

AGENDA

NOTE: In the case of non-members, this agenda is for information only

- Committee** - **OVERVIEW AND SCRUTINY COMMISSION**
- Date & Time** - **Thursday, 3rd June, 2021 at 10.00 am**
- Venue** - **Breckland Conference Centre, Elizabeth House, Walpole Loke, Dereham, NR19 1EE**

Should members of the public wish to attend this meeting, and to ensure that Covid restrictions are adhered to, please email democraticservices@breckland.gov.uk

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

Members of the OSC

Cllr Rhodri Oliver (Chairman)
Cllr Lynda Turner (Vice-Chairman)
Cllr Timothy Birt
Cllr Hilary Bushell
Cllr Vera Dale
Cllr Fabian Eagle

Cllr Terry Jermy
Cllr Mark Kiddle-Morris
Cllr Robert Kybird
Cllr Ian Martin
Cllr Mike Nairn
Cllr David Wickerson

Substitute Members

Cllr R Atterwill
Cllr H Clarke
Cllr P Wilkinson

Cllr H Crane
Cllr P Morton

Democratic Services
Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE
Date: Tuesday 25 May 2021

PROTOCOL

Working Style of the Overview & Scrutiny Commission (OSC) and Other Scrutiny Bodies

This document sets out the roles of Members and Officers, and the general principles to be adopted by the OSC and other scrutiny bodies such as Scrutiny Task and Finish Groups.

Member Leadership

Members of the OSC will take the lead in selecting topics for overview and scrutiny and will recognise that best practice identifies scrutiny as a non-executive Member-led activity. The OSC will expect Cabinet members to take prime responsibility for answering their questions about topics which chiefly relate to the Council's activities.

A Constructive Atmosphere

Meetings of the OSC will be constructive and not judgmental. The Commission recognises and accepts that effective scrutiny is best achieved through challenging and constructive enquiry. People giving evidence should be given due respect and not made to feel under attack.

Independence

Members of the OSC/task and finish groups will not be subject to whipping arrangements by the party groups.

Respect and Trust

Meetings will be conducted in a spirit of mutual respect and trust.

Consensus

Members of the OSC/task and finish groups will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed targeted recommendations. There will be recognition that the OSC has a primary duty to scrutinise on behalf of the community.

Openness and Transparency

The OSC's business will be open and transparent, except where there are sound reasons for protecting confidentiality. The minutes of the Commission's meetings will explain the discussion and debate so that they can be understood by an outside reader.

Impartial and Independent Officer Advice

Officers who advise and support scrutiny will give impartial and independent advice, as officers support all members of the Council.

Regular Review

There will be regular reviews of how the scrutiny process is working, and a willingness to change if it is not working effectively.

Programming and Planning

It is the responsibility of the OSC and the wider non-executive to determine its work programme and to allocate specific reviews either through a dedicated task and finish group or to undertake a review itself. Before each topic/review is commenced, the O&SC will agree the scope of the exercise, what information they will need initially, and which members, officers and external witnesses they wish to see.

Managing Time

The OSC will aim to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.

Member/Officer Roles

Executive members will regularly be called to account for the decisions they have made and to explain progress in key areas of their portfolio – and in the case of the Council Leader – the Council as a whole. Members will be expected to produce and present a brief written account of their executive activities and will then be questioned by members of the OSC for a period no longer than 20 minutes.

Co-optees

“Expert witnesses” may be co-opted onto scrutiny task and finish groups to provide technical assistance to the review. Co-optees possess no voting rights.

Substitutes

Substitute members will be so listed on the agenda papers of the Overview & Scrutiny Commission. It is a member responsibility to alert a substitute in the event that she/he cannot attend a meeting.

PART A - ITEMS OPEN TO THE PUBLIC

	<u>Page(s) herewith</u>
1. <u>MINUTES</u> To confirm the minutes of the meeting held on 4 March 2021.	6 - 11
2. <u>APOLOGIES AND SUBSTITUTES</u> To receive apologies for absence and to note substitute Members in attendance.	
3. <u>CHAIRMAN'S ANNOUNCEMENTS (IF ANY)</u>	
4. <u>URGENT BUSINESS</u> To note whether the Chairman proposes to accept any item as urgent business pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.	
5. <u>DECLARATION OF INTERESTS</u> The duties to register, disclose and not to participate for the entire consideration of the matter, in respect of any matter in which a Member has a disclosable pecuniary interest are set out in Chapter 7 of the Localism Act 2011. Members are also required to withdraw from the meeting room as stated in the Standing Orders of this Council.	
6. <u>NON-MEMBERS WISHING TO ADDRESS THE MEETING</u> To note the names of any non-members or public speakers wishing to address the meeting.	
7. <u>CUSTOMER SERVICE REVIEW</u> Report of Councillor Mark Robinson, Executive Member for Customer, Digital and Performance.	12 - 19
8. <u>Q4 20/21 PERFORMANCE REPORT</u> Report of Councillor Mark Robinson, Executive Member for Customer, Digital and Performance.	20 - 31
9. <u>CORPORATE PLAN REFRESH 2021</u> To receive a presentation from Greg Pearson, Head of Strategic Policy.	
10. <u>OUTSIDE BODY FEEDBACK (STANDING ITEM)</u> To receive an update from representatives on Outside Bodies.	

11. SCRUTINY CALL-INS (STANDING ITEM)

To note whether any decisions have been called-in for scrutiny.

12. COUNCILLOR CALL FOR ACTION (STANDING ITEM)

To consider any references.

13. WORK PROGRAMME

(a) A copy of the Commission's work programme is attached. The Commission is asked to agree any additions, deletions or amendments to the programme as appropriate.

(b) Member Issues: In accordance with the Commission's protocol for member leadership, which states that members of the Commission will take the lead in selecting topics for overview and scrutiny and in the questioning of witnesses, members are invited to put forward items for selection for future review.

A copy of the Key Decision Plan is attached for Members' information.

14. NEXT MEETING

To note the arrangements for the next meeting to be held on 15 July 2021 at 10am in the Anglia Room, Dereham.

Page(s)
herewith

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BRECKLAND COUNCIL

At a Meeting of the

OVERVIEW AND SCRUTINY COMMISSION

Held on Thursday, 4 March 2021 at 10.00 am

This meeting is in line with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

PRESENT

Cllr Rhodri Oliver (Chairman)	Cllr Mark Kiddle-Morris
Cllr Lynda Turner (Vice-Chairman)	Cllr Robert Kybird
Cllr Timothy Birt	Cllr Ian Martin
Cllr Hilary Bushell	Cllr Mike Nairn
Cllr Fabian Eagle	Cllr David Wickerson
Cllr Terry Jermy	Cllr Peter Wilkinson (Substitute Member)

Also Present

Cllr Gordon Bambridge	Cllr Sarah Suggitt
Cllr Paul Claussen	Cllr Alison Webb
Cllr Keith Martin	

In Attendance

Ralph Burton	- Strategic Property Manager (BDC)
Jason Cole	- Executive Manager People & Innovation
Sarah Wolstenholme-Smy	- Legal Services Manager (Deputy Monitoring Officer BDC)
Ryan Pack	- Innovation and Change Business Partner
Julie Britton	- Democratic Services Officer
Ruth Tudge	- Democratic Services Officer

24/21 MINUTES

The minutes of the meeting held on 9 February 2021 were confirmed as a correct record.

25/21 APOLOGIES AND SUBSTITUTES

An apology had been received from Councillor Dale. Councillor Wilkinson was in attendance as her substitute.

26/21 CHAIRMAN'S ANNOUNCEMENTS (IF ANY)

None.

27/21 URGENT BUSINESS

None.

Action By

Action By

28/21 DECLARATION OF INTERESTS

None.

29/21 NON-MEMBERS WISHING TO ADDRESS THE MEETING

The Chairman welcomed non-Members in attendance.

30/21 Q3 PERFORMANCE UPDATE

The Executive Member for Governance, Sarah Suggitt was pleased to introduce the new look Quarter 3 Performance Report. She explained that the report positively showed an improvement in the Contact Centre with the introduction of a new system to support both staff and residents which had yielded positive results. Throughout the report the impact of Covid-19 could be seen and had been reflected in some areas more than others.

The Innovation and Change Business Partner, Ryan Pack explained the new report in further detail and explained that with the new format, they had intended to show the pre-Covid-19 performance and the performance of the last two quarters to reflect the impact it had on the Council. He felt it was important to contextualise Breckland Council's performance and how it was reacting during Covid-19. He re-capped on the positives within the report with the improvement achieved within the Contact Centre and highlighted the improvement in recycling tonnage.

Councillor Birt noted that the abandoned call rate on Pentana for February alone was indicating 19.52% which was quite high and felt that the wait time calculation was still unclear. He also asked if there could be something within the report to indicate rapid changes in performance in service areas and asked for clarification on what the parameters were when assessing the carbon footprint.

The Innovation and Change Business Partner advised he would check on the call wait time and the carbon footprint and report back with the information. The Executive Manager People and Innovation, Jason Cole, explained that within the Contact Centre the changes were monitored regularly, hourly and sometimes on a minute-by-minute basis depending on any peaks throughout the day and resources would be diverted to counteract any rapid increase in calls along with any pre-known factors that could affect the performance. He would contact the Customer Service Manager to find out if there was something particular in February that had caused that increase and report back.

Councillor Kybird commented on the number of re-tweets and encouraged Members to re-tweet to reach a wider audience. He also queried the number of empty properties brought back into

Action By

use against the number of empty properties within Breckland and asked for further explanation on the two different figures. The Innovation and Change Business Partner explained that the figure for empty properties brought back into use on the Key Performance Indicators was as a direct officer intervention by a member of the Private Sector Housing Team working to get an empty property back into use, and the number of empty properties within Breckland was a figure taken from Council Tax reports.

Councillor I Martin noted that there had been a significant improvement within the Contact Centre and asked how this process was being managed. The Innovation and Change Business Partner explained all Contact Centre staff were now working from home and the Manager of the Contact Centre had said there been an improvement in some areas due to less office distractions, but he would ask for a more in-depth report and come back with a full response.

Councillor I Martin also noted the staff sickness figures and asked how staff wellbeing was being managed with staff being isolated and working from home. He also queried the figures on empty properties and asked for further information on how difficult this might be and if the target set was too high.

In response the Executive Member for Health and Housing, Councillor Webb, stated that Covid-19 had caused an impact with staff being seconded elsewhere. She also believed that the Housing Review that was currently underway would lead to major changes around the way the work was being done and that the staffing would be increased to support this. She also explained that she had tasked the Team to look at the figures for empty properties and review the way this was managed and was confident this would be improved when all the changes had been put in place.

Councillor Birt suggested that it might be valuable to have a report to see how the changes that had been made within the Housing Team had affected the number of empty properties brought back into use to see if this figure improved and if the target had been set at an achievable figure. Councillor Webb agreed this would be possible at a future meeting, giving time to put the changes in place. The Chairman suggested that this be added to the Work Programme with a date to be determined when Councillor Webb felt this feasible, it could then be added to the agenda.

The Innovation and Change Business Partner advised that there had been discussions with the HR Team regarding staff sickness around stress and anxiety which was taken very seriously. He explained that the figure could be quite volatile in terms of days off to sickness against the staffing base which meant the figure had currently gone up to 'red', but he would be happy to look into this ahead of the next quarter.

Action By

Councillor Jermy suggested that it might be useful if Members could see the same quarter of the report, shown over a number of years to enable any trends to be spotted as some changes could be due to seasonal changes during the year. He also asked about percentage of household waste recycled and pointed out that Breckland, as a district, was low compared to other districts and there had been no sign of improvement despite local progress and advancement in what items could be recycled. In 2018, there had been a set target, but the target was no longer there. He also had concerns over the tonnage of fly tipping and how this could be improved over the district. Councillor Jermy was also happy to note the improvement in the Contact Centre figures as this had been something that had been closely monitored by the Commission and was the first time in four years that the target had been exceeded.

Councillor Bambridge said he would look into this and respond to Councillor Jermy.

The Innovation and Change Business Partner said he would be happy to look back at previous quarters and respond verbally when presenting the report and agreed to add a further column onto the report to include the previous year's figures for comparison. In terms of household recycling, he would discuss with the Environmental Services Team to see why a target figure was no longer included.

Councillor Birt asked when the Key Performance Indicator review would take place and how the Members of the Commission could be involved with this. Councillor Suggitt suggested that Members should look over the report and what it meant, look at where the figures and targets had been derived from. The Business Team would take back the feedback from this meeting and come back in April with some suggestions. The Chairman suggested a small Task and Finish Group might be appropriate.

Councillor I Martin suggested it would be helpful to display absolute numbers as well as percentages if possible. The Innovation and Change Business Partner agreed to include these figures in the next report.

The report was otherwise noted.

31/21 OUTSIDE BODY FEEDBACK (STANDING ITEM)

Councillor Kybird reported that the museums that had opened before the most recent lockdown remained closed and would re-open again in May, which included Gressenhall Workhouse and Farm Museum but not Ancient House at this point.

Councillor Wilkinson reminded Members that Breckland District

Action By

Council had agreed a grant recently to support a mental health programme to be run by the Youth Advisory Board to support families across Norfolk whilst they await results from health providers.

32/21 SCRUTINY CALL-INS (STANDING ITEM)

None.

33/21 COUNCILLOR CALL FOR ACTION (STANDING ITEM)

None.

34/21 WORK PROGRAMME

Councillor Kybird asked if the future report regarding Electric Charging Points could be expanded to include how suitable locations could be found across the district, exactly where they were, and how many there would be at each particular point. The Chairman asked for this information to be included in the report at the next meeting.

The Chairman asked Councillor Turner for her comments on the previously discussed Task and Finish Group to look at flooding issues.

Councillor Turner felt that this did not need to be investigated further but it might be prudent to wait until the next meeting. She explained that there was a Mid-Norfolk Flood Programme being set up in addition to a County Wide Flood Group and felt that there could be some duplication if it was started too early. She felt; however, that there was still a need for a Group to look at infrastructure issues with planning permissions as many systems could not cope with current development.

Councillor Turner suggested that it would be sensible to wait to see what came out of those first meetings as that could change the Terms of Reference and the nature of the work the Group would concentrate on.

The Chairman asked a question in relation to the earlier discussion regarding the Key Performance Indicator review, and whether Members would prefer a small Task and Finish group or to bring the item back to April as an agenda item. Following a vote, Members preferred to bring the matter back as an agenda item in April.

Councillor Birt suggested, as there had been recent issues with Section 106 Agreements, that it would be worthwhile to look at the operations, scrutiny and the consultation processes surrounding this. The Chairman suggested this be added to the 15 July meeting.

Action By

35/21 NEXT MEETING

The arrangements for the next meeting scheduled for Thursday 22 April at 10.00am were noted.

The meeting closed at 10.38 am

CHAIRMAN

BRECKLAND DISTRICT COUNCIL

Report of: Mark Robinson – Executive Member for Customer and Performance
Maxine O’Mahony – Executive Director for Strategy and Governance

To: Overview and Scrutiny Committee 3rd June 2021
Breckland District Council 8th July 2021

Author: Adele Newsome - Customer Experience Manager

Subject: Customer Service Review

Purpose: The purpose of this report is to obtain approval to proceed with the implementation of the proposed structure changes to the Customer Services Team following the service review.

Recommendation(s):

- 1) That the Council approves the implementation of the revised staffing structure for the Customer Services Team.

Recommend to FULL COUNCIL:

- 2) That the Council approves the implementation of the revised staffing structure for the Customer Services Team as detailed in this report.

1.0 BACKGROUND

1.1 Prior to Covid, the service was about to embark on a service review aimed at driving the delivery of the council’s Customer Access Strategy (see vision below), this was paused along with all non-critical services and projects. At this point, the team were office-based, with a culture focused on customer excellence (high satisfaction ratings) but with opportunities to improve, especially around performance and demand management.

Vision

‘To provide high quality and easy-to-use services that are designed with the customer in mind’

By 2022, our aim is to:

- Make services available **24/7**, from **any device customers choose**, and through a variety of channels (Choice and convenience)
- Provide an online experience **so good, people choose to contact us in this way** – encouraging more people to self-serve (Digital by design)
- Offer extra **help and support to those that need it** - making sure no-one is left behind (Targeted support)
- Be a council that **listens to - and learns from - its customers** to provide services they not only need, but want (Customer-focused)

1.2 During Covid, customers have been forced to contact us in different ways, thereby accelerating channel shift and some of our roadmap deliveries. Within a matter of weeks, Customer Contact became a virtual call centre, able to operate from anywhere using new technology, some channels were reduced or re-focused to support our Covid response (phone menu/operating times).

1.3 As part of our Covid response and recovery planning, we have reviewed how Customer Services changed in response to the challenges of the Covid pandemic:

- Revised ways of working
- Lessons learnt

1.4 We have a once in a lifetime opportunity to build on the momentum of how our customers interact with us as a council. To support these changes, we need a team structure and ways of working that will enable the team to effectively manage changing demand (such as longer, more complex calls related to benefits and housing issues, or providing more contact channels to meet customer expectations) and optimise its productivity.

2.0 OPTIONS

2.1 Approve the new Customer Access service model as highlighted in this report, enabling the service to deliver efficiencies and continuous service improvements.

2.2 No change to the structure of the Customer Services Team. This would not provide the required level of efficiency savings or deliver the other benefits outlined in this report.

2.3 Approve a different revised structure to that proposed in this report – the implications of any proposed alternative structure would need to be assessed and reported back to members. In addition, a further period of staff consultation would likely be required. As such, this option would result in further delay.

3.0 REASONS FOR RECOMMENDATION(S)

3.1 **Create senior leadership capacity to:**

- Drive a **high-performing culture** focused on productivity, as well as customer experience
- Improve use of **customer insight** to manage demand and reduce avoidable contacts and failure demand
- Embed **customer excellence** across the council through closer working with other council services
- Increase **digital access to services** for customers through Artificial Intelligence, social media, web chat and assisted service

3.2 **Attract and retain high calibre staff, by:**

- Offering greater career progression opportunities (by creating new Support roles)
- Helping Customer Access Officers achieve their full potential (by providing more 121 support and mini teams, within one larger that will remain managed on a day-to-day basis by the leadership team)
- Providing targeted training and development opportunities (by creating a Lead Role that will include the responsibility for Learning and Development within the team)

3.3 **What does this mean for our customers?**

Our customers have been on a journey with us through the coronavirus pandemic and have adapted – by necessity – to the changes that we were encouraging through our Customer Access Strategy. This new structure, together with our plans to introduce more automation through Artificial Intelligence, will help us continue to take them along on that journey:

- **For customers with online access** – support will be available to them any time of the day via our digital assistant which will initially be available on our website 24/7.

- **For customers who prefer to contact us by telephone** but are still comfortable to self-serve – we will be able to support them any time of the day via our digital assistant which is planned to be available from early 2022.
- **For customers who want to talk to an officer over the phone** – we can support them on the phone between 9-5 or where more appropriate offer a pre-booked telephone appointment at a more convenient time.
- **For customers who cannot access online services**, or who struggle to contact us during office hours – we can support them with dedicated evening appointments.
- **For customers who prefer to talk to an officer face-to-face** – we can support them with video conference calls or alternatively arrange an appointment to see them face to face.

4.0 **EXPECTED BENEFITS**

- 4.1 Reduction in overall staffing costs to meet the £80,000 efficiency saving set for 21/22.
- 4.2 The proposed structure builds more resilience and development opportunities within the team with roles deputising for each other and some roles becoming a flexible resource to call onto channels where there may be period of unforeseen high demand.
- 4.3 The proposed structure allows capacity for the Lead roles to manage performance consistently and effectively within their own teams, along with the Senior Lead who can be an active part in understanding customer demand. Led by the Customer Experience Manager, the leadership team will work together to develop our new Digital Assistant functionality (part of a new Artificial Intelligence project)
- 4.4 With a Senior Lead in place to manage day-to-day operations, the Customer Experience Manager will be supported to fulfil their more strategic brief of working with other council teams to redesign services around customer need and insight, to make sure they are both effective and efficient.
- 4.5 The proposed structure is also designed to encourage a culture of high performance and excellent customer service, by making sure the Lead roles have the capacity and support to create a positive and productive working environment.
- 4.6 Customer satisfaction will remain high as by creating more leadership capacity, the Service will also be able to proactively support, and quality assure customer communications to ensure they are clear, easy to understand and provided in a timely way.

5.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.1 **Constitution & Legal**

- 5.1.1 The review has been conducted in accordance with the Council's policies and has been subject to advice and guidance from HR specialists throughout to ensure that the recommendations are fully compliant with employment legislation. The Trade Union has

been fully involved in the process to date and this will continue throughout the rest of the process.

- 5.1.2 Staffing matters are non-executive functions and therefore reserved to the Council for decision.

5.2 Contracts

- 5.2.1 The proposals will result in some changes to contracts of employment within the Team.

5.3 Corporate Priorities

5.3.1 Vision that aligns with the Customer Access Strategy

‘To provide high quality and easy-to-use services that are designed with the customer in mind’

By 2022, our aim is to:

- Make services available **24/7**, from **any device customers choose**, and through a variety of channels (Choice and convenience)
- Provide an online experience **so good, people choose to contact us in this way** – encouraging more people to self-serve (Digital by design)
- Offer extra **help and support to those that need it** - making sure no-one is left behind (Targeted support)
- Be a council that **listens to - and learns from - its customers** to provide services they not only need, but want (Customer-focused)

5.4 Equality and Diversity / Human Rights

- 5.7.1 The process has and will continue to be carried out in accordance with the Council’s Equality and Diversity policies and procedures to ensure a fair and transparent process is provided to all affected parties.

5.5 Financial

- 5.5.1 Please see Appendix A Proforma B

Within year 2 21-22 there is budgeted a small shortfall of the efficiency target set of £23,879, however within the current structure vacancies within the service have been held which should enable this shortfall to be met.

Further efficiency targets have been set for year 3 and year 4, totalling £162,109 across the two years. To realise these savings the Artificial Intelligence will need to be implemented on the telephony system in 2022 as planned. Within the proposed structure there will be a number of fixed term posts to enable this to happen through natural attrition, preventing any redundancy costs.

5.6 Health & Wellbeing

- 5.9.1 All staff affected by this review have been supplied with support throughout

5.7 Staffing

- 5.13.1 As set out in the report there is a reduction of 3.87 in overall FTE, however due to fixed term contracts and vacant posts within the service there are no redundancies because of the review.

5.8 Stakeholders / Consultation / Timescales

- 5.14.1 Consultation with staff in accordance with HR rules and with internal service users

6.0 WARDS/COMMUNITIES AFFECTED

- 6.1 All are affected as the Customer Team delivers services across the district.

7.0 ACRONYMS

7.1 Covid means Coronavirus.

Background papers: - None

Lead Contact Officer

Name and Post: Adele Newsome

Telephone Number: 07901 100794

Email: adele.newsome@breckland-sholland.gov.uk

Key Decision: N/A

Exempt Decision: No

This report refers to a Mandatory Service

Appendices attached to this report:

Appendix A Proforma B

Appendix B Current Structure Roles in Scope Only

Appendix C Proposed Structure Roles in Scope Only

BRECKLAND COUNCIL FINANCIAL COMMENTS & APPRAISAL

THIS DOCUMENT PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

FROM: Mandy Chenery (Senior Accountant - Revenue & Projects)
REPORT: Customer Service Review
REPORT DATE: 12th May 2021

	£ Year 1 2020-21	£ Year 2 2021-22	£ Year 3 2022-23	£ Year 4 2023-24
Revenue				
<i>Income</i>				
Costs				
Salaries		(56,121)	(73,000)	(64,891)
Revenue Sub Total	-			
Efficiency Target (budget setting 2021/22)		80,000	150,000	150,000
Total Revenue	-	23,879	77,000	85,109

Considered By: Overview & Scrutiny / Full Council
Date: 03rd June 2021 / 8th July 2021

Financial Services Comments

The report seeks approval for the Customer service review. The table above assumes that the review will start wef 01st August 2021 and shows 96% budgeted costs for salaries. The salary saving is due to a reduction in staff costs and an overall reduction of 3.87FTE.

The cost show in the table is expected to be achieved by implementation of the AI system/current vacant positions and a reduction in 3 FTE that are currently on fixed term temporary contracts.

Financial Risk

No redundancy and pension strain costs are expected as the service is currently holding vacant posts.

The overall permanent establishment will decrease by 3.87 FTE.

The AI system will need to be implemented and running in year and vacancies held to achieve the full efficiency saving target.

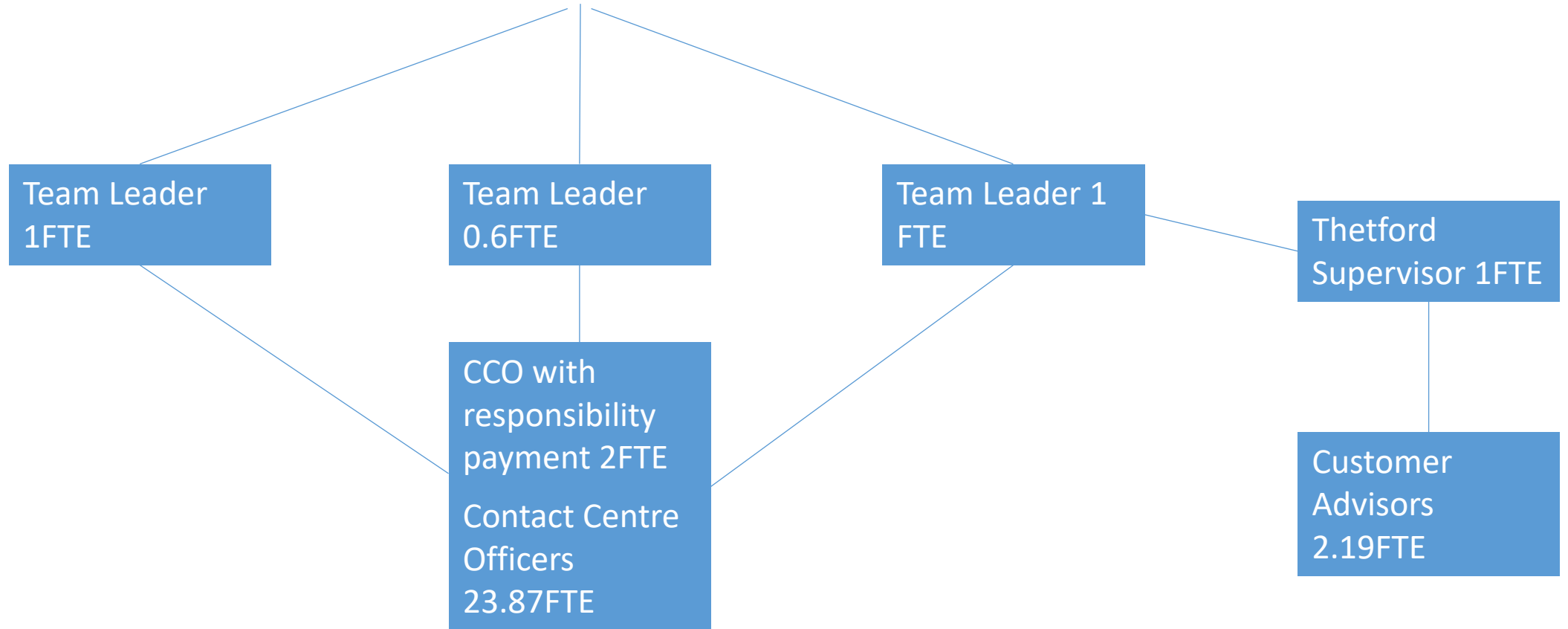
This appraisal is valid for 1 month from issue date
If there are changes to the original report it may invalidate this document & must be reviewed by Finance.

24/05/2021

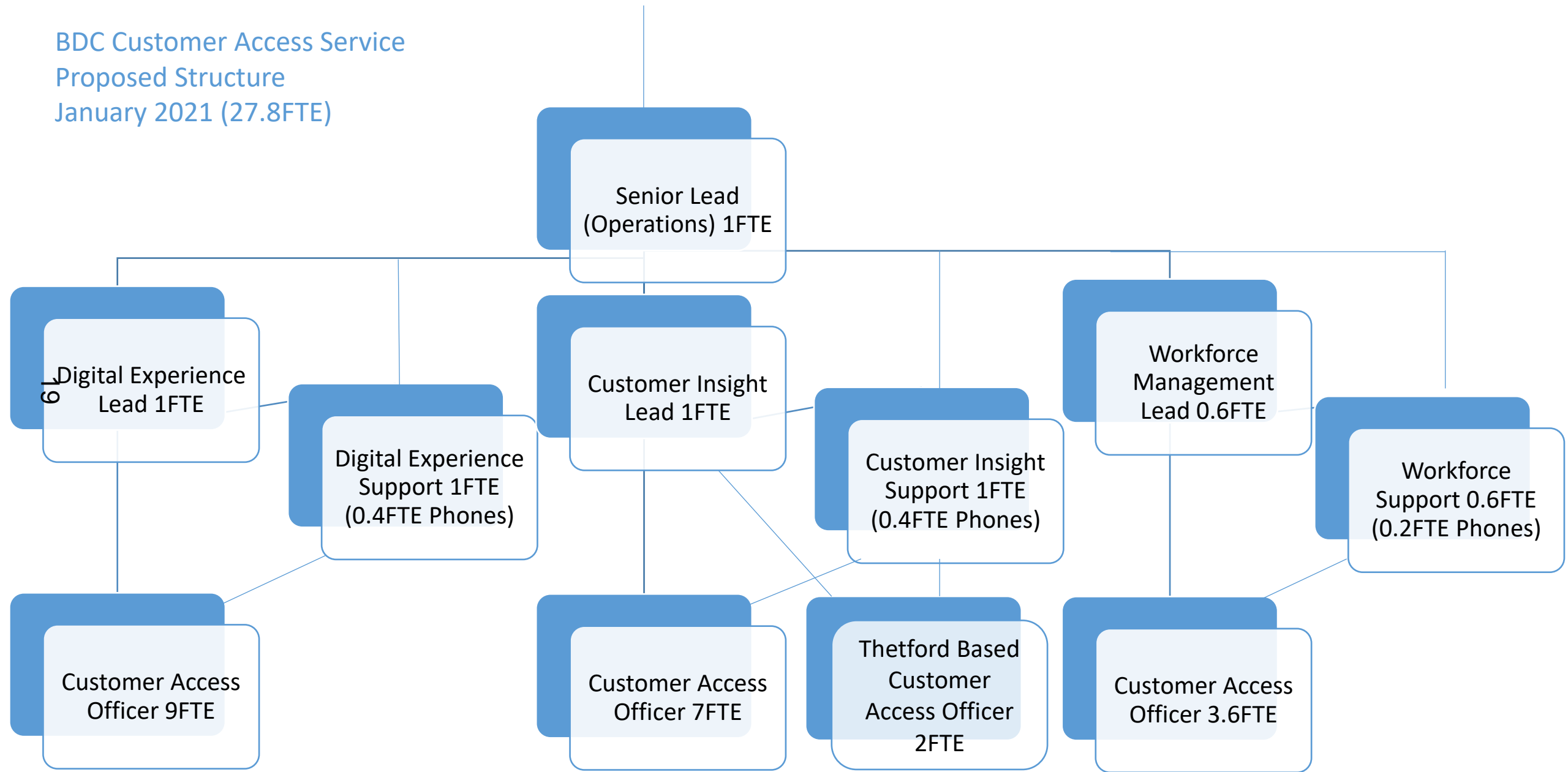
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BDC Customer Contact Service
Current Structure
January 2021 (31.66FTE)



BDC Customer Access Service
Proposed Structure
January 2021 (27.8FTE)



BRECKLAND DISTRICT COUNCIL

Report of: Councillor Mark Robinson- Executive Member for Customer, Digital and Performance

To: Overview and Scrutiny Commission- 3rdth June 2021

Author: Ryan Pack- Innovation and Change Business Partner

Subject: Performance Overview Report- Quarter 4 2020/21

Purpose: To provide members of the commission with an overview of the council's performance for the period 1st January 2021- 31st March 2021.

Recommendation:

- 1) Members of the commission are asked to note the report.

1.0 BACKGROUND

1.1 The Quarter 4 2020-21 Performance Report detailed in Appendix A aims to provide Members, businesses and residents with an overview of how the Council is performing against several key strategic indicators. These indicators include the delivery of frontline services, financial performance and progress made towards achieving the overarching aims and objectives of the Council as set out in the Corporate Plan.

In addition, the covering report will highlight areas of improved and high performance and where performance is challenging.

1.2 Since the report was last presented to the Overview and Scrutiny committee, one minor formatting change has been made at their request. The report now compares performance from both the previous year and the preceding quarter.

2.0 Areas of success

2.1 During Q4, the council has seen improvement or consistent high performance in indicators linked to responsiveness around Freedom of Information requests and complaints and staff turnover. The council has also maintained strong performance in indicators related to minor planning applications and commercial property occupancy.

3.0 Areas requiring improvement

3.1 Performance in Q4 has been notably challenging for the customer contact team, with a notable rise in wait time, calls and abandonment rate. Whilst a more detailed breakdown of this is available in Appendix A, these issues have been linked to both a combination of staffing changes, direct and indirect COVID related service impacts and specific service level incidents which resulted in an increased number of calls in short time period.

Whilst performance during Q4 was challenging, it is anticipated that the Customer service review will help improve performance in the above areas.

The council also saw falls in indicators related to missed bins and major planning applications. However, it is important to stress that of the three months in Q4, these indicators only suffered from one poor month and two months where they achieved their targets. These instances are being viewed as isolated incidents and not indicators of significant challenges to achieve performance goals in Q1 201/22.

4.0 **OPTIONS**

4.1 To note the content of the report

4.2 Do nothing

5.0 **EXPECTED BENEFITS**

5.1 The Corporate Improvement and Performance Team will use the content of this report to identify areas of improvement.

6.0 **IMPLICATIONS**

6.1 **Carbon Footprint / Environmental Issues**

6.1.1 Carbon Footprint / Environmental Issues have been considered and it is the opinion of the author that there are no implications.

6.2 **Constitution & Legal**

6.2.1 Constitutional and Legal issues have been considered and it is the opinion of the author that there are no implications.

6.3 **Contracts**

6.3.1 Contracts issues have been considered and it is the opinion of the report author that there are no implications.

6.4 **Corporate Priorities**

6.4.1 The report presents progress monitoring of key performance indicators from the corporate priorities which highlight the areas of focus in the new BAU Covid era.

6.5 **Financial**

6.5.1 The report contains information on Council's performance which does convey some information relating to financial matters.

6.6 **Health & Wellbeing**

6.6.1 The report contains information on Council's performance which does convey some information relating to health and wellbeing.

6.7 **Reputation**

6.7.1 Performance issues can cause some reputational consequence. It is the purpose of this report to highlight performance issues at an early stage.

6.8 **Risk Management**

6.8.1 Performance issues may be subject to risk management measures to protect Council interests.

6.9 **Staffing**

6.9.1 The report contains information on Council's performance which does convey some information relating to staffing.

7.0 **WARDS/COMMUNITIES AFFECTED**

7.1 No Wards or Communities are affected.

8.0 **ACRONYMS**

8.1 KPI- Key performance indicator

Background papers:-

Lead Contact Officer

Name and Post: Ryan Pack- Innovation and Change Business Partner
Telephone Number: 07766 510582
Email: Ryan.Pack@Breckland.gov.uk

Key Decision: No

Exempt Decision: No

Appendices attached to this report:

Appendix A Quarter 4 20/21 performance report

BDC Performance and Business Intelligence Report Q4 20/21

Customer Engagement- Key performance indicators- 20/21

	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Calls abandoned (%)	Smaller	20.6%	7.6%	18.5%	-2.1%	+10.9%	10.1%	In Q4 20/21, the customer contact centre faced multiple challenges which led to both a substantial growth in wait times and abandonment rate. During this period, the call centre received 25,757 calls. This is compared to the 12,956 received in Q3. Wait time also rose by 301.7 seconds.
Average wait time (in seconds)	Smaller	191.3 seconds	89.3 seconds	391 seconds	+200 seconds	+301.7 seconds	150 seconds	
Customer Engagement- Business intelligence								
Number of calls received	N/A	27,311	12,956	25,757	-1,554	+12,801	Data only	<p>The service faced multiple issues during Q4, including ongoing COVID restrictions affecting both direct working practices [PR1] (supporting the community hub which was collectively 132 hours of contact centre staff time during Q4) and indirect working practices such as home-schooling and restricted childcare options. These impacts were brought to the council's EMT and Human resources teams which recognised that performance in Q4 would be challenging but agreed to support staff in dealing with these impacts.</p> <p>Service-specific issues were also encountered concerning waste collection and end of year council tax reminders which placed further pressure on the service. The latter was particularly notable due to an increased demand on ARP related to a larger number of people being in financial difficulty this year. Environmental services calls, initial issues related to the handing over of these calls to SERCO. These issues have subsequently been resolved.</p>
Number of retweets	Bigger	N/A	395	845	N/A	+450	Data only	
Total website visitors	N/A	83,931	93,783	74,754	-9,177	-19,029	Data only	
Twitter followers	Bigger	4,585	4,817	4,916	+331	+99	Data only	
Facebook likes	Bigger	N/A	8,792	9,494	N/A	+702	Data only	

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								<p>Stable staffing numbers were also an issue during this quarter due to both leavers and the start of the contact centre consultation. Whilst the service has managed to successfully use temporary staff to fill these gaps, this has involved training new staff which is a further pressure on staff availability to respond to phone calls.</p> <p>Whilst the total website visitors dropped this quarter, a comparison between 2019/20 and 20/21 shows that total visitors were up annually by 247,000. Social media followers continued to grow and based on projects from Social blade Twitter followers are forecast to be by 5,137 in Q1 22/23.</p>
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Information and feedback- Key performance indicators

	<i><u>Bigger is better/Smaller is better</u></i>	<i><u>Q4 19/20</u></i>	<i><u>Q3 20/21</u></i>	<i><u>Q4 20/21</u></i>	<i><u>Change against Q4 19/20</u></i>	<i><u>Change against Q3 20/21</u></i>	<i><u>Target</u></i>	<i><u>Comments</u></i>
% of FOI's responded to within time limit	Bigger	91%	97%	96%	+5%	-1%	100%	During Q4, the council received 73 and successfully responded to 70 during the time limit.
% of complaints responded to within time limit	Bigger	95%	98%	93%	-2%	-5%	96%	During Q4, the council also received 45 complaints and successfully responded to 42 within time scale.

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Environment and Community- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Number of missed waste collections (Per 100,000 households)	Smaller	0	6	26	+26	+20	45	<p>Q4 saw a marked increase in the number of missed bins within the district, notably due to a challenging March in which the council missed 20 bins per 100,00 households. This is the first month since August 2019 where the number of bins missed has exceeded the agreed tolerance levels.</p> <p>The number of missed bin reports within this period was 123 in total.</p>
# of incidents of fly tipping	Smaller	349	227	300	-49	+73	N/A	<p>Incidents of fly-tipping rose during Q4, taking the annual number of incidents to 1,103. This is compared to the 1,157 incidents reported in 2019/20.</p> <p>Whilst the increase in Q4 is disappointing, it is notable that Breckland does not fit the national trend which has seen fly-tipping rates increase significantly in both urban and rural areas. When data from 19/20 is compared against data from 20/21, only one quarter in 20/21 saw more incidents when compared to the previous year (Q3).</p>

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Environment and Community- Business intelligence								
% of household waste recycled or composted	Bigger	32.84%	37.47%	37.58%	+4.74%	+0.11%	See comments	During Q4, there was a slight increase in the % recycled or composted. This PI has an annual target of 40.1%. During 20/21 the council achieved a rate of 37.58%. When compared to 19/20, the rate has dropped by 0.03%.
Average number of working days to collected missed waste (per 100,000 households)	Smaller	1.5	1	3.3	+1.8	+2.3	Data only	
Number of garden waste subscribers	Bigger	21,941	24,015	24,288	+2,347	+273	Data only	The council garden waste scheme has continued to grow with 2,347 new subscribers in the past 12 months. As previously reported in Q3, the council has exceeded its projected revenue generated target of £667,798 for 20/21 already as a result of the boost in subscribers.
Fly tipping (tonnes)	Smaller	103.58	88.93	124.29	+20.71	+35.36	Data only	Whilst the tonnage of fly-tips did increase in Q4, the council recorded an overall decrease during the financial year. In 20/21 the council dealt with 461 tonnes of fly-tips compared to the previous year where it dealt with 505 tonnes
Residual waste per household per household (kg)	Smaller	44.6	41.1	45.9	+1.3	+4.8	Data only	
Breckland Lottery- Value awarded	Bigger	£5,694	£13,766	-	-	-	Data only	
Breckland Lottery- Number of good causes	Bigger	5	0	-	-	-	Data only	

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Housing and homelessness- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Cases prevented from homelessness	N/A	30	46	48	+18	+2	N/A	Q4 has been a challenging period for the Housing team but there have been positive outcomes in relation to homelessness prevention. This has been helped by the increase in available social housing and private sector tenancies during this quarter.
Empty properties brought back into use	Bigger	34	6	0	-34	-6	100	<p>This KPI relates to properties brought back into use through intervention by the council. Staffing in teams tasked with bringing properties back into use has continued to be a challenge with 50% of the team currently supporting other priority areas of the Housing service. These are areas where housing issues could have had a greater, detrimental impact on tenants' health and wellbeing.</p> <p>Moving forward officers have been set a caseload of properties to focus on in 21/22.</p>
Housing and homelessness- Business intelligence								
% of residents who are homeless in the district	Smaller	N/A	0.06%	0.04%	N/A	-0.02%	Data only	The number of residents who are classed as homeless under housing legislation has slightly reduced. We continue to work with clients and make every effort to prevent homelessness
# of residents who are homeless in the district	Smaller	N/A	79	64	N/A	-15	Data only	

BDC Performance and Business Intelligence Report Q4 20/21



Empty properties within Breckland	Smaller	529	548	506	-23	-42	Data only	This indicator relates to the number of empty properties in the district based on council tax data.
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Employee workforce- Key performance indicators

	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Staff turnover	See target	4.3%	4.6%	3.6%	-0.7%	-1%	4.3%	<p>Staff turnover has now dropped below target since Q3, where it was slightly over the target. Staff turnover for the whole of 20/21 did slightly exceed its target of 17.5% with a final turnover rate of 18.4%. This is however within the tolerance limit on the indicator and is therefore not seen as a cause for concern.</p> <p>During this period, the council had 11 leavers and now had a headcount of 303 staff.</p>
# of working days lost to sickness per FTE	Smaller	3.23	2.86	2.70	-0.5	-0.16%	2.01	<p>Staff sickness saw a small decline in Q4, having seen consistent rises across 20/21. Staff sickness in Q4 was lower than Q4 20/21 however the indicator remains above the indicator target level.</p> <p>Sickness in Q4 was largely due to several long-term sickness cases, with the current stressors and climate and winter period impacting mental</p>

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								health. An increase such as this was predicted and as a result, we have continued to increase our occupational health offer, extending counselling sessions and being proactive in managing long term sickness (which has now reduced). Q4 has seen numerous challenges with staff with a number returning to work in this period, who have been fully supported and engaged throughout their absence.
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Employee workforce- Business intelligence

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	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
# of days lost to sickness	Smaller	908	797	681	-227	-116	750	

Public Protection- Key performance indicators

	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Food businesses rated 'generally satisfactory' or above	Bigger	98.5%	98.3%	99.1%	+0.6%	+0.8%	95%	Of the 1,125 businesses within the district, 1,115 scored a rating of 3,4 or 5.

BDC Performance and Business Intelligence Report Q4 20/21

Economy and Growth- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
Commercial property occupation	Bigger	98%	98%	98%	0%	0%	98%	The outturn for the commercial property income for 2020/21 is less than the target as expected due to the effects of the Covid 19 pandemic on the economy. The position this would have been far worse had it not been for the ongoing support provided by both the government and council that has enabled the commercial property tenants to remain in occupation and continue to meet their lease obligations. The occupancy of the portfolio remains at a very good level and there continues to be a steady churn of outgoing and incoming tenants.
Commercial Property gross rental income	See target	£2990,316	£2,145,206	£2,769,915	N/A due to target change	See target	£3,063,939 (Annual target)	

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Planning Provision- Key performance indicators								
	<i>Bigger is better/Smaller is better</i>	<u>Q4 19/20</u>	<u>Q3 20/21</u>	<u>Q4 20/21</u>	<u>Change against Q4 19/20</u>	<u>Change against Q3 20/21</u>	<u>Target</u>	<u>Comments</u>
% of Major applications determined within 13 weeks or agreed extension	Bigger	100%	97.67%	64.44%	-35.56%	-33.23%	70%	During Q4, there were 16 major applications to be determined. This period saw mixed performance, with January seeing the % determined within 13 weeks drop to 33%. This was offset by improvement in February (100%) and March (60%). It should be noted that performance seen in January 2021 is uncommon, with it being one of four months in
% of Minor applications	Bigger	96.59%	97%	93.57%	-3.02%	-3.43%	80%	

BDC Performance and Business Intelligence Report Q4 20/21



<p>determined within 8 weeks or agreed extension</p>								<p>which performance has been challenging since November 2018. The subsequent improvement in performance in February and March suggests this was a performance anomaly and not an indicator of a sustained drop.</p> <p>During Q4, there were 175 minor applications to be determined. Performance in relation to continued to be strong, with only a minor dip between Q3 and Q4.</p>
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Overview Scrutiny Work Programme 2021

This is an outline programme only and will be amended as issues arise or priorities change

Overview & Scrutiny Work Programme

Date	Topic	Member / Director / Lead Officer
03 June 2021	Corporate Plan Refresh 2021 (Presentation)	Greg Pearson, Head of Strategic Policy & Jason Cole, AD Customer & Performance
	Customer Service Review	Mark Robinson / Maxine O'Mahony
	Q4 Performance Review	
15 July 2021	Electrical Charging Points - How well are these being used within the district? how to find them, exact location and how many are available at that position	(added from Cllr Morton - suggested at OSC 3/12/20)
	Fly-tipping - to receive a progress update on Education of fly-tipping (re-scheduled from 22/4)	Riana Rudland / James Harding
	To receive an update on the Commercial Portfolio, to consider information on asset by asset assessment (re-scheduled from 22/4)	Ralph Burton, Asst Director Property & Projects
	KPI Review	Jason Cole / Ryan Pack
09 September 2021	Section 106 Agreements – operations, scrutiny and consultation processes	
28 October 2021		
16 December 2021		
27 January 2022	Draft budget setting, Medium Term Financial Plan and Capital Strategy 2022-23	Cllr Phil Cowen / Alison Chubbock
date tbc	Invite Anglia Water & UK Power Networks - Following Power Outage over Christmas in Shipdham, and Sewage issues in Yaxham invite the utility companies to discuss future practice with more housing developments going on and what contingencies they may have in place to avoid future issues long term.	Requested by Lynda Turner a Task & Finish Group This will be
	Banham Poultry and Environment Agency (follow-up to councillor call for action on 3 Dec)	
	Local Procurement processes - to understand the process of how BDC procure local contractors/resources	
	To understand the number of Empty Properties that have been brought back to use	Cllr Alison Webb / Gill Duffy

Agenda Item 13



KEY DECISION PLAN
VERSION 05/21

Issued –
Effective for Period:
01/05/21 - 30/04/22

*Representations in respect of all the matters shown should be sent in writing, at least one week before the date or period the decision is likely to be made, to:
Julie Britton, Democratic Services Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.
Email democraticservices@breckland.gov.uk*

The Key Decision Plan shows all key and significant decisions that are likely to be made over the next **twelve months**

The Key Decision Plan is updated on a rolling basis and shows the decisions that will be considered and the date when the decision is expected to be made. .

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Key Decision – means a decision which, in relation to an Executive Function, has a significant effect on communities in two or more Wards of the Council and/or is likely to result in the Authority incurring expenditure, or making savings, in any single financial year above £250,000.

Significant Decision -: 1. A decision made in connection with setting the Council Tax; 2. A decision to approve any matter relating to a Policy or Strategic Plan; 3. Any non-Executive decision which significantly affects the community in two or more wards or electoral divisions. Some of the decisions will be recommendations to full Council, particularly if they impact on the Budget and the Policy Framework (comprising of statutory plans and strategies)

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Councillor Paul Claussen Thetford Power Project	Seek decisions relating to Thetford Power Project.	See report	Thetford Power Project	Executive Director Place and Delivery

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Councillor Paul Hewett, Councillor Sarah E. Suggitt PFI Interim Benchmark Options	Following an interim benchmarking request, to recommend options to members to allow officers to proceed with negotiating a position with the contractor	See report	PFI Interim Benchmark Options	Cabinet, Leader of the Council 20 Sep 2021
Councillor Philip Cowen Council Tax 2022-23	To set the amounts of Council Tax applicable for 2022-23 for each valuation bands and in each part of the district	See report	Council Tax 2022-23	Council 24 Feb 2022
Councillor Philip Cowen Budget Setting, Medium Term Financial Plan and Capital Strategy 2022-23	To approve the capital and revenue budget and proposed Council Tax, the financial Medium Term Plan and the Capital Strategy	See report	Budget Setting, Medium Term Financial Plan and Capital Strategy 2022-23	Council 24 Feb 2022

If you have any comments or queries regarding any of the entries in the Key Decision Plan please contact:

**Julie Britton, Democratic Services Officer, Elizabeth House, Walpole Loke, Dereham, Norfolk, NR19 1EE.
 Email democraticservices@breckland.gov.uk**