



SELECT COMMITTEE

Wednesday, 9 September 2020

(Meeting to commence following the conclusion of
Select (Crime and Disorder) Committee)

(Online meeting)

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

AGENDA

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

1. **Apologies for Absence** – To receive any apologies for absence.
2. **Minutes** – To confirm the minutes of the meeting held on 15 July 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 2019-20** – The Human Resources Manager to present an update on sickness absence statistics for 2019-20.
6. **Recommendation Tracking – Review of Development Control Performance** – The Planning Manager (Development Control) to present an update on progress made against the Select Committee recommendations in relation to Development Control Performance.
7. **Work Schedule** – The Select Committee to consider its work schedule for the 2020/21 municipal year.
8. **Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act, 1972.
9. **Date and Time of Next Meeting** – Wednesday, 28 October 2020 at 6.30pm.

Agenda Contact Officer:

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

SELECT COMMITTEE

15 July 2020

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

Officers – CIO & Assets and Commercial Services, Democratic Services Manager and Democratic Services and Scrutiny Officer.

In attendance: Lead Member for Internal Services, Councillor Brockbank.

Apologies for Absence –

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

Start: 6.30pm

Finish: 8.15pm

Confirmation of Minutes –

The minutes of the meeting held 19 February 2020 were approved as a correct record.

Public Participation –

There were no members of the public in attendance.

Declarations of Interest –

There were no declarations of interest.

Minutes for Report

OS.449

Review of Members' IT

The CIO & Assets and Commercial Services submitted a report, which outlined the Members' IT equipment solution.

Members were reminded of the accepted solution at the 3 June Select Committee Working Group Meeting and Members were pleased to note that training documentation had been adapted.

Feedback was given in relation to the pilot conducted from the CIO & Assets and Commercial Services and Councillors Brockbank and Solloway. Councillors Brockbank and Solloway reported the ease of use and helpful new remote support available. The provision of a second screen proved to be useful during Zoom Committee meetings, in particular, Planning Committee (to view large plans). With approval from Councillors Brockbank and Solloway, IT Services purchased and subsequently built the laptops. Members noted that 13 Councillors had already booked slots to collect their new laptop and complete their brief training session with IT Officers.

Members commended IT Services for their hard work and the swift transition to the new solution during this current climate.

Resolved – That subject to the above amendment the proposed approach was approved.

OS.450

Select Committee Annual Report 2019-20

The Democratic Services and Scrutiny Officer submitted a report which presented the Select Committee Annual Report for 2019-20. Members were reminded that the Select Committee's Annual Report provided a summary of key work and achievements throughout the year together with areas of ongoing work and potential areas for review.

It was suggested that the Annual Report included reference to the positive work undertaken by North Yorkshire Police in local communities. Councillor Metcalfe agreed to assist with updating the document, particularly in terms of highlighting the role of local bodies and partners. Members were pleased with the document presentation and suggested the report was publicised in the Craven Herald.

Resolved – That the Select Committee Annual Report for 2019-20 is approved, subject to the above minor amendments.

OS.451

Work Schedule

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

Members considered a number of proposed items, particularly focussing on building control, affordable housing, emergency planning and the Council's response to Covid-19.

After a lengthy discussion Members agreed to focus on building control and the Council's response to Covid-19 as the main areas for review.

Members also agreed to schedule an additional Select (Crime and Disorder Committee) meeting in September (to take place immediately prior to the Select Committee meeting on Wednesday, 9 September 2020).

Resolved – That subject to the above amendments, the work schedule is approved.

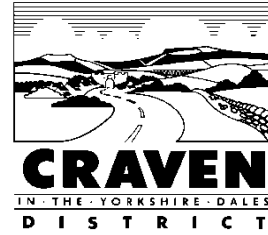
Minutes for Decision

There were no items for decision.

Chairman.

SELECT COMMITTEE

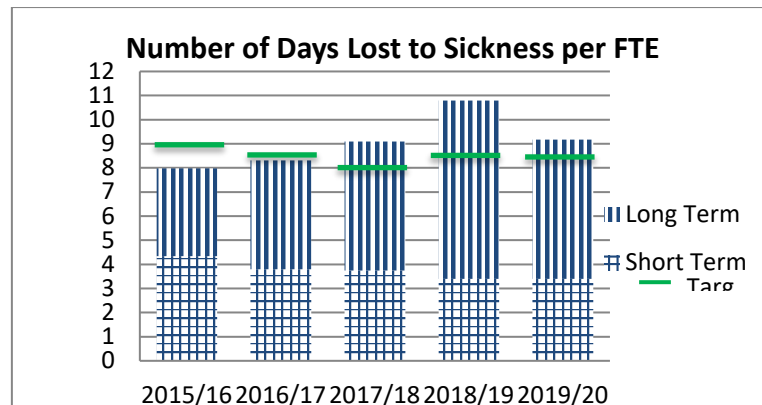
ABSENCE MANAGEMENT REPORT FROM APRIL 2019 TO MARCH 2020



Lead Member - Councillor Brockbank

Report of the HR Manager

1. **Purpose of Report** – To outline Craven District Council's sickness absence statistics from 1st April 2019 to 31st March 2020
2. **Recommendations** – Members to note the sickness absence statistics up to 31st March 2020
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 annual target for 2019/20 for the number of days lost per FTE was 8.5 days;
 - The actual number of days lost per FTE was 9.17 days which is 7.88% above the target;
 - In 2018/19, 2,204 working days were lost due to sickness and for 2019/20, this decreased to 1,872.3 days;
 - This is an 15.09% decrease in days lost per FTE compared to the same period last year, which equates to 331.7 days less than 2018/19;
 - The graph below shows the levels of long term and short term absence in each 12 month period since March 2016:



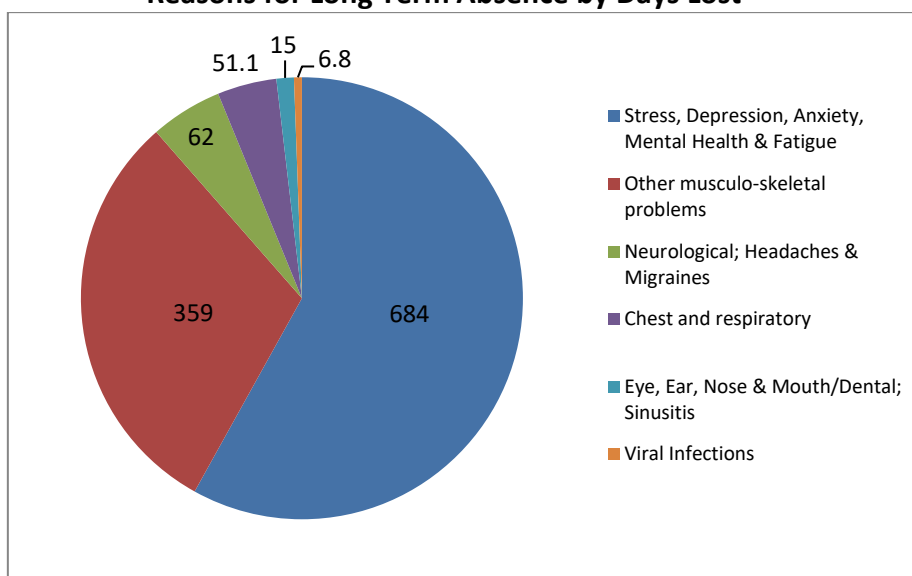
This shows that:

- Total levels of absence have increased annually since March 2016 but have decreased by 15% in the last 12 months;
- Short term absence has fallen each year from 4.3 days per FTE in March 2016 and has remained at 3.4 days since March 2019;
- Long term absence has increased each year from 2015/16 and peaked at 7.4 days in 2018/19 but has now decreased to 5.77 days for 2019/20.

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 22% in the last 12 months;
- 22 members of staff had a period of long term absence between April 2019 and March 2020;
- 58% of long term absence was due to stress/depression/anxiety related illnesses and 27% of this was work related, so this equates to 11 members of staff of which 3 were work related;
- Of the 22 on long term absence 2 are still absent;
- The average length of long term absence was 53.5 working days;
- The chart below shows the reasons for long term absence and more information is given in Appendix 2.

Reasons for Long Term Absence by Days Lost



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	Status	Total Credits	Extra Sessions	Used	Comments
April 19	Closed	8	4	5	
May 19	Closed	8	4	8	
June 19	Closed	8	4	8	
July 19	Closed	6	2	6	
Aug 19	Closed	8	4	5	
Feb 20	Closed	4	0	3	
Feb 20	Closed	4	0	3	
Feb 20	Open	4	0	0	Bereavement so sessions temporarily postponed
TOTAL	8	50	18	18	

- Feedback from staff who take this option comment that the service provided by OASIS was easy to access and found the support provided to be very useful.

- Comments received were: -

“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”

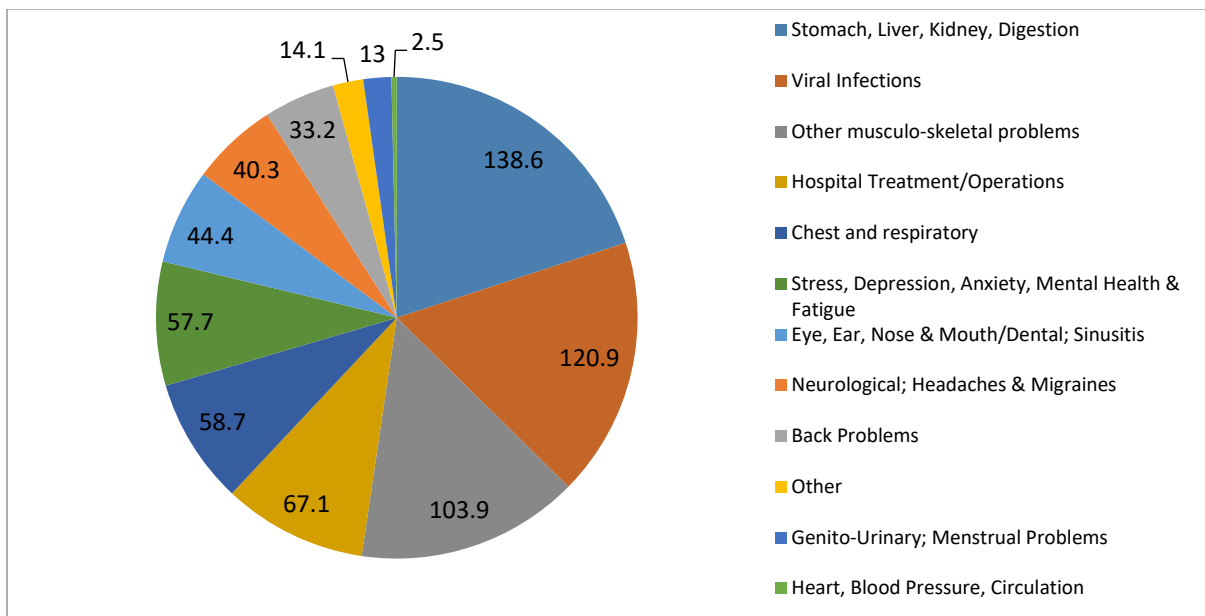
“brilliant staff, absolute life savers in very dark times”

- Of the 8 referrals, 6 were female and 2 were male.
- Six of the referrals presented with home related issues ranging from poor health, anxiety, bereavement and various other relational issues. The other two sought counselling for issues relating to the workplace manifesting in anxiety, depression and communication breakdown.

6. Short Term Absence

The number of days per FTE lost to short term absence has remained at 3.4 days since March 2019.

The chart below shows the reasons for short term absence including how many days lost:

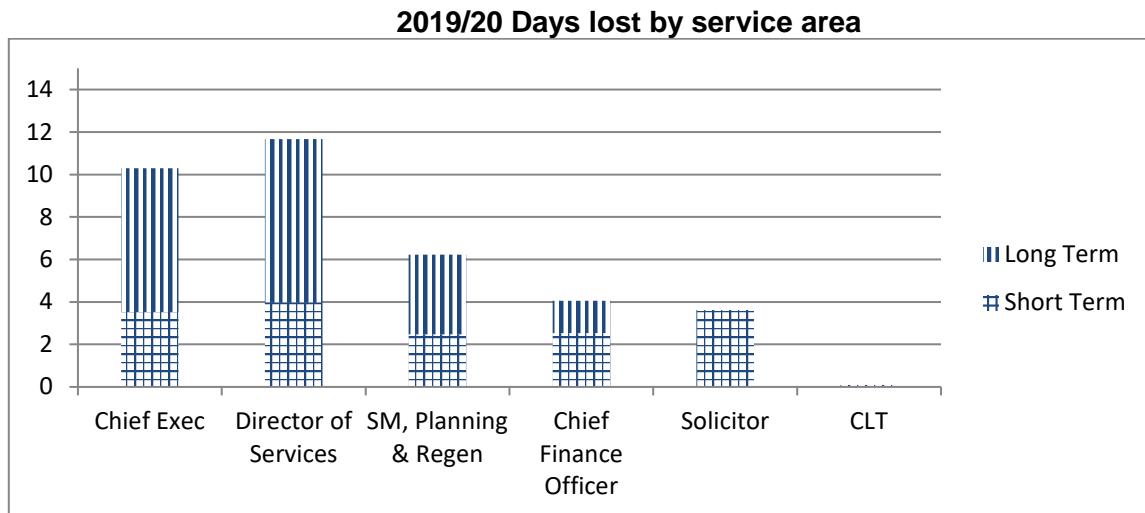


- The main causes of short term absence is stomach/liver/kidney/digestion (37%), viral infections (17%) and musculo-skeletal problems (15%);
- Back to work interviews with all staff are carried out by Line Managers and this is recorded and placed on their personnel files for future reference;

- 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

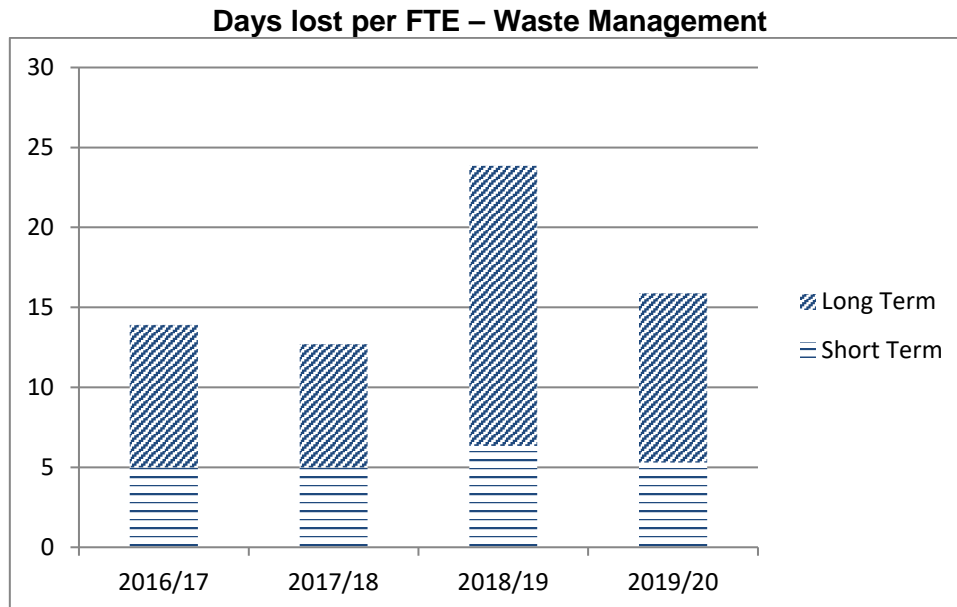
The chart below shows the number of days lost per FTE for each service area. More detail on the breakdown within each service area, including total FTE in each service area, is shown in Appendix 4.



- Absence levels are highest in the Director of Services area, where the short and long term absence are both higher than in the other service areas;
- 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 4 years:



- This shows that overall levels of absence in Waste Management has decreased by 33% over the last 12 months from 23.4 to 15.9 days per FTE;
- The most common reasons for short term absence in WM were musculo-skeletal problems (34%), stomach/liver/kidney/digestion (18%) and stress/depression/anxiety related issues (18%);
- Long term absence has decreased by 40% from 17.5 to 10.5 days per FTE;
- Stress/depression/anxiety related issues (51%) are the main reasons for long term absence;
- The Waste Operation Manager is closely monitoring and trying to reduce absence.

9. COVID19 absence

Obviously, the coronavirus pandemic has had an impact on absence, especially in March 2020:

- There were 3 suspected cases of COVID19
- 22 employees were absent and unable to work from home for 128.9 days due to self-isolating, shielding and caring responsibilities
- 6 employees are shielding and currently 4 are unable to work from home
- 2 employees were unable to work due to caring responsibilities, only one is still unable to work from home.

Absence due to COVID19 is not included in the sickness figures but if it were it would have increased the average sick days by employee from 9.17 to 9.78 for 2019/20.

Appendix 6 details further information including the absence reasons by service area.

10. Sickness Absence in other Authorities for 2018/19*

Authority	Days Lost per FTE
Hull	12.2
York	11.3
Kirklees	10.9
Doncaster	9.09
Harrogate	8.13
Barnsley	7.84
North Yorkshire	7.1

*No data is available for 2019/20

11. Implications

11.1 **Financial Implications** – None

11.2 **Legal Implications** – None.

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

13. **Risk Management** – N/A

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

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

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

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

18. **Appendix 1** – Sickness Absence Comparison of Last 5 Years
- Appendix 2** – Reasons for Long Term Absence 2019/20
- Appendix 3** – Reasons for Short Term Absence 2019/20
- Appendix 4** – Absence by Service Area 2019/20
- Appendix 5** – Reasons for Absence in Waste Management 2019/20
- Appendix 6** – COVID19 Absence Reasons
- Appendix 7** – Sickness Targets over the last 14 years

Appendix 1 – Sickness Absence Comparison of Last 5 Years

Days Lost Per FTE

	2015/16	2016/17	2017/18	2018/19	2019/20	% Change since 2018/19
Short Term	4.34	3.8	3.75	3.4	3.4	0.0%
Long Term	3.64	4.51	5.34	7.4	5.77	-22.0%
TOTAL	7.98	8.31	9.1	10.8	9.17	-15.1%
Target	9	8.5	8	8.5	8.5	
ST as % of Total	54%	46%	41%	31%	37%	
LT as % of Total	46%	54%	59%	69%	63%	

Working Days Lost

	2015/16	2016/17	2017/18	2018/19	2019/20	% Change since 2018/19
Short Term	833.2	720.5	733.9	699.6	694.4	-0.7%
Long Term	699.4	854.6	1044.6	1504.4	1177.9	-21.7%
TOTAL	1532.6	1575.1	1778.5	2204	1872.3	-15.0%

Appendix 2 – Reasons for Long Term Absence 2019/20

	Days Lost	%
Stress, Depression, Anxiety, Mental Health & Fatigue	684	58%
Other 10usculo-skeletal problems	359	30%
Neurological; Headaches & Migraines	62	5%
Chest and respiratory	51.1	4%
Eye, Ear, Nose & Mouth/Dental; Sinusitis	15	1%
Viral Infections	6.8	1%
Total	1177.9	100%

Appendix 3 – Reasons for Short Term Absence 2019/20

	Days Lost	%
Stomach, Liver, Kidney, Digestion	138.6	20%
Viral Infections	120.9	17%
Other 11usculo-skeletal problems	103.9	15%
Hospital Treatment/Operations	67.1	10%
Chest and respiratory	58.7	8%
Stress, Depression, Anxiety, Mental Health & Fatigue	57.7	8%
Eye, Ear, Nose & Mouth/Dental; Sinusitis	44.4	6%
Neurological; Headaches & Migraines	40.3	6%
Back Problems	33.2	5%
Other	14.1	2%
Genito-Urinary; Menstrual Problems	13	2%
Heart, Blood Pressure, Circulation	2.5	0%
Total	694.4	100%

Appendix 4 – Absence by Service Area 2019/20

	Days Lost Per FTE	Working Days Lost
Human Resources	0.00	0.00
Business Support	5.86	36.90
Customer Services	15.18	135.10
Partnerships and Comms	16.20	64.00
Electoral Services	0.17	0.30
Community Safety	6.00	6.00
Chief Exec	10.29	242.30

Environmental Health	2.54	25.50
Housing	4.90	39.20
Waste Management	15.88	757.50
Assets and Commercial Services	17.27	157.20
Craven Leisure	13.47	297.70
Bereavement Services	0.38	2.00
Information Services	1.53	13.00
Director of Services	11.67	1292.10

Planning Services	3.65	78.40
Economic Development	1.85	13.50
Museum and Arts	20.46	125.80
SM, Planning & Regeneration	6.23	217.70

Financial Services	2.61	26.00
Revenues and Benefits	5.11	70.00
Chief Finance Officer Total	4.06	96.00

Legal Services	8.94	23.70
Democratic Services	0.00	0.00
Licensing	0.00	0.00
Solicitor to the Council Total	3.62	23.70

CLT	0.10	0.50
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CDC TOTAL	9.17	1872.30
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**Comparison of FTE by service area between
31 March 2019 and 31 March 2020**

Service Unit - Permanent & Fixed Term Staff	FTE's in Post 31.03.19	FTE's in Post 31.03.20	Difference
Council Leadership Team	4.90	4.80	- 0.10
Chief Executive	24.70	22.40	- 2.30
Director of Services	114.80	106.60	- 8.20
SM, Planning & Regeneration	35.80	34.10	- 1.70
Chief Finance Officer	21.70	25.60	3.90
Solicitor to the Council	6.10	7.00	0.90
Overall CDC total in days	208.00	200.50	- 7.50

Appendix 5 – Reasons for Absence in Waste Management 2018/19

	Days Lost	%
Stress, Depression, Anxiety, Mental Health & Fatigue	279	37%
Other musculo-skeletal problems	242	32%
Chest and respiratory	70	9%
Stomach, Liver, Kidney, Digestion	69	9%
Viral Infections	32	4%
Back Problems	28	4%
Eye, Ear, Nose & Mouth/Dental; Sinusitis	21	3%
Neurological; Headaches & Migraines	7	1%
Other	7	1%
Genito-Urinary; Menstrual Problems	2	0%
Heart, Blood Pressure, Circulation	0.5	0%
Total	757.5	100%

Appendix 6 – COVID19 Absence Reasons

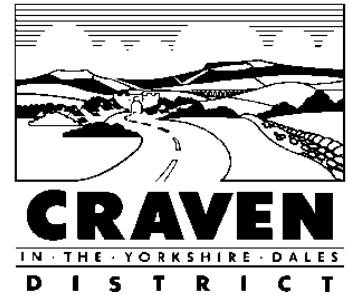
COVID19 absence in days by reason for each service unit

Service Unit	Caring responsibilities	Self-isolating	Shielding for 12 weeks	Suspected COVID19	Total
Chief Finance Officer				5	5
Director of Services	18	61.7	28.24	13	120.94
Planning & Regeneration		3			3

Total days lost 128.94

Appendix 7 – 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	9.17	8.5

Select Committee – 9 September 2020**Recommendation Tracking – Review of Development Control Performance****Report of the Democratic Services Manager**

Ward(s) affected: All

1. Purpose of Report

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

2. Recommendations

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

3. Background

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

4. Legal Implications

There are no legal implications arising from this report.

5. Contribution to Council Priorities

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

6. Risk Management

There are no risk management issues associated with this report.

7. Equality Analysis

There are no direct implications arising from this report.

8. Consultations with Others

Solicitor to the Council and Monitoring Officer

9. Access to Information: Background Documents

There are no background documents.

10. Appendices

Table of recommendations in relation to the Select Committee Review of Development Control Performance.

11. Author of the Report

Guy Close, Democratic Services Manager

Telephone: (01756) 706226

E-mail: gclose@cravenc.gov.uk

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

SELECT COMMITTEE – RECOMMENDATION TRACKING

Suggested status of recommendations:

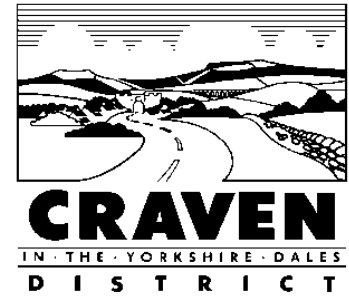
- 1 – Achieved **(Green)**
- 2 – Progress acceptable, continue monitoring **(Amber)**
- 3 – Progress not acceptable, request update **(Red)**

RECOMMENDATIONS	DATE APPROVED BY POLICY COMMITTEE	LEAD OFFICER	STATUS OF RECOMMENDATION
<p>Review of Development Control Performance</p> <p>a. That the Planning Committee reintroduces six monthly performance monitoring reports. The performance monitoring reports should include information and data about decisions taken against the officer's recommendation and the outcome of planning appeals.</p>	<p>17 September 2019</p>	<p>Planning Manager (Development Control)</p>	

<p>b. That Planning Services reviews the fees and charges set by other local authorities in North Yorkshire (and the Yorkshire Dales National Park Authority (YDNPA)) with a view to delivering a model approach to its fees and charges structure.</p> <p>c. That Parish Councils only receive electronic copies of planning applications. Advice and guidance to be provided in respect of accessing plans / applications details online.</p> <p>d. That the Council's IT service introduces measures aimed at minimising the risks caused by the installation of new IT systems. These measures are to be agreed in consultation with the Council's Lead Member for Internal Services.</p>			
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Select Committee – 9 September 2020**Work Schedule****Report of the Democratic Services Manager**

Ward(s) affected: All

**1. Purpose of Report**

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

2. Recommendations

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

3. Report

3.1 At its meeting in July 2020, the Select Committee discussed a range of matters for possible inclusion within its work schedule for 2020/21. The areas discussed included a range of matters which were then used to help formulate an outline work programme.

3.2 The latest version of the work schedule is attached as Appendix 1 for consideration and agreement by Select Committee, subject to any identified and agreed amendments.

3.3 It's important to recognise that the work schedule should not be considered a fixed and rigid schedule, it should be something that can be adapted to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

3.4 However, when considering any developments and / or modifications to the work schedule, effort should be made to:

- Avoid unnecessary duplication by taking into account any existing groups or forums already monitoring a particular issue.
- Ensure that any review work to be undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
- Seek advice about available resources and relevant timings, taking into account Select Committee's workload and the type of activity taking place.
- Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.

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

4. Legal Implications

There are no legal implications arising from this report.

5. Contribution to Council Priorities

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

6. Risk Management

There are no risk management issues associated with this report.

7. Equality Analysis

There are no direct implications arising from this report.

8. Consultations with Others

Solicitor to the Council and Monitoring Officer

9. Access to Information: Background Documents

There are no background documents.

10. Appendices

Work Schedule for 2020/21

11. Author of the Report

Guy Close, Democratic Services Manager

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

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

SELECT COMMITTEE

WORK SCHEDULE 2020/21



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

25 Nov	Select Committee (Working Group Session)	<ul style="list-style-type: none"> The impact of Covid-19 on Council services Working Group – Session one
9 Dec	Select (Crime and Disorder) Committee	<p>Select (Crime and Disorder) Committee:</p> <ul style="list-style-type: none"> North Yorkshire Police, Fire and Crime Panel: Annual Update (County Councillor Les) Local Policing – Local crime overview and priorities (Inspector Lorraine Crossman-Smith) Community Safety Update (Stacey Reffin, Community Safety Officer)
13 Jan	Select Committee	<ul style="list-style-type: none"> Final Review Reports (Guy Close, Democratic Services Manager)
17 Feb	Select Committee	<ul style="list-style-type: none"> Absence Management 2020-21 (Jacquie Hodgson, Human Resources Manager) Customer Services Call Handling Performance (Sharon Hudson, Communications, Customer Services and Partnerships Manager)
17 Mar	Select Committee	<ul style="list-style-type: none"> Recommendation Tracking (Guy Close, Democratic Services Manager)
14 Apr	Select Committee	<ul style="list-style-type: none"> Draft Work Schedule for 2021/22 (Guy Close, Democratic Services Manager)