



SELECT COMMITTEE

6.30pm, Wednesday 10th January 2018
Belle Vue Suite, Belle Vue Square Offices, 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. **Minutes of Meeting** – 6th December 2017
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. **Absence Management** – Report of the Human Resources Manager together with details of vacant positions as at 2nd January 2018. Attached.

Purpose of Report – To outline the Council’s sickness absence statistics from 1st April 2017 to 30th September 2017 and provide details of the current situation in respect of vacant positions.
6. **Customer Services Performance** – Report of the Communications, Partnerships and Customer Services Manager. Attached.

Purpose of Report – To provide a report on customer service performance and planned improvements to the service.

7. **Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act, 1972.

Agenda Contact : Chris Waterhouse

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2nd January 2018

SELECT CRIME AND DISORDER COMMITTEE

6th December 2017

Present – The Vice-Chairman (Councillor Whitaker) in the Chair, and Councillors Brown, Graham, Mercer, Moorby, Pighills, Shuttleworth, Solloway and Thompson.

Officer – Communications, Partnerships and Customer Services Manager, Community Safety Co-ordinator and Committee Officer. Inspector Crocker and Detective Sergeant Dan Ridgeway of North Yorkshire Police were also in attendance.

Apologise for absence were received from the Chairman (Cllr Staveley) and Councillors Mason and Sutcliffe.

Start: 6.35pm

Finish: 7.51pm

Minutes for Report

OS.395

LOCAL POLICING - CRAVEN

Further to Minute OS.385/17-18, the Chairman welcomed Inspector Crocker and Detective Sergeant Dan Ridgeway to the meeting and invited them to update the Committee on local crime and policing matters. A summary and analysis of the key crime statistics for the period 1st April 2017 to 24th November 2017, together with the data for the previous two years for the same period had also been circulated as an appendix to the Chief Executive's report in respect of community safety (Minute OS 396 below). Details of performance data regarding attendance to incidents and victim satisfaction were also submitted.

In presenting an overview of the crime situation in Craven, copies of which had been circulated with the agenda Detective Sergeant Ridgeway stated that year on year the number of crimes recorded was more or less where the Force expected it to be, and as in previous years current data showed that the greater part of police work in the District continued to revolve around public safety and welfare, accounting for 41.6% of the Forces time, compared to 19.7% and 12.9% for crime and anti-social behaviour. Road related incidents, which included road traffic offences, accounted for 25.7%. The performance data regarding attendance to incidents and victim satisfaction showed that North Yorkshire was out performing other forces and locally it still enjoyed the support of the Craven public.

Sexual offences had increased to 36 compared to 26 offences in 2016-17 and 35 in 2015-16; rape had also increased from 11 in 2016-17 to 18 but was lower than the 2015-16 figure of 23. Detective Sergeant Ridgeway expressed the view that the increase may be attributable to victims feeling more confident in reporting incidents. An analyst attached to the Rural Task Force checked reported crimes and decided subjectively which should be viewed as rural crimes, a numerical monthly breakdown of the rural crimes committed in Craven had also been circulated with the overview for Craven. Quad bikes continued to be a big issue with 35 stolen in the District in the current year to date; those involved were penetrating into the District as far Kettlewell. The Force was continuing to work cross border with West Yorkshire and Cleveland and Durham, and there had been a number of arrests.

The Stop Search Oversight Group for the Craven area chaired by Cllr Solloway continued to meet and played an important role in ensuring transparency and challenging instances of stop search. Members interested in participating in the Group's work would be most welcome if they wished to put themselves forward. Monitoring data for the period 1st April to 24 November 2017 circulated with the above overview showed that proportionally more stops involved individuals from ethnic

minority backgrounds which could lead to the feeling that ethnic minorities were being unfairly targeted, hence the importance of the Oversight Group.

Amongst other news, Inspector Crocker reported that new PCSOs arriving shortly would take the total number within the District to 13. Once trained and successfully tutored they would be posted to Cross Hills, Skipton and Grassington. A Neighbourhood Constable vacancy still existed in Settle, however a replacement had been identified and would take up his position when released from his current role; PC Barton would be covering the Settle and Grassington areas for the time being.

During the course of the ensuing discussion Committee Members and others in attendance asked a number of questions and commented as follows, receiving replies from Inspector Crocker and Detective Sergeant Ridgeway as indicated

- Were the cameras located around the District helping the investigation of rural thefts?

Response : The cameras could be a very effective tool. Provided information was held on a vehicle / or an individual known to use a vehicle officers received alerts and could head to the area in question.

- Thoughts on the increase in offences recorded relating to damage to motor vehicles?

Response : With the number of new cars now being acquired under a PCP or lease arrangement a contributory factor to the increase in recorded offences could be the requirement to have notified the insurance companies / leasing companies of damage to the vehicle and provide a crime number.

- How were victims of serious crime supported and contacted? Response : There was access to victims' support and "victim's agreement" arrangements were also put in place which set down how the victim wished to be updated on the investigation. A victim's evidence could be taken by video.

- The issue of quad thefts was repeatedly raised at meetings of Upper Wharfedale Parishes. Police attendance at meetings would be welcomed but recognising this may not be possible would appreciate a parish liaison contact if that were possible. Response : The local engagement policy had been re-vamped earlier in the year and over the course of each year the Neighbourhood Policing Team would endeavour to try and attend a meeting of each parish. Sgt Moorhouse covered Upper Wharfedale and he and his PCSO would get round most if not all parishes and / or circulate updates. The website Police.uk was a good source of information on crimes recorded in each neighbourhood. Parishes / councillors should also be encouraged to join the countryside watch scheme.

- How were rapes dealt with and where? Response : the geography of the area presented a difficulty as the assessment referral centres available for this area were in West Yorkshire, York and Knaresborough; victims were dealt with at those centres by specially trained staff and rooms were forensically cleaned and sealed to prevent evidence being called into question. Airedale Hospital was used for medical related matters if necessary. For sexual offences investigators had to work to a 72 hour forensic window, and not to adhere to certain principles could bring a case into question. Conviction rates in North Yorkshire were quite good compared to the national average on charging and obtaining a conviction in court. A team examined each investigation and case, assessing the strengths and weaknesses before presenting it to the lawyers. Victims could self refer to an assessment centre if they felt unable to go through the police.

- Were details available as to the number of victims of fraud from cyber crime. Response : Currently that wasn't available within the statistics for Craven, most cases were referred to the action fraud team, an intelligence gathering team which linked to the national fraud action group. Cases for investigation were referred to a North Yorkshire Cyber Crime Team. To enable a better indication of the position in Craven a report would be obtained for the next meeting from the Cyber Team. Community messaging was used to try and circulate warnings etc, but

North Yorkshire had a high risk profile because of its demographic profile and some victims were reluctant, due to being embarrassed, to report this type of crime. Banks reported suspicious activity and officers had recently banks and building society branches in the area to ask that they contact the Force if they had any suspicions. Romance frauds were an issue.

- Was the need to Police the Kirby Misperton fracking site impacting on policing in Craven?

Response : The costs and figures were available on the North Yorkshire Police website and details had been sent to the Clerk to the North Yorkshire Area Committee. Policing the site did have an impact on local policing and mutual aid had been requested. So far as possible the level of local service was being maintained and officers were still attending calls which some forces no longer attended eg shoplifting, however it wasn't always possible and priority was given to persons most at risk. There was a planned finish to the activity at Kirby Misperton.

- With pressures on resources, how did the Force support / police events such as the Tour de Yorkshire and during the event was there an increase in opportunistic crime / increase in crime post the event? Response : Not all officers escorting etc the race were police officers. The race was supported by both the National Road Policing Group and the National Escorting Group; the Escort Group was mostly comprised of former motorcycle officers and did not involve any serving police officers. Overall there was one officer to every four from the escorting group. The Police Group itself was made up of officers from across the country, within Craven local officers were supported by officers from other parts of North Yorkshire in policing the event. The tour organisers had to pay the cost of policing the event. The local neighbourhood teams had learned a lot policing the tours and there was no evidence to suggest a link between such events and a rise in crime either during or after.

- Thinking about the A65 and the number of accidents on that route was it possible to have something presented on road policing? Response : The A65 was a route the Force was addressing and the Craven Area Committee being part of the Highway Authority received regular road policing reports which were available on the North Yorkshire Website; when possible highway officers made time to attend the Area Committee.

- It was a concern that Yorkshire had one of the highest levels of birds of prey offences. Response : In North Yorkshire the Rural Task Force took the lead on wildlife offences and its wildlife team had been really active; poaching dogs were being ceased on a regular basis.

- Was the number of drugs offences down because of recent arrests and what aspect was of most concern. Response : A number of organised crime groups were known to operate in the Craven area, the most worrying one had links to Keighley but was currently inactive following a number of arrests / convictions; the others were active but not at a significant level. Street dealing was an issue and although the drugs situation locally was not at the same level as Keighley and Bradford it would be the subject of some attention in the near future. Criminal exploitation of children was a concern and was the subject of a multi-agency approach, locally the Force was on the front foot.

- Having raised concerns re speeding in Burton in Lonsdale with 95 Alive a covert speed monitoring device had been put in place; was it possible to obtain details of the data gathered by the device? Response : Yes, the 95 Alive Group should be able to provide a report if requested.

In drawing the discussion to a close the Chairman thanked Inspector Crocker and Detective Sergeant Ridgeway for their attendance. Inspector Crocker informed the Committee that he would be retiring in 2018 and that this would be his last meeting, he thanked the members for all their questions and support over the period he'd participated in the Committee's work. On behalf of the Committee the Chairman thanked Inspector Crocker for all he'd done on behalf of the local community in his time in Craven.

OS.396

COMMUNITY SAFETY

Further to Minute OS.386/17-18, the Chief Executive submitted a report updating the Committee on the work of the North Yorkshire Community Safety Partnership and the Craven Community Safety Hub, formerly known as the Community Safety Local Delivery Team for Craven. An analysis of crime statistics for the District provided by North Yorkshire Police for the period 1st April to 24th November 2017, with comparative data for the same period in 2015 and 2016, had been circulated with the Chief Executive's report.

Resolved – That the Chief Executive's update on the work of the North Yorkshire Community Safety Partnership, the Community Safety Hub and related matters is noted.

OS.397

PUBLIC SPACE PROTECTION ORDER - REVIEW

The Community Safety Officer submitted a report presenting a review of the effectiveness of the Public Space Protection Order for the Coach Street Car Park, Skipton.

Introduced in October 2016 Members were reminded that it was a requirement of the Order that an annual review be carried out to make sure the order had been effective, and provided residents with the relief they needed from the specified anti-social behaviour caused by motor vehicles. In the period since October 2016 three breaches (revving engines and loud music) of the Order had been reported, this represented a significant reduction in the number of complaints of young drivers congregating and causing a nuisance on the car park. With the High Street Car Park, Skipton also experiencing similar anti-social behaviour to that which, prior to the Order had blighted Coach Street, consultation had been carried out and in Autumn 2017 a Public Space Protection Order had been placed on the High Street Car Park; as with Coach Street the High Street Order would, subject to annual review, remain in place for three years.

It was recommended and

Resolved – That the number and nature of the incidents recorded on the Coach Street Car Park, Skipton in the 12 month period following implementation of the Public Space Protection Order thereon is noted, and that continuation of the Order is supported.

OS.398

NORTH YORKSHIRE POLICE AND CRIME PANEL

Details of the key messages arising from the most recent meeting of the North Yorkshire Police and Crime Panel held on 16th November 2017 had been circulated. The Panel had raised a number of concerns in respect of the methodology used by the Police and Crime Commissioner in her bid to take over responsibility for the North Yorkshire Fire Service, the analysis of results and some of her responses to stakeholders. The Panel had also requested a report from the Commissioner in respect of areas outlined for improvement in a recent HM ICFRS report on North Yorkshire Police Force's efficiency, and plans to tackle those areas.

The Chairman of the Police and Crime Panel, Councillor Carl Les would be attending the meeting of Select Committee scheduled for 28th February 2018.

Note : An item to enable presentation of a review of an alcohol consumption in designated public places order had been withdrawn from the agenda for this meeting. A report seeking agreement to adoption of a replacement for the order would now be presented to Policy Committee in due course.

-Sitting as Select Committee-

OS.399

CONFIRMATION OF MINUTES

Resolved – That the minutes of the meeting held on 6th September 2017 are confirmed and signed as a correct record.

OS.400

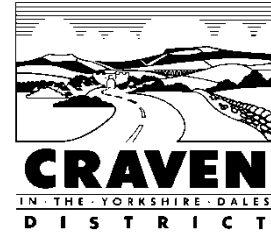
NEXT MEETING

To be held at 6.30pm on Wednesday 10th January 2017. The agenda to include presentation of the most recent absence management and customer services call handling performance data.

Chairman.

SELECT COMMITTEE

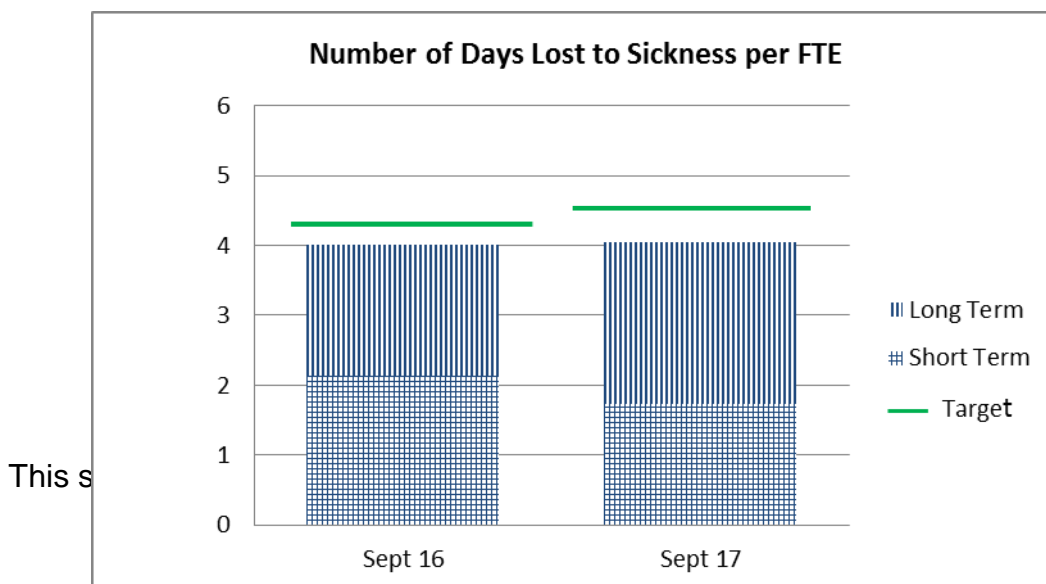
ABSENCE MANAGEMENT REPORT FROM APRIL 2017 TO SEPTEMBER 2017



Report of the HR Manager

1. **Purpose of Report** – To outline Craven District Council’s sickness absence statistics from 1st April 2017 up to 30th September.
2. **Recommendations** – Members are recommended to note the sickness absence statistics up to 30th September 2017
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 2017/18 for the number of days lost per FTE is 8 days, therefore the half year target for April to September 2017 is 4 days;
 - The actual number of days lost per FTE in the 6 months to September 2017 was 4.05 days which is very close to the target;
 - This is a 1% 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 6 months to September 2016 and September 2017:



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- Total levels of absence are very similar at September 2016 and 2017;
- A higher proportion of absence is due to long term absence in 2017;
- Short term absence has fallen by 19% in 2017.

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 from 1.86 in September 2016 to 2.31 in September 2017, an increase of 24%;
- 12 members of staff had a period of long term absence in April to September 2017;
- 79% of long term absence was due to stress / depression / anxiety related illnesses;
- There were 8 members of staff with stress related illness of which 5 were personal reasons, 1 was medical related and 2 work related;
- 2 members of staff have since been granted ill health retirement
- 2 members of staff are recovering/awaiting operations
- Of the 12 on long term absence 2 are still on long term absence
- 27% of the long term absence in this period was due to one member of staff being absent for the full 6 months;
- The average length of long term absence was 32 working days.

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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 explains how many members of staff have used this service;

Month	No of referrals	Status	Credits Required	Extra Sessions	Credit used	Credits Left
April 17	0		0	0	0	0
May 17	2	1 closed	4	0	4	33
		1 closed	4	0	3	30
June 17						
July 17	1	1 closed	4	4	5	25
Aug 17	0	0	0	0	0	25
Sept 17	1	Open	4	4	4	21
Oct 17	1	Open	4	0	3	18
TOTAL	5		20	8	19	18

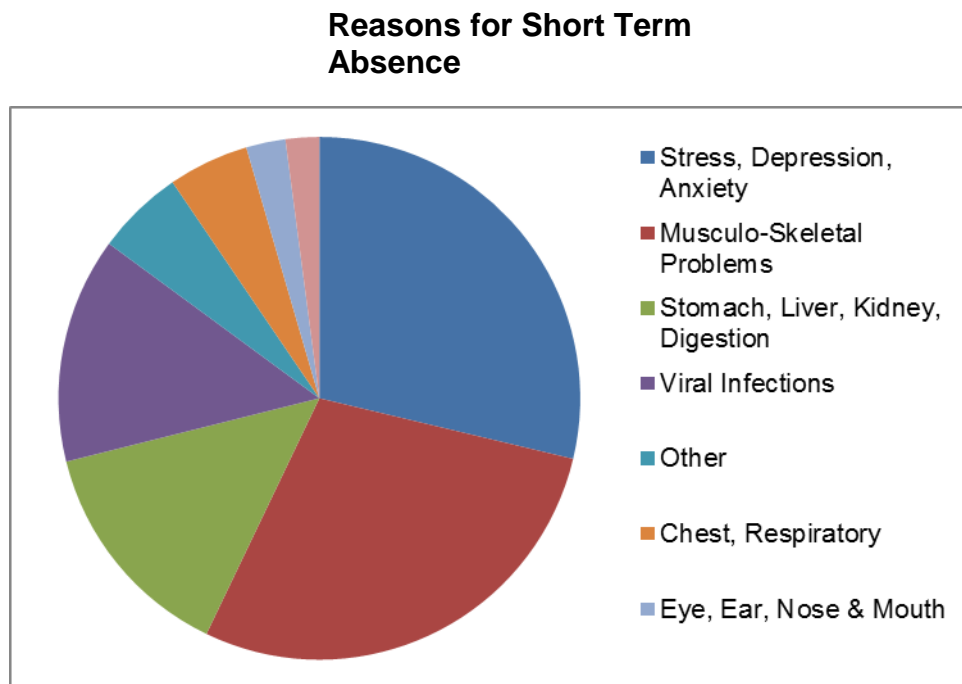
Feedback from staff who take this option comment that the service provided by OASIS is both professional, extremely helpful and they highly recommend the service.

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6. Short Term Absence

- The number of days per FTE lost to short term absence reduced from 2.15 in September 2016 to 1.74 in September 2017, a reduction of 19%.

The chart below shows the reasons for short term absence:



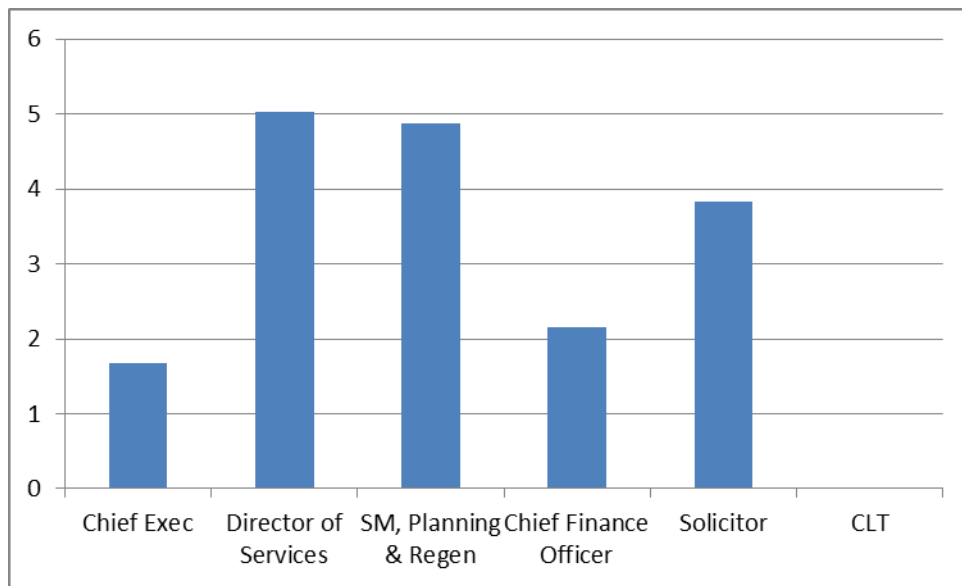
- Over half (57%) of short term absence is due to mental health issues or musculo-skeletal problems.
- The other main causes of short term absence are stomach disorders and viral infections.
- Back to work interviews with all staff are carried out by Line Managers and this is recorded and placed on their personnel files for future reference
- Where necessary Occupational Health Advice is sought if symptoms reoccur regularly

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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 1.

Days Lost per FTE



- Absence levels are highest in the Director of Services area, which includes Waste Management and which has a higher proportion of musculo-skeletal related absences than other area and also has an older age profile than CDC as a whole.

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.

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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@cravendc.gov.uk. – 01756 706209
15. **Appendix 1** – Sickness Absence April – September 2017
Appendix 2 – Absence by Service Area

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Appendix 1 – Sickness Absence April – September 2017

Days Lost Per FTE

	Sept 16	Sept 17	% Change
Short Term	2.15	1.74	-19%
Long Term	1.86	2.31	24%
TOTAL	4.01	4.05	1%
Target	4.25	4	
ST as % of Total	54%	43%	
LT as % of Total	46%	57%	

Working Days Lost

	Sep-16	Sep-17	% Change
Short Term	405.8	336.3	-17%
Long Term	351.3	453.8	29%
TOTAL	757.1	790.1	4%

Reasons for Short Term Absence

	Days Lost	%
Stress, Depression, Anxiety	96.6	29%
Musculo-Skeletal Problems	95.5	28%
Stomach, Liver, Kidney, Digestion	47	14%
Viral Infections	47	14%
Other	18.2	5%
Chest, Respiratory	16.8	5%
Eye, Ear, Nose & Mouth	8.2	2%
Headaches & Migraines	7	2%
TOTAL	336.3	100%

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Appendix 2 - Absence by Service Area

	Days Lost Per FTE	Working Days Lost
Human Resources	0	0
Business Support	0.14	1
Customer Services	3.37	38.8
Partnerships and Comms	0	0
Electoral Services	1.7	3.4
Community Safety	0	0
Chief Exec Total	1.68	43.2

Environmental Health	1.59	14.5
Housing	1.69	10
Waste Management	5.6	252
Assets and Commercial Services	1.74	19.8
Craven Leisure	4.15	81.7
Bereavement Services	30.4	129
Information Services	1.35	10
Director of Services Total	5.03	517

Planning Services	6.83	140.7
Economic Development	1.81	10.5
Museum and Arts	0.73	4
SM, Planning & Regen Total	4.87	155.2

Financial Services	0.27	3
Revenues and Benefits	4.22	42.2
Chief Finance Officer Total	2.16	45.2

Legal Services	0	0
Democratic Services	14.05	29.5
Licensing	0	0
Solicitor to the Council Total	3.83	29.5

CLT	0	0
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CDC TOTAL	4.09	790.1
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VACANT POSTS AS AT 2 nd January 2018								
SERVICE UNIT	POST	SALARY	RANGE	HOURS	PERM/TEMP	ADVERTISED	CLOSING DATE	COMMENTS
Assets	Building Surveyor	PO2	£33,437 – £35,444	37	PERM	Yes	29.01.18	
Building Control	Building Control Officer	P01	£30,875 - £32,486	14.8	PERM	No		Post holder retired
Business Support	Senior Administrator	Scale 4	£18,070 - £20,138	30	PERM	No		
Business Support	Senior Administrator	Scale 4	£18,070 - £20,138	18.5	PERM	No		
Communications	Policy Development Officer	SO1	£25,951 - £27,668	37	PERM	No		
Finance	Benefits Service Manager	PO3	£36,379 - £39,177	37	PERM	No	n/a	Arrangements in place with Bfd Council
Finance	Revenues & Benefits Team Leader	PO1	£30,875 - £32,486	37	TEMP	No	n/a	Arrangements in place with Bfd Council
Finance	Fraud Officer	Scale 6	£23,398 - £24,964	37	PERM	No	n/a	
Finance	Senior Accountant	PO1-2	£30,785 – £35,444	37	PERM	Yes		Interviews 10.01.18
Human Resources	Health & Safety Officer	Scale 6	£23,398 - £24,964	37	PERM	No		Arrangements in place with South Lakes
Leisure Services	Senior Caterer	Scale 4	£18,070 – £20,138	37	PERM	Yes		No applications rethinking
Museum	Heritage Project Manager	SO2	£28,485 - £30,153	14	TEMP	No	No	Covered by Consultant
Planning	Principal Spatial Planning Officer	PO1	£30,875 - £32,486	37	PERM	Yes		
Planning	Planning Assistant	Scale 4-6	£18,070 - £24,964	37	PERM	Yes		Agreed at policy Interviews tba
Planning	Local Plan Programme Officer				TEMP	Yes	22.12.17	To work alongside the Planning Inspector
Waste Management	Drivers/ Charge Hands x 3	Scale 4	£18,070 - £20,138	37	PERM	Yes	29.12.17	
Waste Management	Cleansing Operatives x 4	Scale 2	£15,807 – £16,491	37	Perm	Yes	29.12.17	

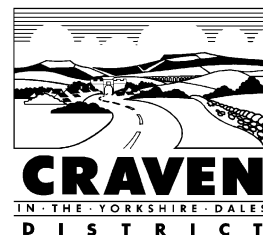
AGENCY					
SERVICE UNIT	POST	AGENCY	HOURS/DAYS PER WEEK	RATE	COMMENTS
Legal	Solicitor	Sellick Partnership	2 days	£44.90/hour	Ongoing
Planning	Policy Planning Officer	Oyster	59.75 hours	£50/hour	Ongoing
Planning	Policy Planning Officer	Macdonald & CO	36 hours	£36/hour	Ongoing
Planning	Senior Planning Officer	Umbrella Company Ltd	37 hours	£37/hour	Until 8.4.18
Waste Management	Drivers/ Cleansing Operatives x 4	Smart Solutions	Various	£9.51/hour operatives	Ongoing
		Advertising for own staff as above		£12.41/hour drivers	
	Please note the hours may vary from week to week depending on service needs				

CONSULTANTS				
SERVICE UNIT	POST	DAYS PER WEEK	RATE	TERM
Legal	Contract Procedures Consultant	Ad hoc	£30/hour	Adhoc
Museum	HLF Project Officer	Set fee	£1,500/year	12 months

SPECIAL ARRANGEMENTS					
SERVICE UNIT	POST	ORGANISATION	COMMENTS	RATE	COMMENTS
Revs & Bens	Benefits Service Manager (1 fte)	Bradford Council	On going	£340/day	Agencies quoted £550+/day
Revs & Bens	Revenues & Benefits Team Leader (0.5 fte)	Bradford Council	On going	£27.50/hour	Agencies quoted £32-35/hour
Revs & Bens	Benefit Assessors (0.4fte)	Bradford Council	On going	£17/hour	Agencies quoted £25/hour
Health & Safety	Health & Safety Advisor	South Lakes	12 months	£27/day – 1 day per month	Unable to recruit

Select Committee – 10th January 2018

Customer Services Performance



Report of the Communications, Partnerships and Customer Services Manager

1. **Purpose of the Report** – To provide a report on Customer Service performance and 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.
 - 2.5 The Customer Services team consists of a Team Leader, 9 Customer Advisors and a Verification Officer for new Benefit claims. Management of the function is now provided by The Communications and Partnerships Manager on a 6 month trial period that begin on 1st October
- 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 first two quarters of the year the target was not met but it has for the third quarter more information is available in the performance report in Appendix A.
- 3.3 In the last report to Select Committee, Members asked 2 questions of the Corporate Head at that time about potential improvements to the service:
- a. **Introduce a facility which enabled callers to leave their number and receive a call back when the customer service centre was less busy:** This has since been introduced and is activated during very busy periods.
 - b. **Adapt the telephone system so as to include a message for callers indicating their position in the queue:** This has not been introduced due to the varied nature of the calls that come into Customer Services. It would be impossible to give a standardised timeframe to give customers an indication as to when their call would be answered. Some complex benefits calls can take up to 4 times the length of standard calls to answer.

NB: Since that last report additional lines to answer service specific queries can be activated e.g. when it is garden waste renewals.

- 3.2 Customer contact made via telephone is monitored on a daily, weekly and monthly basis.
- 3.3 Since taking up the post in October 2017 the Communications and Partnerships Manager has introduced high level reporting of the performance of the Customer Service team. The report contains summary information for key metrics within the service and for individual customer service officers as part of an overall performance management framework. A monthly performance monitoring report is now produced and taken to CLT and December's report can be found in Appendix A

4. Performance Monitoring Report

- 4.1 The Customer Services performance reporting 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
- 4.2 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

4.3 Channel Data analysis gives detail on:

- Unique web visits, telephone, and face to face interactions

5.0 Future Improvements in Performance Monitoring

5.1 Call Categorisation

With the previous CRM (Lagan) we did not have the facility to analyse the types of calls coming in to the contact centre. The new CRM launched with the new website on 9th January will give us the ability to categorise all incoming calls. We can then tailor promotional campaigns and target messaging to support channel shift and drive queries online.

5.2 Monitoring of Emails to Contact Us

There were no records kept of the number of emails coming in to Customer Services via the Contact Us website. Records are now be kept of the number of emails via Contact Us received each month aswell as a breakdown of which service they are forwarded onto. This will help monitor channel shift.

5.3 Customer Satisfaction Score

There is no mechanism in place to monitor customer satisfaction and some measure needs to be put in place and monitored. This will be an action in the Customer Service improvement plan currently being developed.

5.4 Staff Call Analysis

5.4.1 The team were previously informed of the call handling target once a month at the staff team meeting – they are now 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.

5.4.2 Monthly statistics for each Customer Services Officer are now produced. The majority of the team cover the Customer Services reception at varying times during the week plus leave and flexi days need to be taken into account. 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. A target for the no of calls they should be answering per day in order to reach the 90% call handling target can be calculated by taking the total number of monthly calls offered to the contact centre and calculating from that the average number of calls needed to be answered per day. Performance for each member of the team will now be measured against this target.

5.4.3 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 will be asked to a one to one meeting with the Team Leader. Staff who have performed above the target will be contacted and thanked so their efforts are recognised.

5.5 Social Media Reach

We currently do not formally collect data around the social media channels that we use and so will be investigating how we can report on these channels and note the impact they have on Customer Services. A recent successful example was during the icy weather in December. On 14th December waste collections were suspended. A social media post was put out on Twitter and Facebook stating that the collections had been suspended due to the icy conditions and the teams were hoping to catch up on following days. The post had an eventual reach of over 34,000 people and minimised calls about missed bin collections to the Customer Service centre. The statistics show there was not a significant increase of calls.

6.0 Service Improvement Projects Identified to date

6.1 Customer Services Refurbishment

Plans have been drawn up to remove the meet and greet desk and in its place create a self service area with 2 PCs. The reception desk will be reconfigured to allow up to 3 Customer Service Officers to sit behind and deal with queries and we can then look at the staff resourcing of this area particularly during non busy periods. The planning consultation area will be updated to keep the corridor area free. There will be a number of seating areas and leaflet containers on the walls and the design will be in line with dementia friendly design guidelines.

A provisional date for the refurbishment has been booked for beginning of February 2018 with Property.

6.2 Better Links with Waste Management and Engine Shed Lane

As part of a piece of work looking to minimise complaints we are looking at the process for queries that are sent down to Engine Shed lane. At the moment there is no back office link between Customer Services and the depot which can cause frustrations for residents especially when ringing in to chase up action on the queries they have raised. This is being included in the new CRM spec so at any time the Customer Service Officers can logon and see the status of any waste management queries that have been logged.

6.3 Procedures File

There is no standard procedures file for Customer Services Officers to refer to when handling queries. Most of the knowledge appears to be in officers heads or on individual notes they have made for themselves rather than having a set of standard documentation. This is of concern for business continuity reasons, training new members of staff and performance monitoring. Given that the new CRM is being developed and will be operation in 2018 it makes sense to develop this in conjunction with the new CRM being launched.

- 6.4** Over the past year communication with individual Service Managers on the level of demand for customer services has improved significantly. This allows the service to prepare the level of resources to the potential demand at certain points within the year. The Customer Services Team Leader now has regular meetings with service managers. Examples are, during the election period or when garden waste subscriptions are due, etc.
- 7.** **Author of the Report** – Sharon Hudson, Communications, Partnerships and Customer Services Manager
- shudson@cravenc.gov.uk tel 01756 706246
- 8.** **Appendix** – To follow monitoring report for December 2017.



Customer Services Management KPI Statistics

Version: **1.0**

Date: **Dec 2017**

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

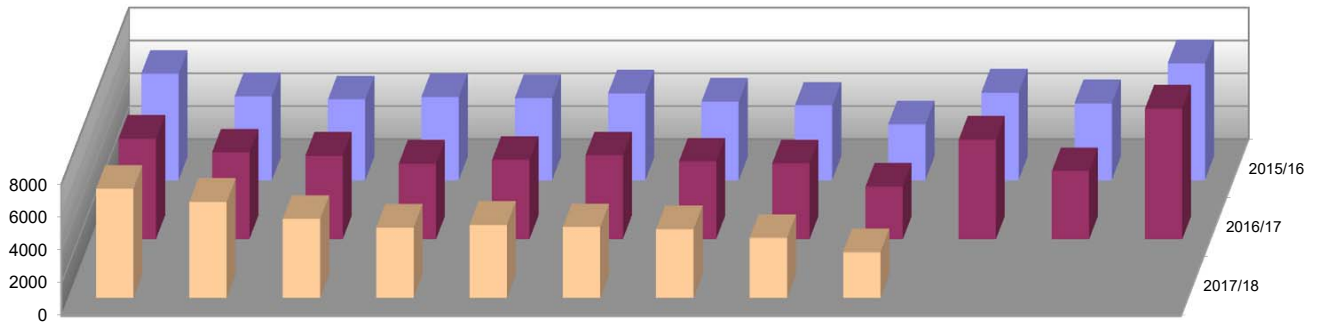
Channel Data analysis gives details on: -

- 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

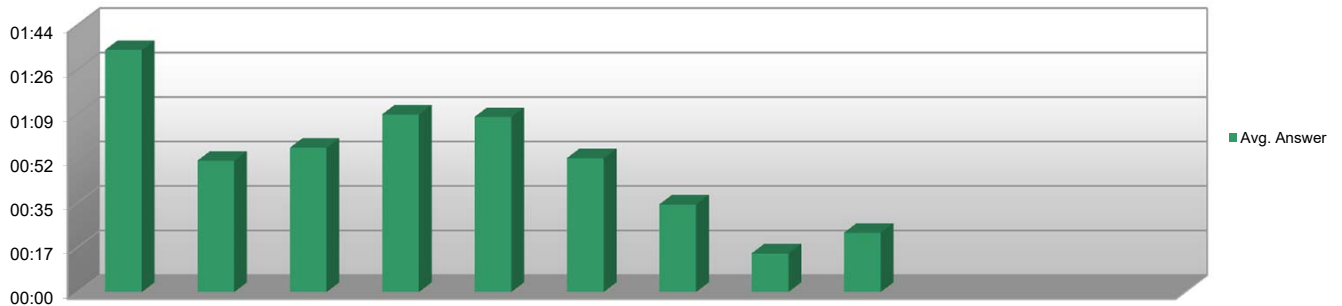


3 Year Call Analysis



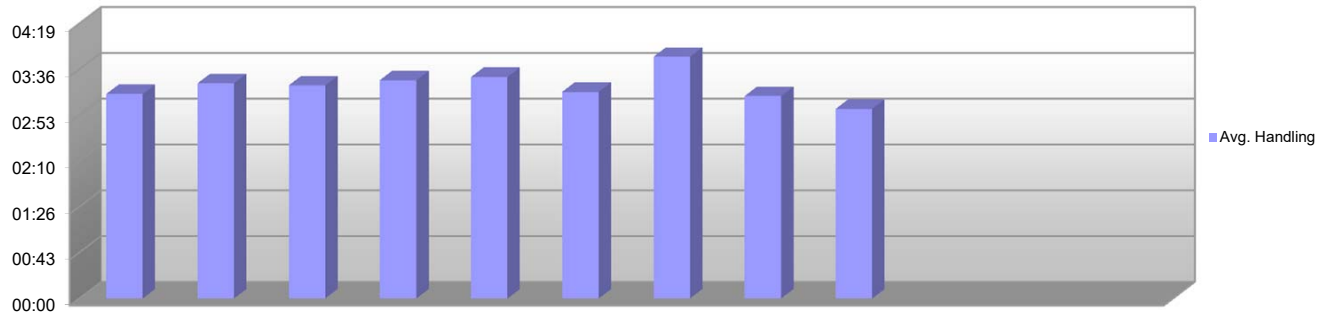
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2015/16	6505	5123	4938	5089	5015	5306	4797	4561	3414	5355	4700	7126	61929
2016/17	6142	5297	5101	4609	4847	5123	4742	4630	3216	6082	4161	7979	61929
2017/18	6676	5875	4835	4300	4474	4337	4209	3676	2802				41184

Average Speed of Answer (mm:ss)



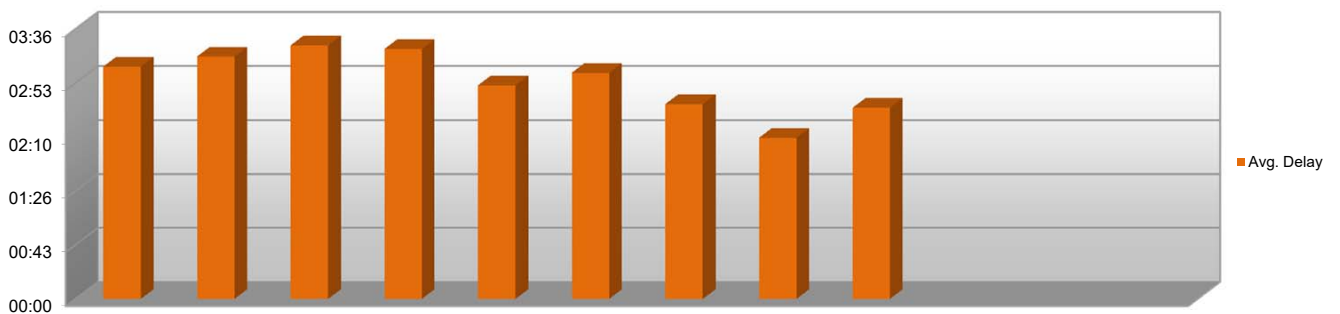
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Answer	01:34	00:51	00:56	01:09	01:08	00:52	00:34	00:15	00:23				

Average ACD Handling Time (mm:ss)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Handling	03:13	03:23	03:21	03:26	03:29	03:15	03:48	03:11	02:59				

Average Delay to Abandon (mm:ss)

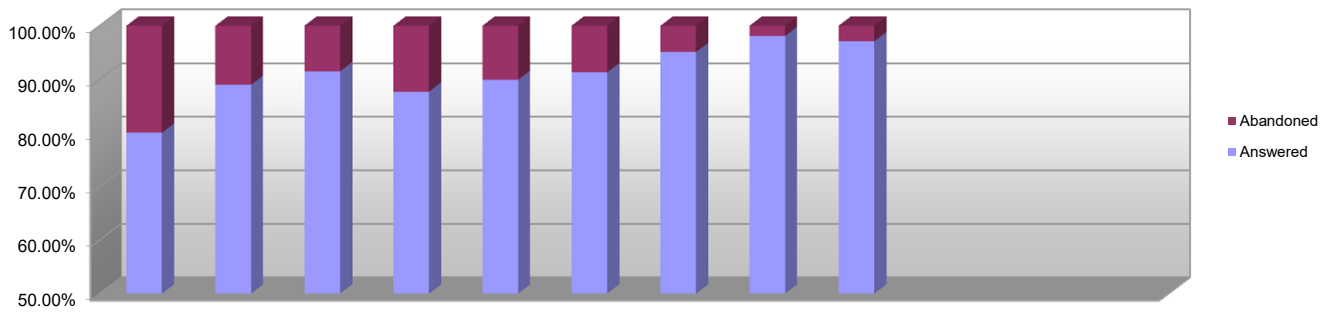


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Avg. Delay	03:06	03:14	03:23	03:20	02:51	03:01	02:36	02:09	02:33				

Service Performance Measures continued

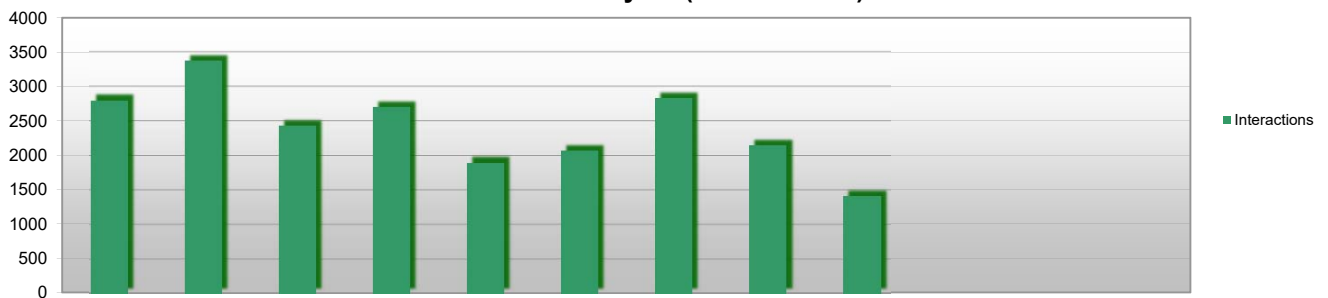


Service Level Target



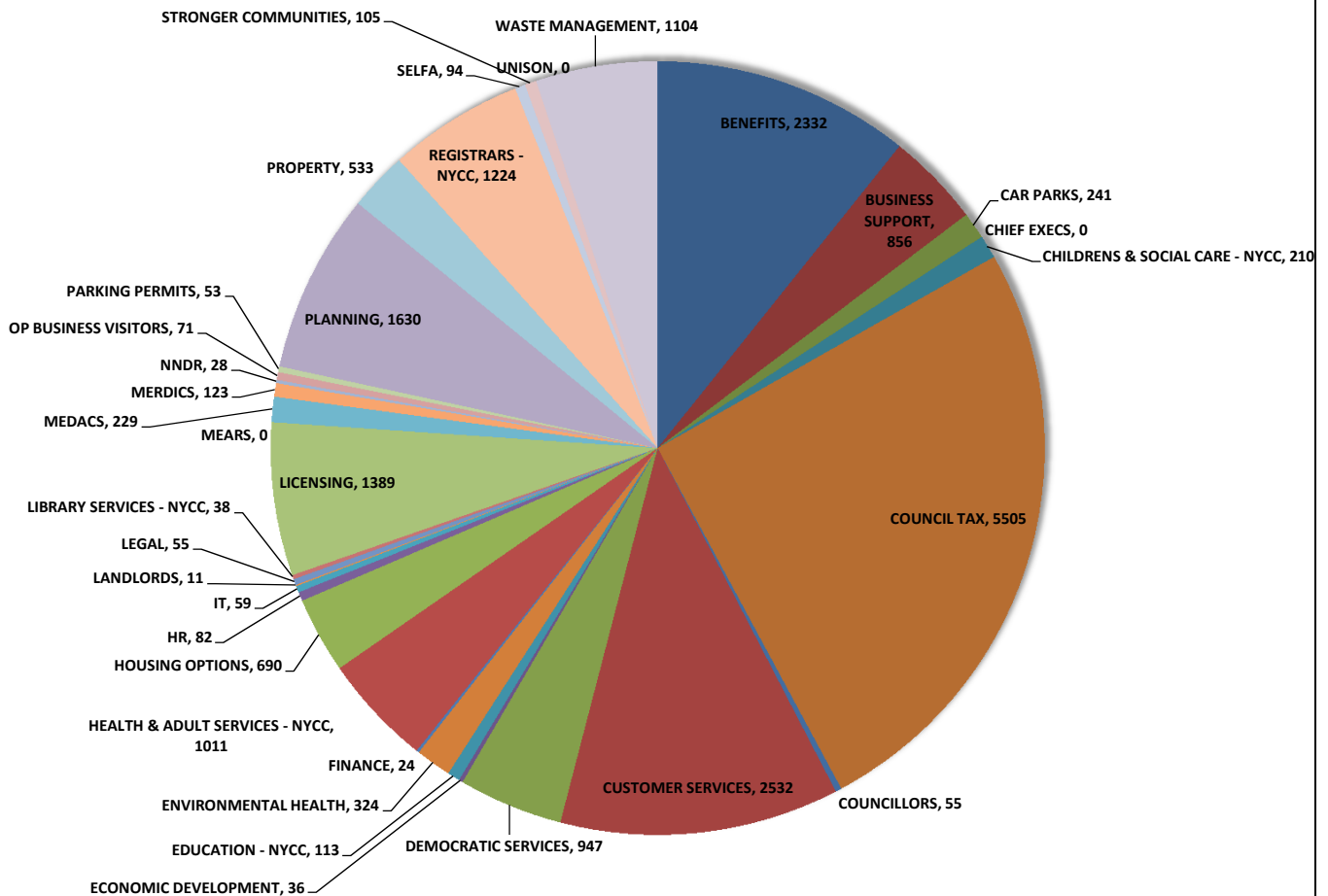
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Answered	80.02%	88.97%	91.50%	87.70%	89.91%	91.30%	95.10%	98.10%	97.10%				
Abandoned	19.98%	11.03%	8.50%	12.30%	10.09%	8.70%	4.90%	1.90%	2.90%				

Front Line Caller Analysis (Face to Face)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Interactions	2802	3377	2438	2708	1898	2073	2834	2156	1418				21704

Face to Face channel analysis - YTD



Customer Service Team Performance



Resourcing

- 14 days of sickness in the team (1 Cust Service Advisor off for most of December)
- Team fully resourced – 7 FTE and 2 0.8 FTE members of staff
- NB – One agent does not cover the Customer Service Desk in Reception
- One agent at college one day a week
- 2 days training/advisor taken by the team (new CRM system, Prevent, Difficult People)
Closed early on 21/12 at 2:45pm for Xmas briefing and 22/12 at 3pm for Xmas Break

Leave

- 13 days annual leave taken
- 14 days flex taken - NB flex taken to cover office shut down
- Council Offices closed for 5 days between 25-29th December due to Xmas break

Service Issues

- 1.12.17 - increased call volume due to car parks not being gritted
- 8.12.17 - 241 Ctax and 12 NDR Final Notices sent
- 8.12.17 - 175 Trade Waste Letters sent
- 15.12.17 - Northgate Upgrade so no access to the live system until 10.30am
- 20.12.17 - C Tax reminder 1 – 475, C Tax reminder 2 – 157 and NDR reminder – 14 sent

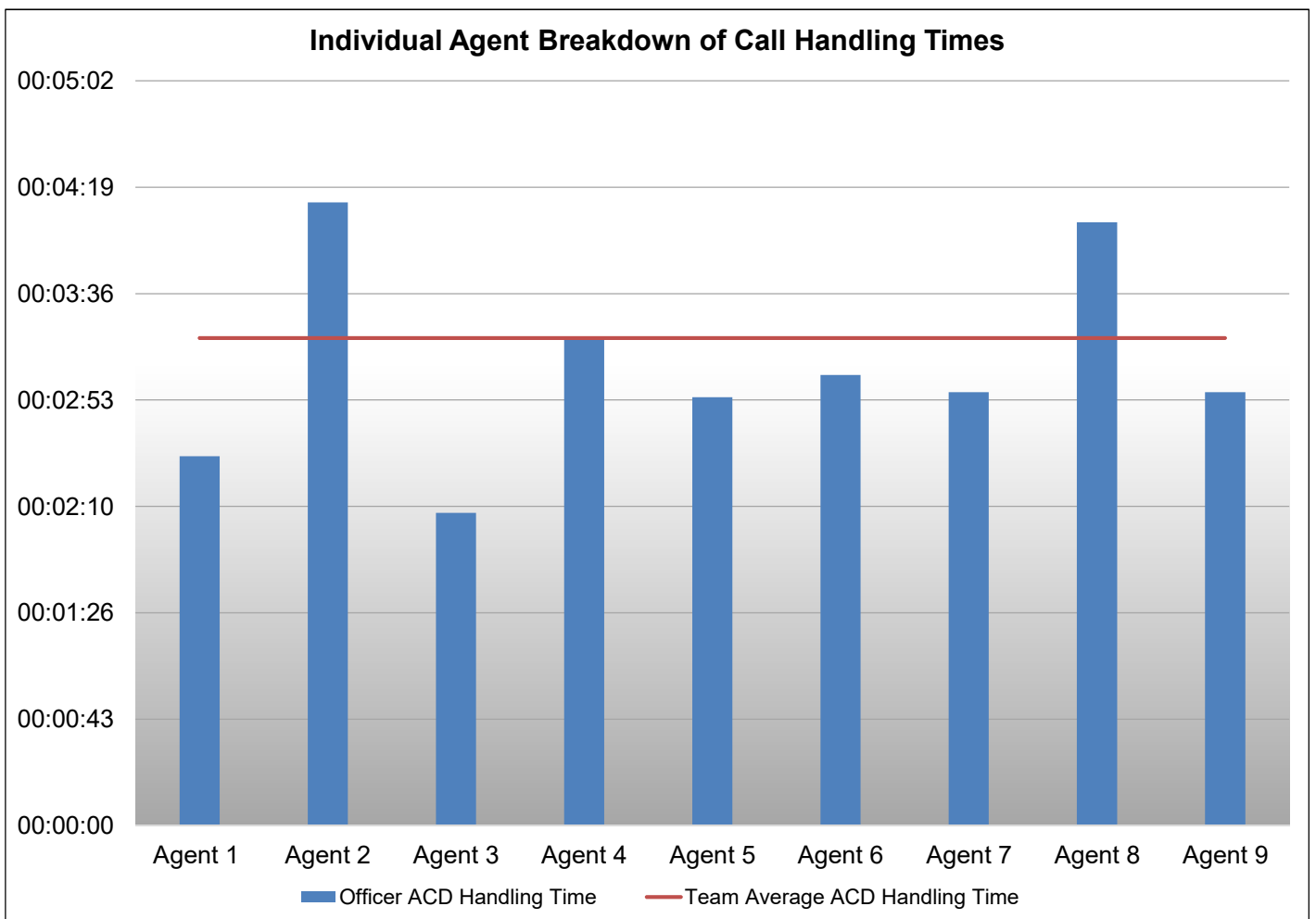
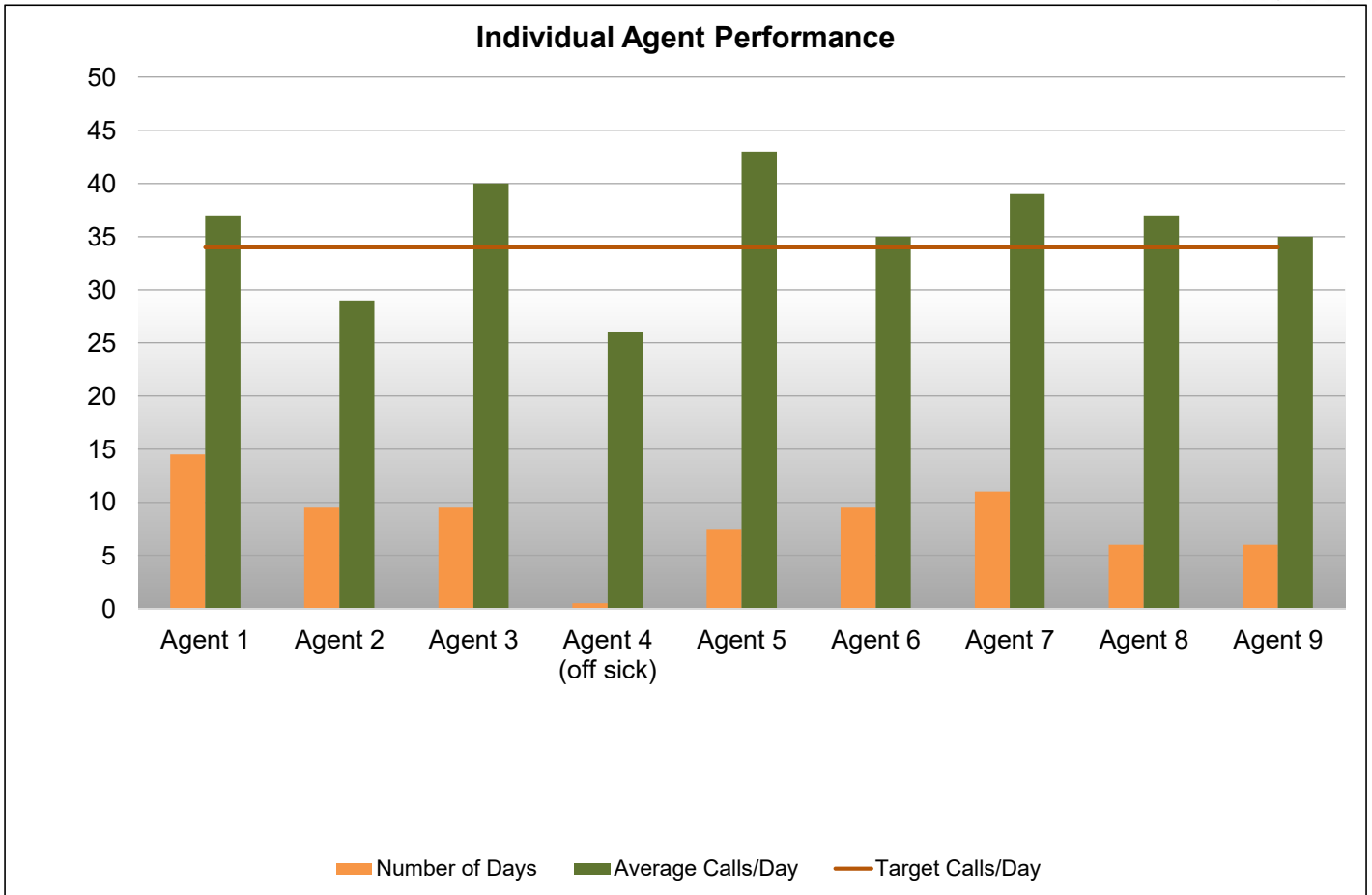
Individual Performance

Individual Agent Breakdown of Calls handled (Current Month)

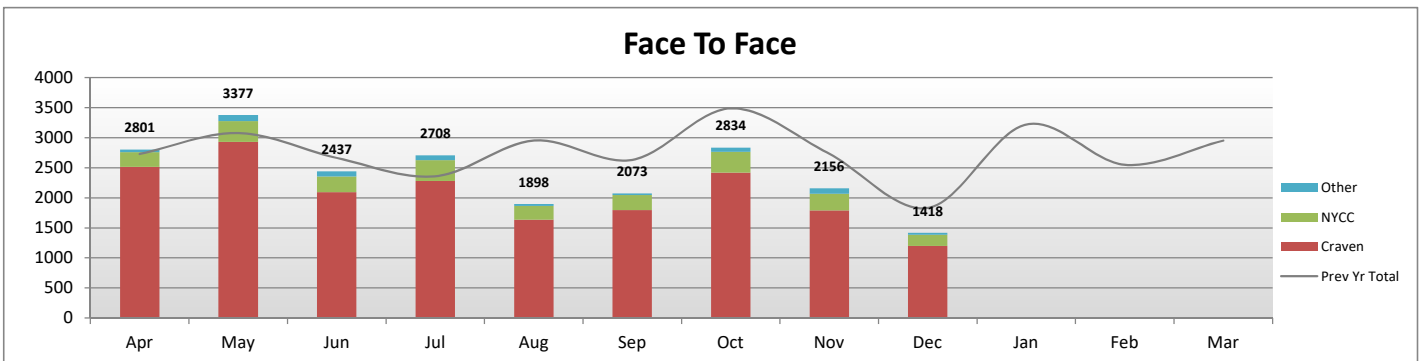
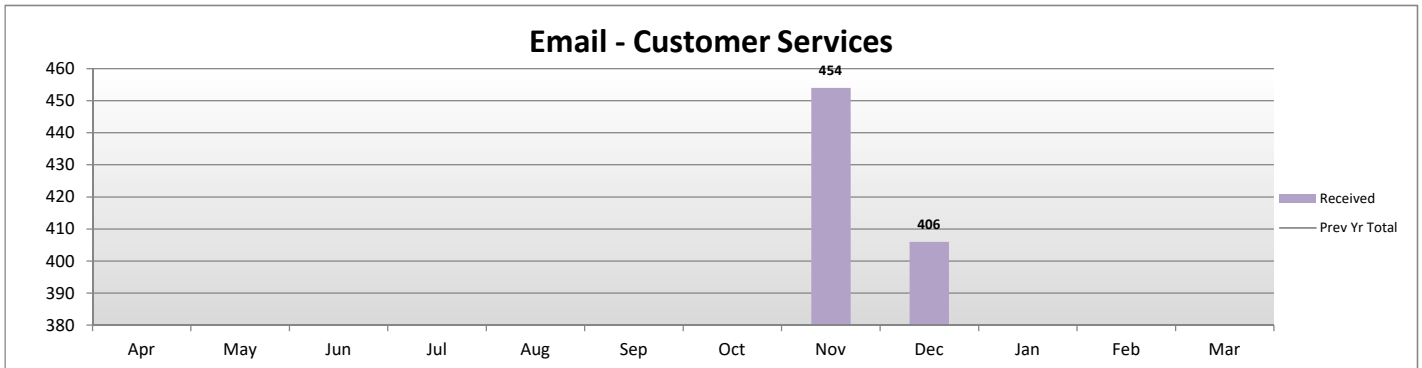
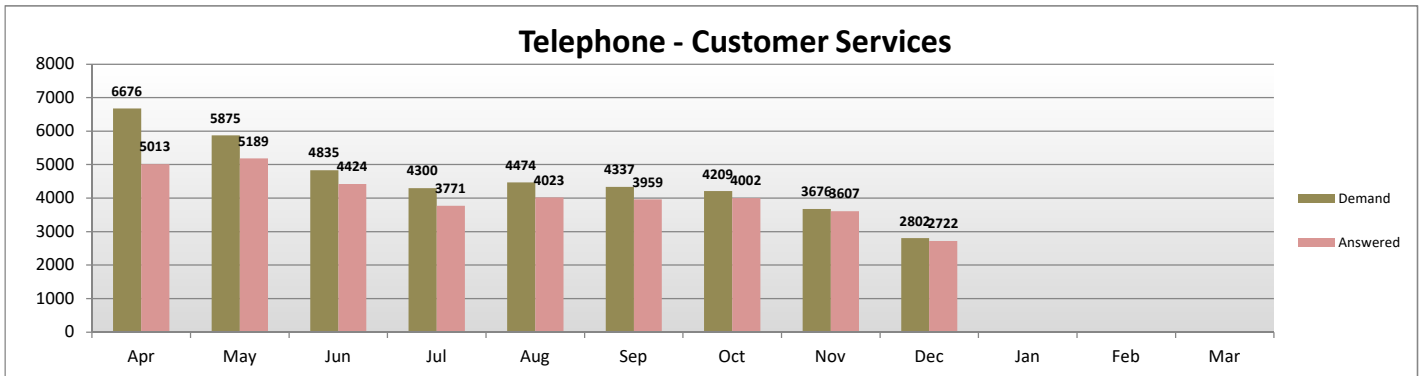
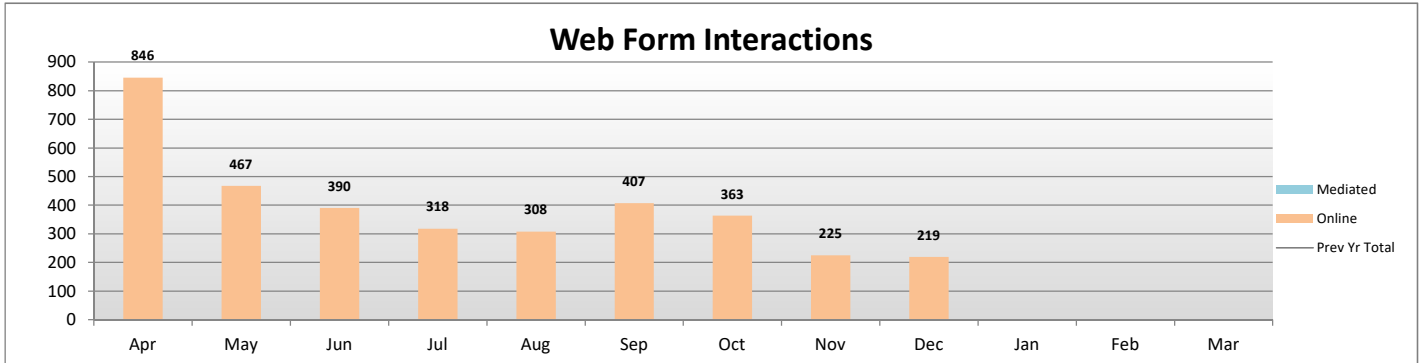
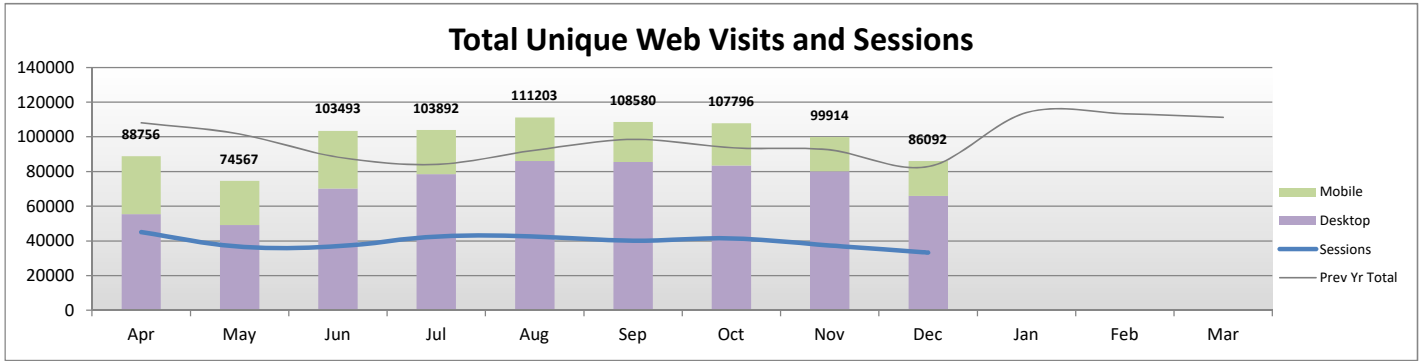
- 2802 calls were made to Contact Craven during December 2017
- Team available for a total of 74 days to answer the calls (taking into account leave and Customer Services Counter coverage.)
- In order to reach 90% call handling target each member of Customer Services would need to answer on average 34 calls/day.

Agent Name	ACD Calls handled	No. of Days	Average Calls/Day	Target No. Calls/Day
Agent 1	531	14.5	37	34
Agent 2	278	9.5	29	34
Agent 3	382	9.5	40	34
Agent 4 (off sick)	13	0.5	26	34
Agent 5	320	7.5	43	34
Agent 6	337	9.5	35	34
Agent 7	432	11	39	34
Agent 8	219	6	37	34
Agent 9	210	6	35	34

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>
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