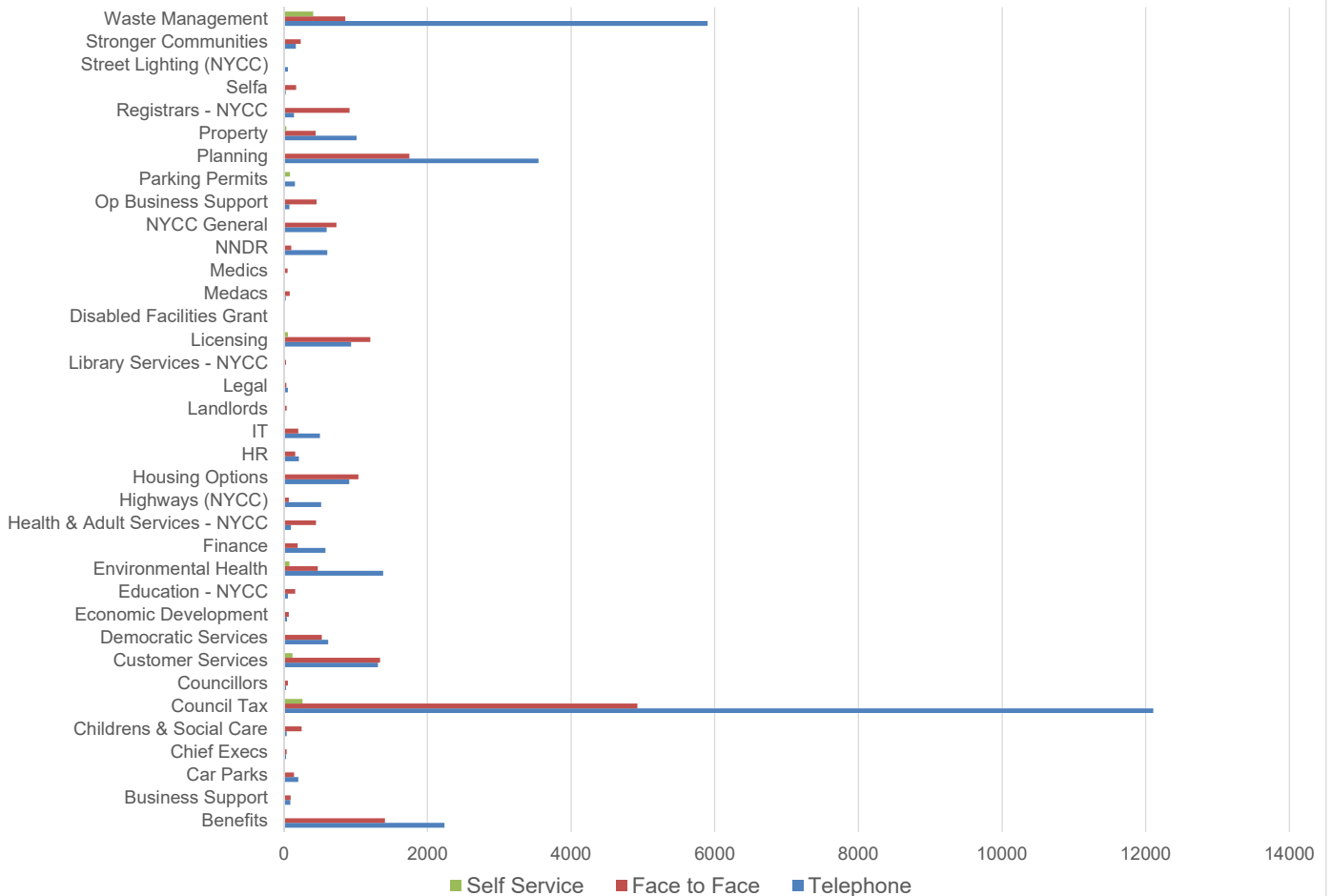
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
<b>Answered</b>	87.90%	83.90%	91.10%	88.30%	93.50%	95.20%	95.30%	96.50%	95.70%				91.47%
<b>Abandoned</b>	12.10%	16.10%	8.90%	11.70%	6.50%	4.80%	4.70%	3.50%	4.30%				8.53%

**Front Line Caller Analysis (Face to Face)**



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>Interactions</b>	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)

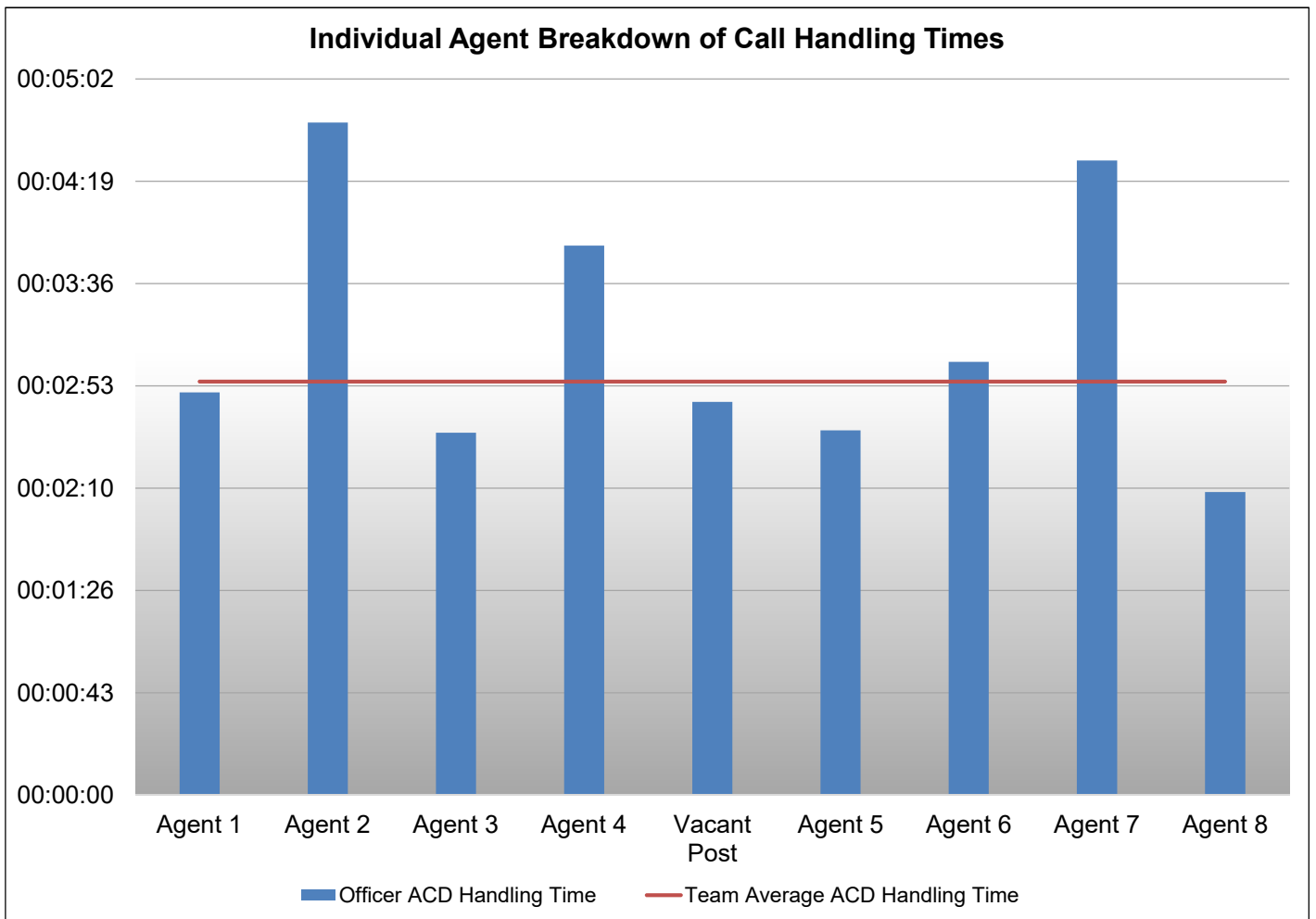
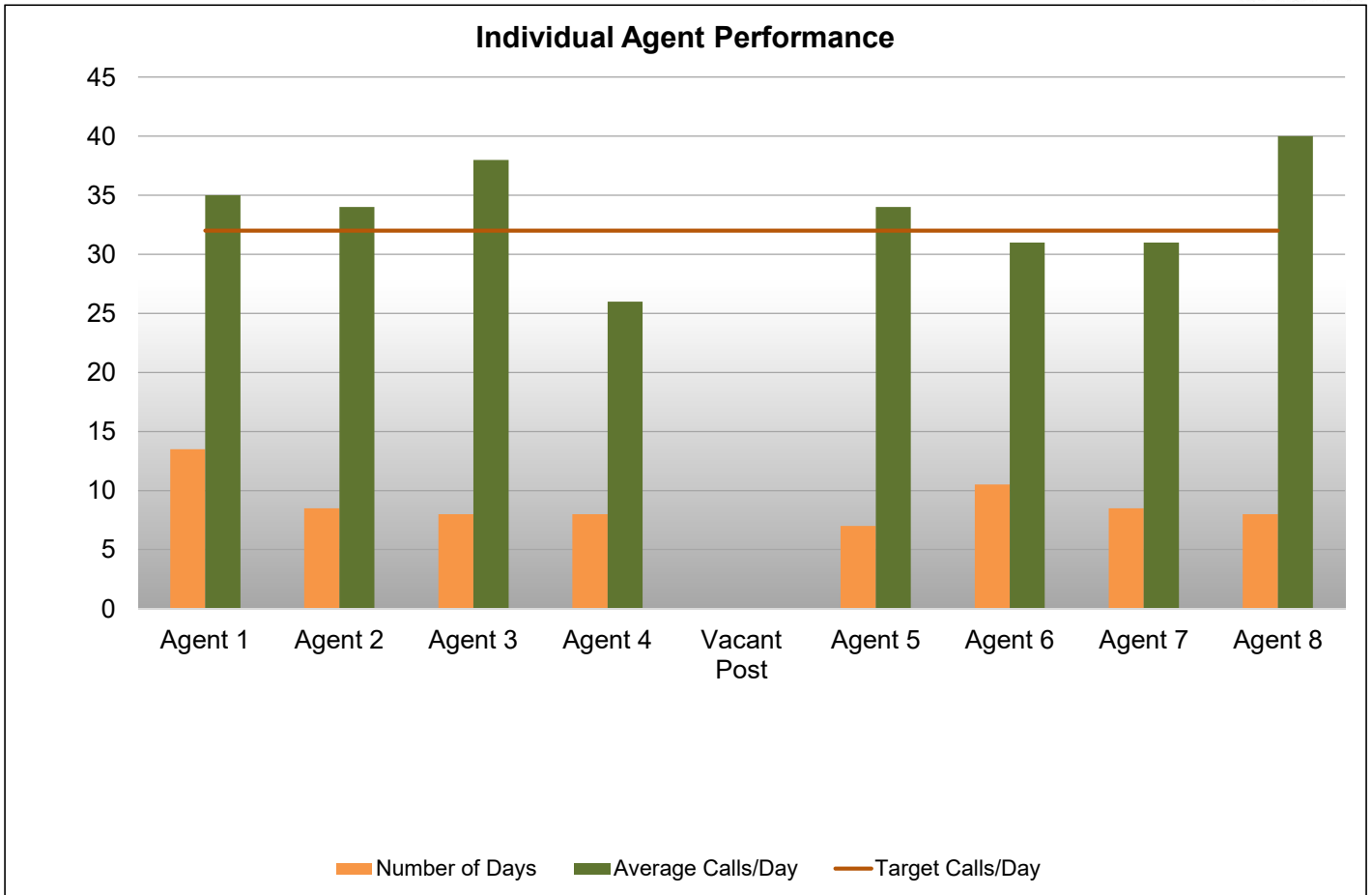
- 2531 calls were made to Contact Craven during November 2018
- Team available for a total of 72 days to answer the calls (taking into account leave dealing with email queries and Customer Services counter coverage.)
- In order to reach 90% call handling target each member of Customer Services would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

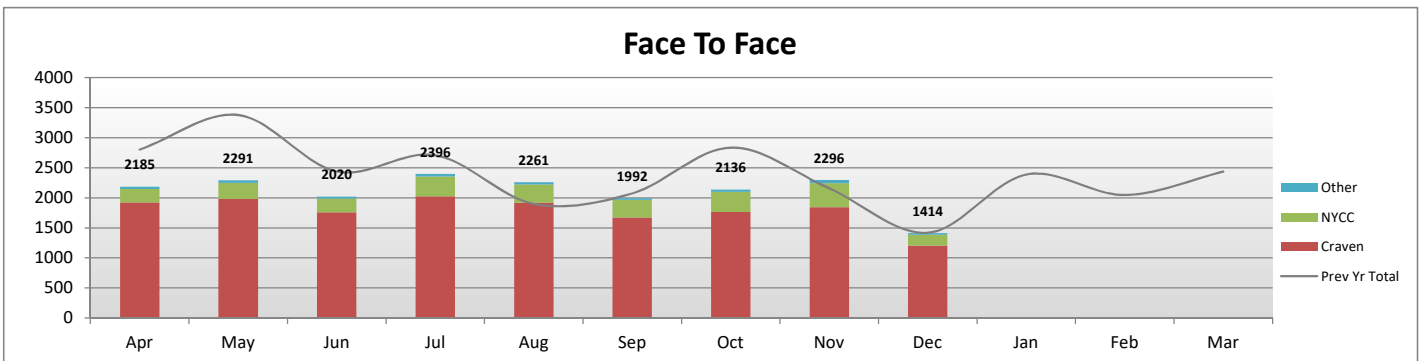
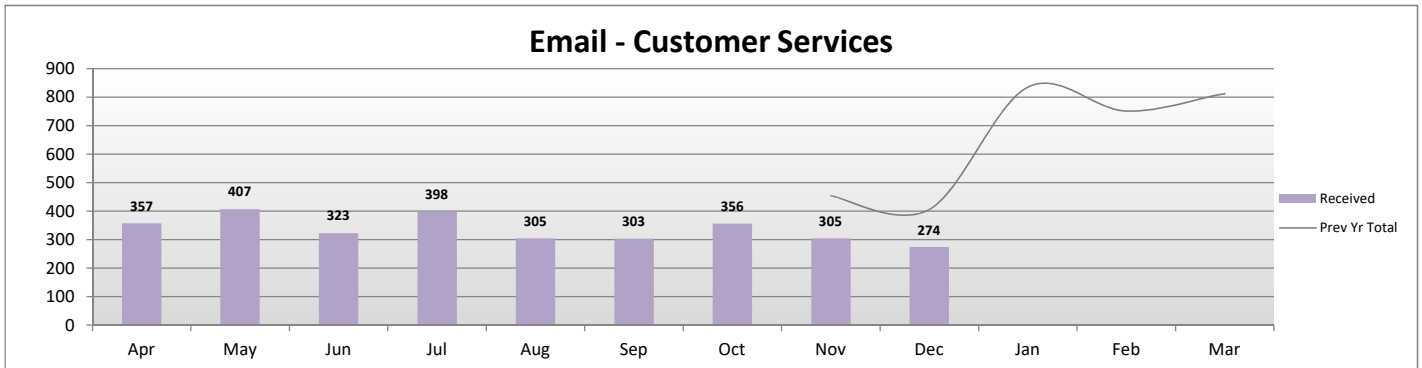
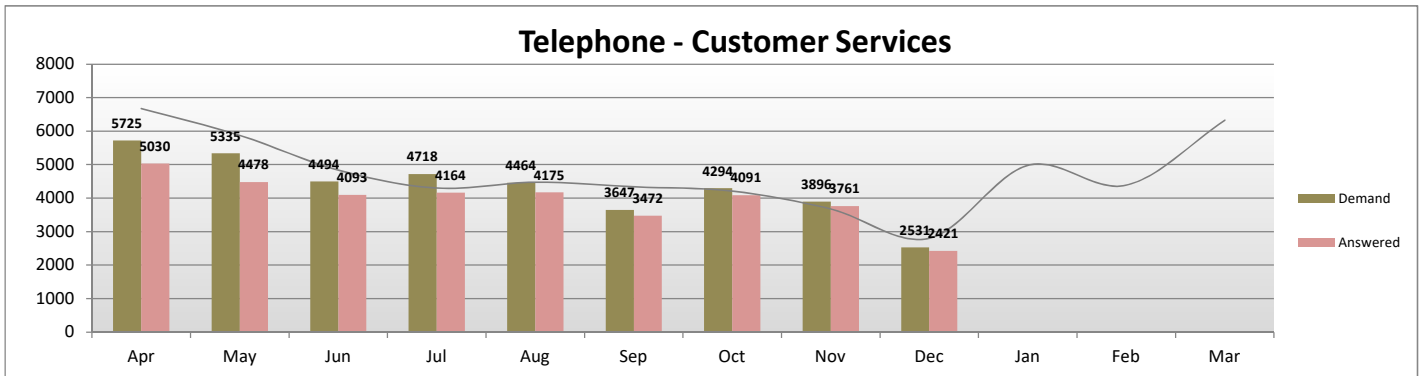
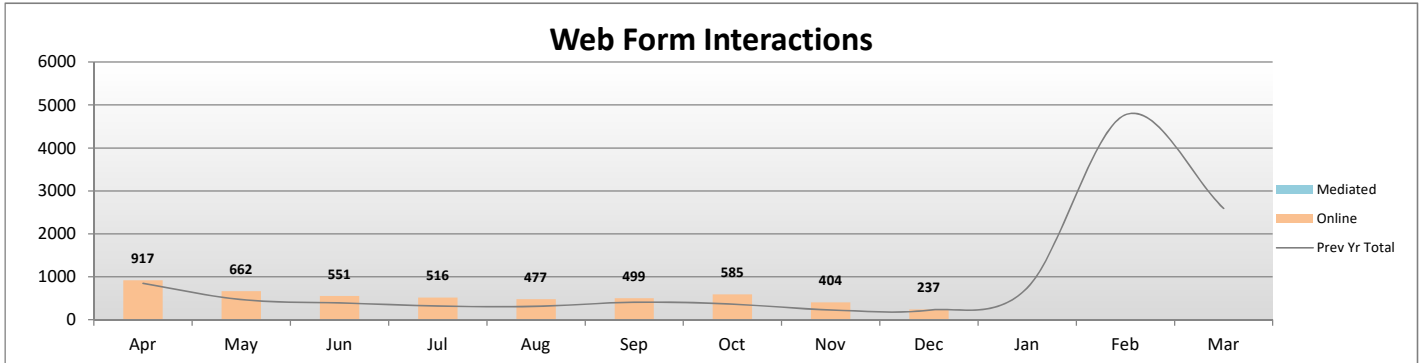
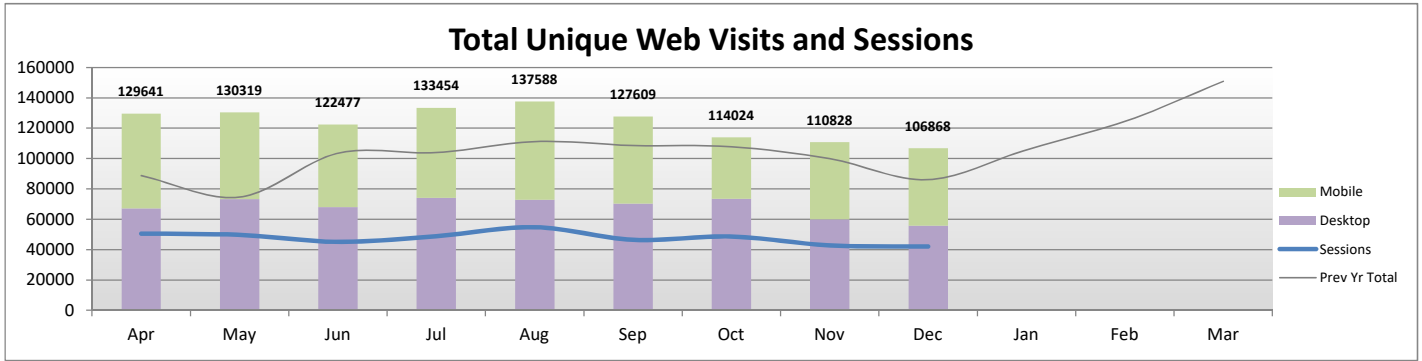
### Commentary on significant variance:

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

## Distribution

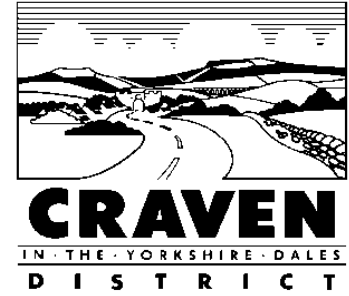
This document has been distributed to:

<i>Name</i>	<i>Title / Role / Group</i>	<i>Date of Issue</i>	<i>Issue Number</i>
All	CLT	07/01/2019	1.0
Lead Member	Lead Member for Internal Services	07/01/2019	1.0

## Document Classification

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



**Select Committee – 19 February 2020****Work Programme****Report of the Democratic Services Manager**

Ward(s) affected: All

**1. Purpose of Report**

- 1.1 To consider the Select Committee's work programme for the remainder of the 2019/20 municipal year.

**2. Recommendations**

- 2.1 Members are asked to consider the matters outlined in this report and agree (or amend) the work programme (as presented at Appendix 1) for the remainder of 2019/20.

**3. Report**

- 3.1 At its initial meeting in June 2019, the Select Committee discussed a range of matters for possible inclusion within its work programme for 2019/20. The areas discussed included a range of matters which were then used to help formulate an outline work programme.
- 3.2 The latest version of the work programme is attached as Appendix 1 for consideration and agreement by Select Committee, subject to any identified and agreed amendments.
- 3.3 It's important to recognise that the work programme should not be considered a fixed and rigid schedule, it should be something that can be adapted to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.
- 3.4 However, when considering any developments and / or modifications to the work programme, effort should be made to:
- Avoid unnecessary duplication by taking into account any existing groups or forums already monitoring a particular issue.
  - Ensure that any review work to be undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
  - Seek advice about available resources and relevant timings, taking into account Select Committee's workload and the type of activity taking place.
  - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 3.5 In addition, in order to deliver the work programme, the Select Committee may need to take a flexible approach and undertake activities outside the formal schedule of meetings, such as working groups. This flexible approach may also require additional formal meetings of the Select Committee.

**4. Legal Implications**

There are no legal implications arising from this report.

**5. Contribution to Council Priorities**

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

**6. Risk Management**

There are no risk management issues associated with this report.

**7. Equality Analysis**

There are no direct implications arising from this report.

**8. Consultations with Others**

Solicitor to the Council and Monitoring Officer

**9. Access to Information: Background Documents**

There are no background documents.

**10. Appendices**

- Appendix 1 – Current work programme for 2019/20

**11. Author of the Report**

Guy Close, Democratic Services Manager

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

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

# SELECT COMMITTEE

## WORK PROGRAMME 2019/20



Date	Committee	Agenda
5 June	Select Committee	<ul style="list-style-type: none"> <li>• Update on Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities (Guy Close, Democratic Services Manager)</li> <li>• Work Programme and Appointment of Working Groups (Guy Close, Democratic Services Manager).</li> </ul>
26 June	Select (Crime and Disorder) Committee	<p><b>Select (Crime and Disorder) Committee:</b></p> <ul style="list-style-type: none"> <li>• North Yorkshire Police, Fire and Crime Panel: Annual Update (County Councillor Les)</li> <li>• Local Policing – Local crime overview and priorities (Inspector Lorraine Crossman-Smith)</li> <li>• Community Safety Update (Stacey Reffin, Community Safety Officer)</li> <li>• Consultation on the Draft Priorities for the North Yorkshire Fire and Rescue Plan 2019/21 (Guy Close, Democratic Services Manager)</li> <li>• Feedback on Yorkshire Ambulance Service – (Guy Close, Democratic Services Manager)</li> </ul>
17 July	Select Committee	<ul style="list-style-type: none"> <li>• Absence Management 2018-19 (Jacquie Hodgson, Human Resources Manager)</li> <li>• Review of Development Control Performance – Final Report (Guy Close, Democratic Services Manager)</li> <li>• Report on Planning Enforcement and Building Control (David Smurthwaite, Strategic Manager for Planning and Regeneration) and (Neville Watson, Planning Manager, Development Control)</li> </ul>

<p><b>11 Sept</b></p>	<p><b>Select Committee</b></p>	<ul style="list-style-type: none"> <li>• Disabled Facilities Grants: Annual Performance Review (Nina Pinder, Housing Adaptations Manager)</li> <li>- To include a review of progress made against the recommendation tracking template.</li> <li>• <b>Working Group Session:</b> Planning Enforcement and Building Control</li> </ul>
<p><b>16 Oct</b></p>	<p><b>Select Committee</b></p>	<ul style="list-style-type: none"> <li>• Report on Green Theme (Councillor Lis, Lead Member for Greener Craven), (Paul Ellis, Director Services) and (Wyn Ashton, Environment and Housing Manager)</li> <li>• <b>Working Group Session:</b> Commercial Waste Service: Evaluation report on implementation and operation of the new business model (Councillor Lis, Lead Member for Greener Craven) and (Wyn Ashton, Environment Services and Housing Manager)</li> <li>• <b>Working Group Session:</b> Report on Waste Management / Lane-end collections (Councillor Lis, Lead Member for Greener Craven), (Wyn Ashton, Environment and Housing Manager) and (Chris Fairhurst, Waste Operations Manager)</li> </ul>
<p><b>20 Nov</b></p>	<p><b>Select Committee</b></p>	<ul style="list-style-type: none"> <li>• Members' IT Options Review (Darren Maycock, CIO and Assets and Commercial Services) and James McCulloch (ICT Services Manager)</li> <li>• Recommendation Tracking – Bereavement Services update (Darren Maycock, CIO and Assets and Commercial Services) and (Clair Cooper, Development Manager, Bereavement Services)</li> <li>• <b>Working Group Session:</b> Planning Enforcement and Building Control</li> </ul>
<p><b>11 Dec</b></p>	<p><b>Select (Crime and Disorder) Committee</b></p>	<p>This meeting has been cancelled due to the General Election on 12 December 2019. The meeting has been rearranged to take place on 15 January 2020.</p>

15 Jan	<b>Select (Crime and Disorder) Committee</b>	<b>Select (Crime and Disorder) Committee:</b> <ul style="list-style-type: none"> <li>• Road Safety Overview (Fiona Ancell, Road Safety Team Leader, North Yorkshire County Council)</li> <li>• Local Policing – Local crime overview and priorities (Inspector Lorraine Crossman-Smith)</li> <li>• Community Safety Update (Stacey Reffin, Community Safety Officer)</li> <li>• Review of the effectiveness of any public spaces protection orders (Stacey Reffin, Community Safety Officer)</li> </ul>
15 Jan	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Final Review Report – Planning Enforcement and Building Control (Guy Close, Democratic Services Manager)</li> </ul>
19 Feb	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Absence Management: Half Year Position 2019-20 (Jacquie Hodgson, Human Resources Manager)</li> <li>• Customer Services Call Handling Performance (Sharon Hudson, Communications, Customer Services and Partnerships Manager)</li> </ul>
18 Mar	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Final Review Reports from Working Groups (Guy Close, Democratic Services Manager)</li> </ul>
15 Apr	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Members' IT Options Review update (Darren Maycock, Chief Information Officer)</li> <li>• Draft Work Programme for 2020/21 (Guy Close, Democratic Services Manager)</li> <li>• Recommendation Tracking (Guy Close, Democratic Services Manager)</li> </ul>