

Broadland Service Improvement and Efficiency Committee

Agenda

Members of the Broadland Service Improvement and Efficiency Committee

Cllr Lisa Starling (Chairman)
Cllr Adrian Crotch
Cllr Jonathan Emsell
Cllr James Harvey
Cllr Ken Kelly
Cllr Paul Newstead

Cllr Bibin Baby (Vice-Chair)
Cllr Richard Potter
Cllr Dave Thomas
Cllr Emma Tovell
Cllr Tony Yousefian

Date & Time:

Monday, 3 July 2023 at 6.00 pm

Place:

Conference Centre - Horizon Centre, Peachman Way, Norwich, NR7 0WF

Contact:

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Email: committee.bdc@southnorfolkandbroadland.gov.uk
Website: <http://www.southnorfolkandbroadland.gov.uk/>

Public Attendance:

If a member of the public would like to attend to speak on an agenda item, please email your request to committee.bdc@southnorfolkandbroadland.gov.uk, no later than 5.00pm Wednesday, 28 June 2023.

AGENDA

1. **Declarations of Interest** (Pages 3 - 5)
To receive declarations of Interest from Members (guidance attached).
2. **Apologies for absence**
To report apologies for absence and to identify substitute members
3. **Minutes** (Pages 6 - 8)
To confirm the minutes from the meeting of the Service Improvement and Efficiency Committee held on 27 March 2023, and consider any matters arising.
4. **Exclusion of the Press and Public**
To consider whether to pass a resolution under section 100A of the Local Government Act 1972 to exclude the Press and Public from the meeting for the following items of business on the grounds that the consideration of the items is likely to involve the disclosure of exempt information as defined in Paragraphs 3 of Part I of Schedule 12A of the Act.
5. **Licensing Service Review** (Pages 9 - 21)

Interests Flowchart

The flowchart below gives a simple guide to declaring an interest under the code.

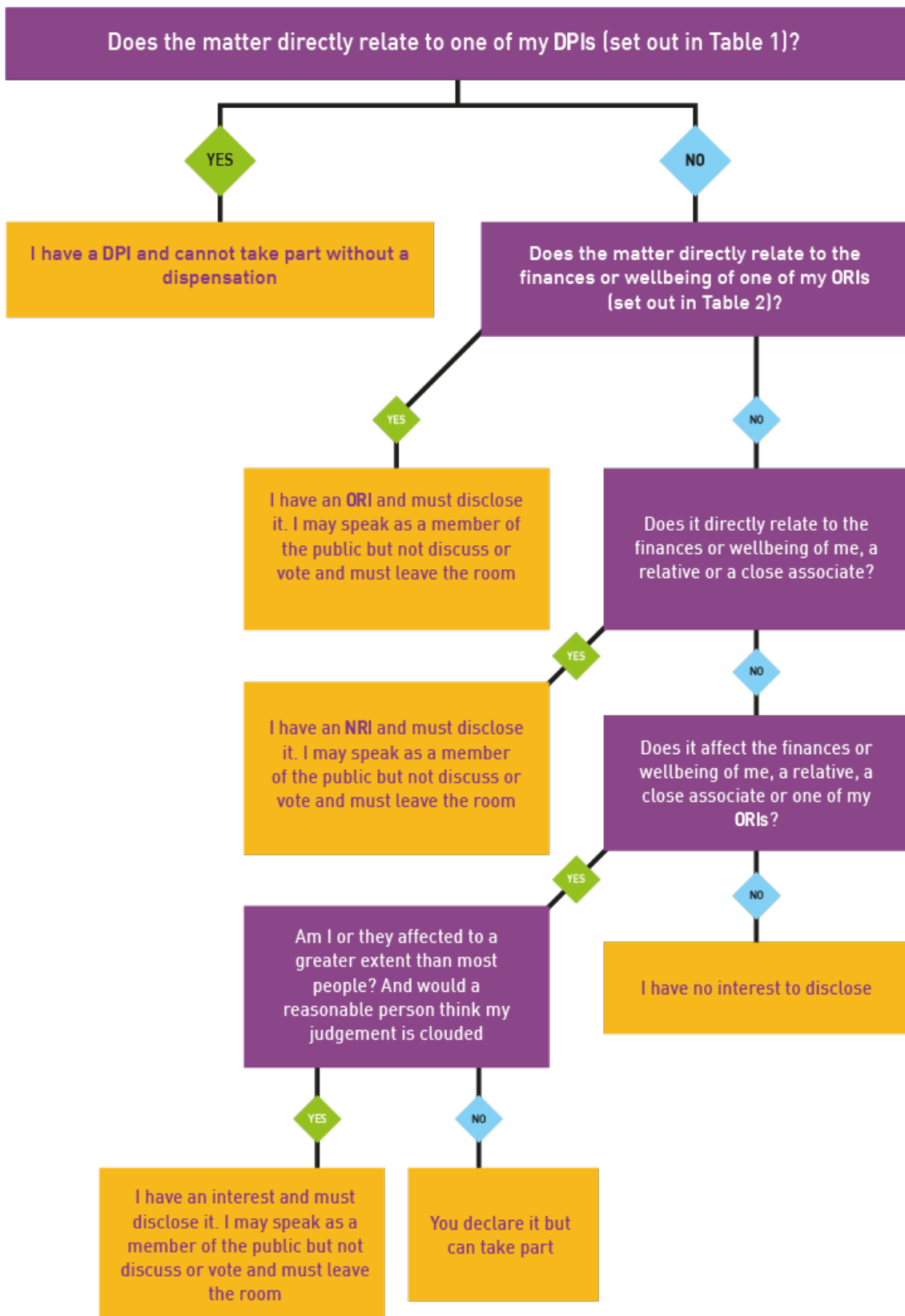


Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the

[Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012.](#)

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land and Property	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
Licenses	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer

Corporate tenancies	Any tenancy where (to the councillor's knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

<p>You must register as an Other Registrable Interest :</p> <ul style="list-style-type: none"> a) any unpaid directorships b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management
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Agenda Item 3



BROADLAND SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Minutes of a meeting of the Broadland Service Improvement and Efficiency Committee of Broadland District Council, held on Monday, 27 March 2023 at 6.00 pm.

Committee Members Present: Councillors: G Nurden (Chairman for the meeting) S Catchpole, A Crotch, S Holland, M Murrell, and D Roper

Apologies for Absence: Councillors: J Thomas (Chairman), K Kelly, P Bulman and I Mackie

Cabinet Member in Attendance: Councillor: J Emsell

Officers in Attendance: C Lawrie (Assistant Director of Transformation and ICT/Digital), H Mawson (Customer Experience and Insight Lead) and L Arthurton (Democratic Services Officer)

14. APPOINTMENT OF CHAIRMAN FOR THE MEETING

In the absence of the Chairman and Vice-Chairman of the Committee, it was:

RESOLVED

To appoint Cllr G Nurden Chairman for the meeting.

Cllr G Nurden in the Chair

15. DECLARATIONS OF INTEREST

No declarations of interest were received.

16. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs: P Bulman, K Kelly, I Mackie and J Thomas.

17. MINUTES

The minutes of the meeting held on 17 October 2022 were agreed as a correct record.

18. TELEPHONY UPDATE

Members considered the report of the Customer Experience and Insight Lead, which provided members with an update and overview of the performance of the Council's telephone contact centre and queue lines. Committee noted that the report contained data collected from August 2022 to February 2023.

Members noted that there had been a significant improvement in the overall call abandonment rates. Work had also taken place to review areas where abandon rates were high to understand busy periods. The Council's Internal Consultancy Team then worked with teams across the Council to understand processes and areas of improvement and amendments were made to review the structure and cover of Teams. This monitoring work would continue as part of an ongoing process of service improvement.

Particular reference was made to the Council Tax Department's call abandonment rate of 27 percent and it was noted that this was due to the nature and length of the calls received. The Assistant Director for ICT/Digital and Transformation explained that officers were working with the team to look at solutions to this issue and to improve the customer experience going forward.

The Committee were advised that a new function had been added to the busier phone lines in the Council, which offered callers a call-back option, and was available throughout the duration of the call. In addition to this the phone system informed customers of their place in the queue throughout the call. As the length of calls could be unpredictable, estimated wait times were not provided.

In response to a question regarding the recording of completed call transfers between departments, officers explained that the system only collected call data within a queue line and not for individual transfers.

A call tagging option was also available which provided context for calls and the reasons for any unsatisfactory rating given by callers.

Members were also informed that managers could see live data on staff availability through the contact centre function.

In respect of the Customer Satisfaction target the Assistant Director of ICT/Digital and Transformation explained that the target had been set at a lower figure to establish a baseline for the system. A review of this figure was taking place with a view to increasing the overall target percentage.

The Portfolio Holder for Transformation and Organisational Development informed the meeting that the phone statistics were going in the right direction and that the targets would continue to improve the customer service offered. He further noted that any additional data collected going forward would only help strengthen the Council's approach to its customer services.

In response to several points raised in respect of customer satisfaction, officers confirmed that a feedback function was offered at the end of phone calls to the Council.

Considerable discussion took place where several members suggested that the customer satisfaction target of 55 percent should be increased by at least 10 percent over the upcoming months. Some members, however, raised concerns over this suggestion adding that there was not enough data collected to determine whether raising the overall target would be an achievable figure. After further discussions, it was agreed to add the following additional recommendation:

3. For officers to review the customer satisfaction target of 55 percent with a view to increase this to 65 percent.

Further clarification was given to members on certain aspects of the phone system, where it was noted that the First-Class Customer Service model would allow the Council to deep drive into service demands and allow teams to balance telephone needs within their departments.

In response to a query regarding the out-of-date contact details for officers on the Councillors' SharePoint, officers confirmed that this information would be updated.

It was then;

RESOLVED

1. To note the current performance and update provided
2. The customer Experience and Insight Lead to ensure improvements to performance continues throughout the year. And,
3. Officers to review the 55 percent target for customer satisfaction with a look to increase this to 65 percent.

(The meeting concluded at 6.59 pm)

Chairman

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