



TO COUNCILLOR:

Mrs R H Adams
N Alam
L A Bentley
G A Boulter (Chair)
J W Boyce

Mrs L M Broadley
F S Broadley (Vice-Chair)
D M Carter
Mrs L Eaton JP
F S Ghattoraya

Mrs S Z Haq
Miss A Kaur
K J Loydall
Mrs S B Morris
R E R Morris

Dear Sir or Madam

I hereby **SUMMON** you to attend a meeting of the **SERVICE DELIVERY COMMITTEE** to be held at the **COUNCIL OFFICES, STATION ROAD, WIGSTON** on **TUESDAY, 7 SEPTEMBER 2021** at **7.00 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
27 August 2021

Mrs Anne E Court
Chief Executive



| <u>ITEM NO.</u> | <u>AGENDA</u> | <u>PAGE NO'S</u> |
|-----------------|--|------------------|
| 1. | Apologies for Absence To receive apologies for absence from Members to determine the quorum of the meeting in accordance with Rule 7 of Part 4 of the Constitution. | |
| 2. | Appointment of Substitutes To appoint substitute Members in accordance with Rule 26 of Part 4 of the Constitution and the Substitution Procedure Rules. | |
| 3. | Declarations of Interest Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'. | |
| 4. | Minutes of the Previous Meeting To read, confirm and sign the minutes of the previous meeting in accordance with Rule 19 of Part 4 of the Constitution. | 4 - 5 |
| 5. | Action List Arising from the Previous Meeting There was no Action List arising from the previous meeting. | |



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6. Questions on Notice

6 - 8

To receive any Questions in accordance with Rule 13 of Part 4 of the Constitution.

7. Petitions and Deputations

To receive any Petitions and, or, Deputations in accordance with Rule(s) 11 and 12 of Part 4 of the Constitution and the Petitions Procedure Rules respectively.

8. Sports Facilities Update (September 2021)

9 - 15

Report of the Community & Wellbeing Manager.

9. Extension of Delegation and Collaboration Agreement in relation to the Lightbulb Programme

16 - 18

Report of the Head of The Built Environment.

10. Corporate Performance Update (Q1 2021/22)

19 - 44

Report of the Head of Customer Service & Transformation.

For more information, please contact:

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**MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 22 JUNE 2021
COMMENCING AT 7.00 PM**

PRESENT

G A Boulter Chair
F S Broadley Vice-Chair



COUNCILLORS

N Alam
L A Bentley
J W Boyce
Mrs L M Broadley
D M Carter
K J Loydall
Mrs S B Morris
R E R Morris

OFFICERS IN ATTENDANCE

Miss E Byrne Democratic Services Officer
C Campbell Head of Finance / Deputy Section 151 Officer
Mrs P Fisher Head of Customer Service & Transformation
D M Gill Head of Law & Democracy / Monitoring Officer
A Thorpe Head of Built Environment

OTHERS IN ATTENDANCE

T Bhaur Blaby District Council (Lightbulb)
T Neal Blaby District Council (Lightbulb)

16. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors Mrs R H Adams, Mrs L Eaton JP, F S Ghattoraya, Mrs S Z Haq and Miss A Kaur.

17. APPOINTMENT OF SUBSTITUTES

None.

18. DECLARATIONS OF INTEREST

Councillors N Alam and G A Boulter declared a pecuniary interest with regard to item 8 of the agenda, paragraph 7.2 insofar as both are private landlords in the Borough.

19. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on 09 March 2021 be taken as read,

confirmed and signed.

20. ACTION LIST ARISING FROM THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The Action List arising from the previous meeting held on 09 March 2021 be noted.

21. PETITIONS AND DEPUTATIONS

None.

22. LIGHTBULB UPDATE (PRESENTATION)

The Committee gave consideration to the presentation as set out on pages 8-24 of the agenda, delivered by Taranjeet Bhaur and Teresa Neal from the Lightbulb Project team.

It was confirmed during the presentation that an audit is scheduled to take place during quarter 3, and once this has been completed a copy will be shared with the Committee.

It was moved by the Chair, seconded by the Vice-Chair and

UNANIMOUSLY RESOLVED THAT:

The content of the presentation be noted.

23. COUNCIL PERFORMANCE UPDATE (Q4 2020/21)

The Committee gave consideration to the report as set out on pages 25 - 45 of the agenda, which asked it to note the update regarding the progress during quarter four of the 2020/21 financial year towards achieving the priorities of the Council's Objectives.

It was moved by the Chair, seconded by the Vice-Chair and

UNANIMOUSLY RESOLVED THAT:

The content of the report be noted.

THE MEETING CLOSED AT 9.26 PM



Chair

Tuesday, 7 September 2021

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Council Offices, Station Road, Wigston, Leicestershire, LE18 2DR*

QUESTIONS ON NOTICE

Service Delivery Committee | Tuesday, 07 September 2021

- 1. Complaints have been received about waste and recycling bins being left on the street for long periods of time.**

What action can the Council take to rectify the situation?

The Authority has powers to fine individuals for leaving waste receptacles presented outside appointed collection periods. We have a measured and balanced approach to avoid householders being penalised for minor breaches of rules. Therefore it is good practice to try and inform householders about any issues on the presentation of their waste bins in the first instance. If continual problems arise then a fixed penalty notice can be issued if the problems that occur cause (or are likely) to cause a nuisance or have a detrimental effect on local amenities for example causing an obstruction, restricting access to a pavement/street or are likely to attract vermin.

- 2. Residents are concerned about the number of shopping trolley's from supermarkets left around the Borough.**

What action can the Council take to resolve the problem?

Enforcement powers are only available to the Council if it formally adopts Schedule 4 of the Environmental Protection Act 1990. There is no previous resolution to suggest these powers have been formally adopted by the Council. The procedure for adoption is protracted and involves a number of steps summarised below:

- Consultation with the persons or representatives of persons who may be affected by the adoption of the schedule (i.e. local supermarkets, their head offices, other outlets which use trolleys etc.)

- Seek the views of other agencies (i.e. British Retail Consortium, Chambers of Commerce, Association of Town Centre Management, Association of Convenience Stores etc.).
- Make the resolution to adopt the Schedule (i.e. report to Licensing and Regulatory Committee and/or Full Council)
- As part of the report, Committee/Council need to agree a charging structure* and arrangements for implementation of a trolley retrieval service;
- Advertise the Council's intentions to adopt the Schedule in the local press; and
- Implement the Schedule after a period of three months from the date of resolution.

* Under paragraph 4 of Schedule 4, any charges must be fixed at a level sufficient taking one financial year with another, to cover the cost of removing, storing and disposing of trolleys.

Given the relatively low number of complaints we receive and the length of time to adopt these powers Officers continue to work with supermarkets to improve the situation. Trolleys left in public places are often collected by the Council, reported to the relevant store and then disposed of.

3. The Council recently received money for new litter bins.

How many and where will they be sited? Will they be replacements or new sites?

If they are being sited in shopping centres what size and shape will the bins be?

The Council received £21,728.80 from the WRAP 'Litter Binrastructure Grant Scheme'. The Council had to specify the type and quantity of bins they wished to applying for grant funding for and this is:

- 15 x 120 litre floor mounted bins to replace 15 small capacity post mounted bins – to be installed near to schools and in the town centres.
- 10 x floor mounted double capacity bins (2 x 120 litres) to replace 10 x single capacity (120 litre) bins
- 20 x wide aperture litter bins in new locations where there is council car parks or council owned land near to take away premises to reduce amount of litter thrown from vehicles.

WRAP has agreed that the existing post mounted and 120 litre bins removed to make way for larger bins can, assuming they are still fit for purpose, be re-installed at new locations.

Where bins are installed into areas of the town centres that have been re-furbished then bins will be silver / stainless steel to match the existing street furniture and the design will take into consideration the issues with the existing bins which are difficult to put large items of rubbish into (notably pizza boxes).

The spend against this project has been delayed due to other work but will be taken forward by the Assistant Corporate Asset Manager when they take up their post. The locations for the new/replacement bins is yet to be decided but will be agreed in conjunction with the Clean and Green Team so that any litter hotspots are addressed.

The above questions were duly received by the Head of Law & Democracy on 19 August 2021 in accordance with Rule 13, Section 1 of Part 4 of the Constitution of the Council.

Agenda Item 8



**Service Delivery
Committee**

**Tuesday, 07
September 2021**

**Matter for
Information and
Decision**

Report Title: Sports Facilities Update (September 2021)

Report Author(s): Andrew Dingley (Community & Wellbeing Manager)

| | |
|---|---|
| Purpose of Report: | To inform and update Members on the expenditure to date of Section 106 12/00313/FUL - Station Road former South Leicestershire College site and the proposed future expenditure so that a decision to proceed can be made. |
| Report Summary: | The report provides Members with a plan for the proposed future expenditure to improve the borough's sporting facilities. |
| Recommendation(s): | A. That the content of the report be noted; and B. That Members provide Officers with direction as to how this matter proceeds. |
| Senior Leadership, Head of Service, Manager, Officer and Other Contact(s): | Anne Court (Chief Executive Officer / Head of Paid Service) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk David Gill (Head of Law & Democracy / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk Andrew Dingley (Community & Wellbeing Manager) (0116) 257 2651 andrew.dingley@oadby-wigston.gov.uk |
| Corporate Objectives: | Building, Protecting and Empowering Communities (CO1) Growing the Borough Economically (CO2) Providing Excellent Services (CO3) |
| Vision and Values: | Accountability (V1) Respect (V2) Teamwork (V3) Customer Focus (V5) |
| Report Implications:- | |
| Legal: | There are no implications directly arising from this report. |
| Financial: | The financial implications are set out within the report. |
| Corporate Risk Management: | Key Supplier / Partnership Failure (CR2) Reputation Damage (CR4) Effective Utilisation of Assets / Buildings (CR5) Failure to Respond to a Significant Incident (CR7) Organisational / Transformational Change (CR8) |
| Equalities and Equalities Assessment (EA): | There are no implications arising from this report. EA not applicable |

| | |
|---------------------------------------|--|
| Human Rights: | There are no implications arising from this report. |
| Health and Safety: | There are no implications arising from this report. |
| Statutory Officers' Comments:- | |
| Head of Paid Service: | The report is satisfactory. |
| Chief Finance Officer: | The report is satisfactory. |
| Monitoring Officer: | The report is satisfactory. |
| Consultees: | None. |
| Background Papers: | Section 106 12/00313/FUL - Station Road, former South Leicestershire College site |
| Appendices: | None. |

1. Background

- 1.1 On 13 June 2013 Jelson Limited (as "the Developer"), South Leicestershire College (as "the Owner"), Oadby and Wigston Borough Council and Leicestershire County Council entered into an agreement under section 106 of the Town and Country Planning Act 1990 to secure certain planning benefits associated with the development of land at Station Road in Wigston.
- 1.2 A single one off financial contribution payable by the Owner to the Borough Council in accordance with the provisions of clause 3.1.5 of the agreement towards the provision and enhancement of sports facilities in the Borough of Oadby and Wigston being no more than £400,000.00 - £446,646 following indexation.
- 1.3 It was notable that the clause relating to the contribution was drafted in very wide terms, the plain words of which allow those monies to be applied to the provision or enhancement of any sports facilities anywhere in the Borough.
- 1.4 It was decided to split this s106 funding between a proposed Pitch Improvement Programme (PIP) to be delivered internally and Private Sports Facilities Grants (SFG).

2. Expenditure to Date

- 2.1 There have been difficulties in delivering the PIP internally and therefore alternatives to utilising this funding have been in discussion. The SFG have had some successful applications (shown in Table 1 below) but these have been limited so this funding remains largely intact- £436,219.

| Organisation | Project | Amount |
|--|--|----------------|
| Wigston Tennis Club | Both courts were refurbished with the fund covering one of the courts. | £2,500 |
| Leicester Golf Centre | Works to be carried out to improve the drainage on the driving range. | £2,500 |
| Oadby Wyggestonian Rugby Football Club | Erection of fencing around pitches. | £1,650 |
| South Leicester RFC | Improvements to change rooms. | £3,777 |
| TOTAL EXPENDITURE | | £10,427 |

3. Proposed Future Expenditure

3.1 Following the development of the 3G pitch at Beauchamp College, the Economic Regeneration Team established a very good relationship with Leicestershire Football Association (FA) and the Football Foundation. Officers have worked with them on the development of a new Football Facilities Plan which sets out the FA's capital investment strategy over the next six years and includes a new small-sided 3G pitch facility in South Wigston. Officers have also been working with them on the development of how to support the FA's pitch improvement programme which comes with a dowry of significant external funding, as well as new goal posts and sockets. This has led to the development of a number of proposals.

3.2 Goalposts and Ground Sockets:

3.2.1 A large proportion of the goalposts and ground sockets within the Borough are either of a poor standard or do not meet FA safety standards. The Football Foundation contribution towards new goalposts and ground sockets is 75%. There are eight adult pitches, and four mini pitches across the borough, excluding Coombe Park. Oadby Owls who play at Coombe Park have advised they do not require goalposts and ground sockets. Therefore, it is proposed that the Council uses some of the aforementioned s106 funding towards purchasing new goalposts and ground sockets for all remaining football pitches across the Borough (see Table 2 below).

| Pro Quick Release Football Goal Package | Cost | Amount |
|--|--|---------------|
| 8 x Adult Goals 24ft x 8ft | £717.25 per package | £5,738 |
| 4 x Mini Soccer Goals 12ft x 6ft 7v7 or 5v5 | £472.50 per package | £1,890 |
| 12 x Flip Top locking Sockets | £150.00 – this price is per set of 4 sockets | £1,800 |
| Carriage | | £200 |
| Football Foundation Contribution | 75% | £7,221 |
| OWBC Contributions s106 Funding | (excl. VAT) | £2,407 |
| TOTAL | (excl. VAT) | £9,628 |

3.3 **Pitch Improvement Programme:**

- 3.3.1 The Economic Regeneration Team have been working with the FA to assess the quality of the pitches in the Borough and to develop recommendations on how to improve them. The FA grade pitches from elite (1) to inadequate (5). Reports carried out showed that the standard of these playing surfaces is lower basic (4b) and it was suggested that the Council investigate the FA Pitch Improvement Programme. This fund is a six year programme that improves the playing surfaces and provides match funding from the Football Foundation.
- 3.3.2 To improve the quality of all the pitches in the Borough excluding Coombe Park it is recommended that Oadby and Wigston Borough Council (OWBC) works with the FA, the Football Foundation, Alliance League, Oadby Owls and Leicester City Football Club to access this larger funding. This scenario would see the FA overseeing the arrangements, with the Alliance League being the applicant and in charge of the management, OWBC and the Football Foundation providing the funding and Leicester City Football Club being the contractor. Over the six years the total would be £129,000 with an £86,000 grant (incl VAT) provided by the Football Foundation, therefore requiring an outlay of only a third (£43,000) by OWBC. At the time of writing this report an agreement in principle is in the process of being finalised.
- 3.3.3 In 2019, Oadby Owls signed an agreement with the FA, the Football Foundation and an alternative supplier to improve the pitches at Coombe Park and were awarded a grant of £49,616 over the six years with total project cost of £74,424. It is recommended that in addition to providing the £43,000 to cover all the sports pitches in the Borough except Coombe Park, OWBC support Oadby Owls and fund the £24,808 over the remaining five years of the contract.
- 3.3.4 This would be a total outlay of £67,808 by the Council from the s106 funding for £203,424 worth of ground maintenance over a six year period.
- ### 3.4 **Cricket Facilities:**
- 3.4.1 There is a need to bring up to a good standard the cricket pitch at Uplands Park as well as developing the cricket facilities.

- 3.4.2 To improve the existing cricket facilities and potentially encourage greater local participation in cricket it is proposed that investment into new non-turf cricket practice pitches with netting is carried out at Uplands Park. This would be at an investment of £40,000 from the s106 fund and see the development of a twin bay facility next to the pavilion which in addition to adding value to the existing cricket offer would potentially reduce the impact on the match pitches, thus requiring less investment in future years.
- 3.5 3G Football Facility:**
- 3.5.1 Economic Regeneration has been working with the FA, Football Foundation, North Warwickshire and South Leicestershire College (NWSLC) and South Wigston High School to consider the development of a small-sided 3G football facility in South Wigston. To note, a small sided facility would be a 5v5 or 7v7 pitch.
- 3.5.2 The key issue with delivery is that OWBC do not have the revenue to be able to continue maintaining such a pitch and so would need to partner up with another organisation similar to the 3G pitch in Oadby with Beauchamp College. NWSLC have been involved in meaningful discussions and are willing to work with the Council in principle to explore this opportunity further. At the time of writing this report an agreement in principle is in the process of being signed. Clearly, this will be a slightly different model to Beauchamp in that the pitch would be on Council land (Blaby Road Park), so a leasing arrangement would be required but the net impact would be that NWSLC would open up their park facing facilities which includes gym and café to the community.
- 3.5.3 If this project can be delivered it would greatly enhance the facilities available at the park, including the potential for the college gym, cafe and toilets to be made available for park users, whilst also supporting the college to deliver their sporting and community curriculum courses. There are also advantages to delivering other benefits including social prescribing programmes to support the health inequality issue, including walking football opportunities, etc. and also wider projects looking at the benefits of sport and reduction in anti-social behaviour by working with the College.
- 3.5.4 Pricing will depend on final specification but similar projects would provide guide costs of £180,000 (FA and Durasport). The Football Foundation potentially provide funding up to 65% so this would mean that the Council's contribution could be £63,000 from the s106 funding.
- 3.6 New Maintenance Equipment:**
- 3.6.1 There is a need for new maintenance equipment to maintain the existing standard of the sports facilities within the Borough and to improve them as proposed (see Table 3 below). There is an opportunity to source some match funding (75%) through the Football Foundation for part of this spend, therefore a total outlay of £15,000 from the s106 funding by the Council for £30,000 worth of equipment.
- 3.7 Recently a few other projects have been brought to the Council's attention and therefore require greater investigation;
- 3.7.1 An extension to the pavilion at Willow Park. There have been early discussions between Officers, Wigston Willow FC and the FA. This extension was in the FA Football Facilities Plan so could attract external funding from the Football Foundation either at 65% or through the small grants fund (dependant on final plans) and could potentially open up the toilet facilities at the park on a match day.
- 3.7.2 Improvement of the tennis courts at Ellis Park and Willow Park. There have been initial conversations with the Lawn Tennis Association to improve the quality and use of tennis facilities in the Borough and this could attract up to 50% match funding from the LTA. There are a couple of options (see Table 4 below), with the cost of a court clean and paint priced at £2,250 per court while resurfacing would cost £11,000 per court.

| Site | Ellis Park (3 courts) | Willow Park (2 courts) | LTA Funding | OWBC Contributions s106 Funding | Total Projected Spend |
|------------------------------|------------------------------|-------------------------------|--------------------|--|------------------------------|
| Court clean and paint | £6,750 | £4,500 | £5,625 | £5,625 | £11,250 |
| Resurfacing | £33,000 | £22,000 | £27,500 | £27,500 | £55,000 |

3.7.3 Improvements to the existing skate parks and additional facilities for parkour and bmx at Blaby Road Park and Willow Park, initial discussions have estimated a cost of £100,000-£170,000 would provide an small (150m²- 500m²) concrete skate park which will typically feature ramps, bowls and street obstacles for 5-20 users at any one time.

3.8 There is a deadline on this S106 funding of December 2021, with a remaining budget (see Table 5 below), therefore it is recommended that future decisions be made by SLT and the Leader.

| Project | External Contributions (Grants) | OWBC Contributions s106 Funding | Total Project Spend |
|---|--|--|----------------------------|
| Goalposts and Ground Sockets. | £7,221 | £2,407 | £9,628 |
| Pitch Improvement Programme | £135,616 | £67,808 | £203,424 |
| Cricket Facilities (new non-turf cricket practices pitches) | £0 | £40,000 | £40,000 |
| 3G Football Facility | £117,000 | £63,000 | £180,000 |
| New Maintenance Equipment | £15,000 | £15,000 | £30,000 |
| Extension to the pavilion at Willow Park | £50,000 | £80,000 | £130,000 |
| Improvement to existing tennis courts at Ellis Park and Willow Park | £27,500 | £27,500 | £55,000 |
| Improvements to the existing skate parks and additional facilities for parkour and bmx at Blaby Road Park and Willow Park | £0 | £140,000 | £140,000 |
| Total | £352,337.00 | £435,715.00 | £788,052.00 |



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|-----------------------------------|-----------------------------------|----------------------------|
| Service Delivery Committee | Tuesday, 07 September 2021 | Matter for Decision |
|-----------------------------------|-----------------------------------|----------------------------|

Report Title: **Extension of Delegation and Collaboration Agreement in relation to the Lightbulb Programme**

Report Author(s): **Adrian Thorpe (Head of The Built Environment)**

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|---|---|
| Purpose of Report: | To seek a two year extension to the existing Delegation and Collaboration Agreement in relation to the Lightbulb Programme. |
| Report Summary: | The report proposes that the existing three year Delegation and Collaboration Agreement in relation to the Lightbulb Programme which currently runs until 31 st March 2022 is extended by two years to 31 st March 2024 for the reasons outlined in the report. |
| Recommendation(s): | That the existing Delegation and Collaboration Agreement in relation to the Lightbulb Programme be extended by two years to 31st March 2024. |
| Senior Leadership, Head of Service, Manager, Officer and Other Contact(s): | Anne Court (Chief Executive) (0116) 257 2602 anne.court@oadby-wigston.gov.uk Adrian Thorpe (Head of The Built Environment) (0116) 257 2645 adrian.thorpe@oadby-wigston.gov.uk |
| Corporate Objectives: | Building, Protecting and Empowering Communities (CO1) Providing Excellent Services (CO3) Click to select corporate objective. |
| Vision and Values: | "A Stronger Borough Together" (Vision) Accountability (V1) Respect (V2) Teamwork (V3) Innovation (V4) Customer Focus (V5) |
| Report Implications:- | |
| Legal: | There are no legal implications arising from the proposed extension. |
| Financial: | There are no financial implications arising from the proposed extension. |
| Corporate Risk Management: | Decreasing Financial Resources / Increasing Financial Pressures (CR1) Reputation Damage (CR4) Organisational / Transformational Change (CR8) |
| Equalities and Equalities Assessment (EA): | There are no implications arising from this report. EA not applicable |
| Human Rights: | There are no implications arising from this report. |

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| Health and Safety: | There are no implications arising from this report. |
| Statutory Officers' Comments:- | |
| Head of Paid Service: | The report is satisfactory. |
| Chief Finance Officer: | The report is satisfactory. |
| Monitoring Officer: | The report is satisfactory. |
| Consultees: | None. |
| Background Papers: | None. |
| Appendices: | None. |

1. Background

- 1.1 On 22nd July 2019 the Council signed the current Delegation and Collaboration Agreement in relation to the Lightbulb Programme. This was for a period of three years covering the period 1st April 2019 to 31st March 2022. This agreement superseded the original agreement that was signed when Lightbulb first became fully operational in October 2017.
- 1.2 The agreement sets out that the Lightbulb service delivers the following functions:
- Assessment and ordering of minor adaptations and equipment
 - Assessment and delivery of Disabled Facilities Grant
 - Assessment and resolution of wider practical housing support needs
 - Support with housing related and wellbeing needs
 - Support with planning for future housing needs
 - Advice, information and signposting to specialist organisations.
- 1.3 Representatives of the Lightbulb service attended the previous meeting of Service Delivery Committee and gave an update of the Partnership's work in relation to Oadby and Wigston. The Council Performance Update report which is also on the Agenda for this meeting provides the Lightbulb Quarter 1 update and reflects the outcomes of the discussion at the previous meeting of this Committee.

2. Extension of the Delegation and Collaboration Agreement in relation to the Lightbulb Programme

- 2.1 It is proposed that the existing three year Delegation and Collaboration Agreement in relation to the Lightbulb Programme which currently runs until 31st March 2022 is extended by two years to 31st March 2024 for the reasons outlined below:
- To bring the term of the Agreement of each of the other partners in line with that of Charnwood Borough Council's existing Agreement which is already for a period of 5 years up until 31st March 2024
 - 2020/21 and the first part of 2021/22 have not been 'normal' years for the Lightbulb service due to the Covid 19 pandemic and therefore this does not provide a basis on which to build a firm business case on which to base a subsequent Agreement at this moment in time.
 - A number of new Lightbulb services are currently being brought into effect such as the Hoarding Project and Dementia Care Programme and a two year extension will give these services time to bed in before they are built into the

business case relating to a subsequent agreement.

- 2.2 This request has been put to all local authorities within the Lightbulb Partnership (with the exception of Charnwood Borough Council which already has an agreement in place up until 31st March 2024).

Agenda Item 10



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|---------------------------------------|---------------------------------------|-----------------------------------|
| Service Delivery Committee | Tuesday, 07 September 2021 | Matter for Information |
|---------------------------------------|---------------------------------------|-----------------------------------|

Report Title: **Council Performance Update (Q1 2021/22)**

Report Author(s): **Philippa Fisher
(Head of Customer Service and Transformation)**

| | |
|---|--|
| Purpose of Report: | To provide an update on progress during Quarter 1 of the 2021/22 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in 2021. The report combines updates on key service delivery achievements coupled with the Council's key performance indications in a single report. |
| Report Summary: | There are 96 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system. There are two other ranks, a "blue" ranking and this is for indicators where work has yet to begin and a "white" ranking system where it is outside the control of the Council for delivery, and therefore cannot be ranked. Out of the 96 indicators, 84 were due for reporting as at the end of Quarter One. Of the 96, 63 were green status, 17 were amber status, and 4 were red status. This equates to 75% Green, 20% Amber and 5% Red status. Although we are starting to move into the recovery phase of the pandemic there are some areas where the Council is taking a cautious approach and continue to display responsibility to our residents on any potential risks and therefore some impact on reporting KPI's and the ability to deliver is recorded. |
| Recommendation(s): | That the performance of the Council against its Corporate Objectives in delivering services be noted. |
| Senior Leadership, Head of Service, Manager, Officer and Other Contact(s): | Philippa Fisher (Head of Customer Service and Transformation) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk Anne Court (Chief Executive Officer) Anne.court1@oadby-wigston.gov.uk |
| Corporate Objectives: | Building, Protecting and Empowering Communities (CO1) Providing Excellent Services (CO3) |
| Vision and Values: | "A Strong Borough Together" (Vision) Accountability (V1) Innovation (V4) |
| Report Implications:- | |
| Legal: | There are no implications arising from this report. |
| Financial: | There are no implications directly arising from this report. |
| Corporate Risk Management: | Reputation Damage (CR4) Organisational/Transformational Change (CR8) |

| | |
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| Equalities and Equalities Assessment (EA): | There are no implications arising from this report. EA not applicable. |
| Human Rights: | There are no implications arising from this report. |
| Health and Safety: | There are no implications arising from this report. |
| Statutory Officers' Comments:- | |
| Head of Paid Service: | The report is satisfactory. |
| Chief Finance Officer: | The report is satisfactory. |
| Monitoring Officer: | The report is satisfactory. |
| Consultees: | None. |
| Background Papers: | Corporate Plan 2019 -2024 |
| Appendices: | <ol style="list-style-type: none"> 1. HRA Capital Programme 2021/22 – Financial Summary Quarter 1 2. Lightbulb – DFG Quarter 1 Performance 3. HSC Quarter 1 Performance |

1. Introduction

- 1.1. As part of the Council's ongoing development to performance management and reporting, 2021/22 sees the next stage in how we measure and report Council performance (alongside the standard finance and statutory reporting framework).
- 1.2. The Council has produced 96 new Key Performance Measures for 2021/22, and these measures relate to each of the Council's three new Corporate Objectives as part of the Council's new five-year Corporate Plan (2019-2024)
- 1.3. These measures are "outcome" based measures, meaning that they identify key deliverables for the authority that actively work towards meeting the Corporate Objectives, and will allow for greater accountability and transparency. This will mean that the public, Members and Officers can clearly see how the Council is performing against its objectives, and if it isn't, then why it isn't.
- 1.4. The narrative from each service highlights the key activities, issues and outcomes that they have been working on, delivered or encountered during the last quarter and these directly correlate to achieving the Council's Corporate Plan.
- 1.5. The Community and Wellbeing Services have now been absorbed between services areas of Law and Democracy and Customer Service and Transformation. In addition, new for 2021/22 are KPI's which relate to HR and sit within the SLT service area.

2. Corporate Performance

- 2.1. The following report provides analysis and statistics on the performance of the indicators used to monitor our progress against the Council's new Corporate Objectives.
- 2.2. There are three main objectives, with these being:
 - Building, Protecting and Empowering Communities
 - Growing the Borough Economically
 - Providing Excellent Services
- 2.3. There are 96 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system.

There is also a "blue" ranking and this is for indicators where work has yet to begin, and therefore cannot be ranked. Finally, there is a "white" rating where the indicator cannot be met due to circumstances outside of the Council's control. The scoring system has been applied using the following definitions:

Green Target fully achieved or is currently on track to achieve target

Amber Indicator is in danger of falling behind target

Red Indicator is off target or has been completed behind the deadline target.

- 2.4. Out of the 96 indicators, 84 were due for reporting as at the end of the financial year. Although we start to recover from pandemic there are some areas where the Council is taking a cautious approach and continue to display responsibility to our residents on any potential risks and therefore some impact on reporting KPI's and the ability to deliver is recorded. And the ability to deliver and these have fallen into the white and blue categories.

Of the 84:

63 were green status

17 were amber status

5 were red status

This equates to 75% Green, 20% Amber and 5% Red status. In 2021/22 new KPI's have been compiled and approved. The following table identifies the Council's performance, by objective and service delivery section.

In comparison the final quarter of 2020/21 completed the year with percentages as follows 82% Green, 6% Amber and 12% Red.

Chart 1: Performance Table by Corporate Objective

| Quarter One 2021/22 | Green | | Amber | | Red | |
|---|----------------------|------------|----------------------|------------|----------------------|------------|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| Overall Performance | | | | | | |
| All Targets Due | 63 | 75% | 17 | 20% | 4 | 5% |
| Corporate Priority | | | | | | |
| Building, Protecting and Empowering Communities | 22 | 76% | 7 | 24% | 0 | 0% |
| Growing the Borough Economically | 16 | 89% | 2 | 11% | 0 | 0% |
| Providing Excellent Services | 25 | 68% | 8 | 22% | 4 | 10% |

Chart 2: Performance Table by Service Delivery

| Quarter One 2021/22 | Green | | Amber | | Red | |
|-----------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| Overall Performance | | | | | | |
| All Targets Due | 63 | 75% | 17 | 20% | 4 | 5% |
| Department | | | | | | |
| Built Environment | 23 | 72% | 6 | 19% | 3 | 9% |
| Customer Service & Transformation | 13 | 100% | 0 | 0% | 0 | 0% |
| Finance & Resources | 5 | 45% | 5 | 45% | 1 | 10% |
| Law & Democracy | 21 | 78% | 6 | 22% | 0 | 1% |
| SLT | 1 | 100% | 0 | 0% | 0 | 0% |

3. Built Environment Update

3.1 2020-21 Housing Capital Programme

Our Capital works programme is now in full flow. We are coming to the end of the spring programme and we are on target to deliver significant home improvements to 78 homes. A similar number of households are scheduled to benefit from modernisations as part of our summer programme.

We have also completed or have commissioned block improvements to properties on King Street (new roofs), Elizabeth Court and Junction Road (door entry systems).

We have also started working on a number of property adaptations (council housing stock) in order to reduce the number of outstanding major adaptation requests (currently 8 major work requests outstanding).

See Appendix 1.

3.2 Housing Options and Homelessness

Our Homelessness position remains relatively stable with around 25 households where the Council have accepted a Homelessness Duty, half of which are single people or couples with no dependents and half being families. We have started to extend our offer to those who are approaching the Council as Homeless and we are currently piloting a Rent Deposit Guarantee Scheme by which we will provide a written guarantee to Private Sector Landlords. We currently have two landlords who are happy to work with us through this scheme which has helped us to secure accommodation for two single applicants who were struggling to raise a deposit and pay a months' rent in advance. We hope to expand and extend on this pilot in addition to looking at other ways to work with the Private Sector.

The moratorium on evictions came to an end in May, but we have yet to experience a significant increase in numbers of people approaching the Council as potentially homeless.

3.3 Gas Safety

Gas safety is at 100% compliancy. The team have worked hard to resolve issues of non-compliant households as a result of the issues relating to the pandemic and we are at a stable position in terms of our gas servicing procedures.

We have refined our process and procedures in respect of our management of this service and we are confident that our position of 100% compliancy will be maintained throughout the year and we have also built in emergency measures, in our process, to ensure we are able to carry out our servicing work in situations such as have been experienced in the last 18 months.

3.4 Lightbulb

The partnership wide Disabled Facilities Grants performance dashboard is attached at Appendix 2.

Headline information for Oadby and Wigston Borough is that:

- 10 DFG's were completed in quarter 1 – despite the pandemic and issues with demand and supply within the construction industry. Of these, 6 were of a value below £5,000 and 4 of a value between £5,000 and £15,000
- The average completion time was 9 weeks. After Melton Borough, this is the quickest completion rate in the County and well below the target of 20 weeks. We have consistently held this position over the last year.
- DFG available at the start of Quarter 1 - £887,000
- DFG spent of committed - £182,000
- DFG available at the end of quarter 1 £705,000

In addition, during Quarter 1

- 79 referrals for adaptations were made by Oadby and Wigston's Housing Support Co-ordinators in the Borough. These are smaller scale adaptations performed to meet clients' needs thus preventing them from needing to apply for a DFG. The dashboard is attached at Appendix 3.
- 84 ongoing referrals of support were made from the Housing MOT's, for services to ensure the resident is safe at home i.e. fire alarms and carbon monoxide detectors through to aids to support independent living

- Recruitment commenced for the Assistive Technology post
- Staff were recruited to the Hoarding Project and the project is now getting underway
- Plans are under way with the Dementia Action Group in Leicestershire to develop the offer from Lightbulb for Dementia patients.

3.5 Void Calculation

In previous years the void calculation was defined as the number of days a void property was undergoing major works. This definition does have value in terms of operational management of the void process, however it does give a distorted view of how the team are performing in terms of the total number of days a property is empty. The definition did not account for the number of days it took to advertise, shortlist and allocate a property, how many days a property was on offer to an individual applicant and loss of income through properties being void.

In addition to this, it is difficult to compare our performance in void management with most, if not all, social housing providers recording average void times, in days, from the time a tenancy is terminated to the time a new tenancy commences.

Average void times vary between social housing providers, ranging from six to 90 days, with 25-28 days seen by many in the sector as the average void period.

From April 2021, the team have been set the challenge to achieve an average void time of 25 days. In Quarter 1 the average void time was 43 days. The team realise that they have work to do to improve turnaround times and we are having to change our processes and procedures in the key areas such as advertising properties, lettings and void property repair work. We are seeing levels of improvement but there is more work to do, crucially all the members of the housing team are working in a coordinated and focused way to deliver on this service.

3.6 Cleaning

We have now recruited a permanent Cleaning Team Leader and work has begun to build on the good work the team have provided during the pandemic. Services and standards are under review and the team will hold a series of consultative meetings with tenants and stakeholders with a view to identifying where the service can be improved and developed.

Also in the coming months, we are looking to expand the service that we provide through the addition of two Caretakers. This will enable us to expand our offer to our tenants and build a pro-active and responsive service which will focus on keeping our estates clean and tidy.

3.7 Resident Engagement

The Housing Manager will give an update to the Committee on resident engagement during the last quarter.

3.8 Exception Reporting - Built Environment

In order to highlight potential areas for improvement, this section details the targets that have been given a "Red" or "Amber" Status for the Built Environment.

| Reference | Measure/Activity | Target | Benchmark | Frequency | Corporate Objective | Sub-Objective | Service | June 2021 Commentary | June Forecast |
|-----------|--|---|-----------|---------------|---|---|-------------------|--|---------------|
| BPE 1 | We will update and develop strategic housing policies that will determine how we will communicate with our tenants and manage our housing stock | Policies to have been updated and developed by September 2021 with implementation to begin in January 2022 following a period of consultation and approval. | Local | Key Milestone | Building, Protecting and Empowering Communities | Delivering High Quality and Healthy Lifestyles in Communities | Built Environment | There are several draft policies at Officer level (Allocations, Adaptations, Repairs and Recharge, Homeless Prevention and Rough Sleeping). Final drafts will be ready to consult on in quarter two. | Amber |
| GBE 3 | We will work with the NHS and CCG to deliver a new, high quality and bespoke Health Facility to South Wigston | Submit planning application for new health facility in South Wigston by March 2022. | Local | Milestone | Growing the Borough Economically | Delivering Development of the Town Centres | Built Environment | Revised feasibility study received on the 30th June 2021. Options to be reviewed for further discussions with stakeholders to develop any potential funding options however this will impact upon the timetable for submitting a planning application for the delivery of the new surgery. | Amber |
| GBE 10 | Deliver new housing and regeneration opportunities within the Borough to improve housing standards and encourage new families and businesses to the Borough. | To have "a spade in the ground" on the Oadby Pool site (subject to planning permission) by March 2022 | Local | Milestone | Growing the Borough Economically | Delivering our Housing Needs | Built Environment | The feasibility work is ongoing. Update provided to Place Shaping Working Group and report to be provided to Full Council on 28th September. | Amber |
| PES 2 | We will achieve high standards of customer satisfaction when carrying out repairs to council properties | 90% of tenants satisfied with the work carried out | Local | Monthly | Providing Excellent Services | Excellence for our Customers | Built Environment | 76%. Of 25 respondents 19 have registered that they are satisfied or very satisfied with the service following the completion of repair work to their home. We believe that this figure is low due to the impact of the backlog of works for non priority works being carried out in the last 3 months, and tenants being unhappy with the delay that has been caused as a result of covid restrictions. | Amber |
| PES 3 | We will achieve high standards of customer satisfaction when carrying out improvement works to council properties | 90% of tenants satisfied with the work carried out | Local | Monthly | Providing Excellent Services | Excellence for our Customers | Built Environment | 88%. Of the 35 households who completed the customer questionnaire in respect of improvement works, 31 registered that they were satisfied or very satisfied with the works carried out. | Amber |
| PES 6 | We will keep to a minimum the time people have to wait to move into a Council property | Re-let time is 25 days or less | Local | Monthly | Providing Excellent Services | Excellence for our Customers | Built Environment | 43.33 days The definition of relet times changed in April 2021. Therefore properties where the tenancy terminated prior to April 2021 are not included in these calculations for this year only. Quarter 1 produced 6 lets with a total number of days void calculated at 260 days = average void time 260/6=43.33days | Amber |
| PES 7 | Determine major planning applications within the statutory timeframes | 100% within 91 days | National | Quarterly | Providing Excellent Services | Excellence for our Customers | Built Environment | 1 determined, over 91 days and no extension of time granted. | Red |
| PES 8 | Determine minor planning applications within the statutory timeframes | 100% within 56 days | National | Quarterly | Providing Excellent Services | Excellence for our Customers | Built Environment | 32 determined of which 62.5% were within 56 days or an extension of time. This is a 70 day average due to 12 going out of time with no extension of time granted. We have now put in place a process that extensions of time are requested on application before they go over time. In addition we are putting in place plans to strengthen staff resources in the team, which has seen an increase in the number of applications received over the last 6 months. | red |
| PES 9 | Determine other planning applications within the statutory timeframes | 100% within 56 days | National | Quarterly | Providing Excellent Services | Excellence for our Customers | Built Environment | 19 determined of which 63.2% were within 56 days or an extension of time. This is a 60 day average due to 7 going out of time with no extension of time granted. We have now put in place a process that extensions of time are requested on application before they go over time. In addition we are putting in place plans to strengthen staff resources in the team, which has seen an increase in the number of applications received over the last 6 months. | red |

4.0 Finance Update

4.1 Revenues and Benefits

The Benefits team is responsible for the administration of Housing Benefit and Council Tax Support as well as facilitating the implementation of Universal Credit, which will ultimately replace Housing Benefit for most working age claimants.

In response to the government Test and Trace App, the government introduced a Test and Trace payment scheme, consisting of a one-off payment of £500 paid under the main and a discretionary scheme. This is administered within the Benefits team paying those who have lost income/earning or meet qualifying criteria and have been asked to self-isolate or is a guardian of a child who has to self-isolate. 235 payments have been made totalling £117.5k.

Revenues

The Revenues team is responsible for administering and collecting £34.6m of Council Tax and £9.8m of National Non Domestic Rates, which it does on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service, Central Government as well as Oadby and Wigston Borough Council.

Due to the pandemic, the government awarded a 100% discount to all businesses that come under the hospitality, retail and leisure sector for the first three month of this financial year, reducing to 66% discount from 1st July 2021. The revised bills following the 66% discount from 1st July 2021 for all businesses under hospitality, retail and leisure have been issued to prompt payments.

Performance is measured through a comprehensive series of indicators which are reported to the appropriate management team Collection rates and arrears levels are also reported as part of the Council's Key Performance Indicators.

The Business Grants team created in response to Covid 19, have completed grant payments for the January Support package, (Tier 4, LRSG closed Addendum 05.01.2021 to 31.03.2021, and closed lockdown payment) The one-off grant funding scheme - Restart Grant, which is to assist with the re-opening of businesses paying a total of 196 businesses £1,317,351.

The Additional Restrictions Grant discretionary (fund of £1.6m) is due to open for application during August. Currently the grant team have paid the discretionary grant to 341 businesses £791,067.

4.2 Collection Rates

Collection rates for Council Tax and Business Rates are both below target for the financial year 2021/22.

The Covid pandemic has had a significant impact on the collection of Business Rates.

There has been limited recovery due to courts being closed and capacity for the assessment of business grants.

Statutory recovery functions for Business Rates are expected to resume from August 2021.

The collection of Council Tax has been much closer to target in comparison.

The recovery functions for Council Tax have fully resumed with court opening in June 2021 and there is more contact from customers to make payments/arrangements.

| Percentage of Debit Collected (Cumulative) | April % | May % | June % |
|---|----------------|--------------|---------------|
| Council Tax | | | |
| Actual Collection Rate | 10.82% | 19.91% | 28.94% |
| Target Rate | 10.94% | 20.28% | 29.39% |
| Actual Collection Rate 2020/21 | 10.14% | 18.77% | 27.69% |
| National Non Domestic Rates (NDR) | | | |
| Actual Collection Rate | 7.81% | 15.08% | 21.08% |
| Target Rate | 11.93% | 19.31% | 29.33% |
| Actual Collection Rate 2020/21 | 7.55% | 10.34% | 20.99% |

4.3 Property Statistics

| | April | May | June |
|--|--------------|------------|-------------|
| No of Council Tax properties | 23,660 | 23,660 | 23,660 |
| No of Council Tax Direct Debits | 17,748 | 17,839 | 17,861 |
| No of Single Person Discounts | 7,436 | 7,441 | 7,467 |
| No of Businesses | 1460 | 1458 | 1458 |
| No of Businesses in receipt of Small Business Rates Relief | 670 | 671 | 671 |

4.5 Exception Reporting - Finance

In order to highlight potential areas for improvement, this section details the targets that have been given a "Red" or "Amber" Status for the Revenues and Benefits.

| Measure/Activity | Target | Benchmark | Frequency | Target Quarter | Corporate Objective | Sub-Objective | Service | June 2021 Commentary | June Forecast |
|--|--|-----------------------|--------------------------------|----------------|------------------------------|------------------------------|-----------------------|--|---------------|
| Average time taken to process Housing Benefit and Council Tax support claims | 15 Days | Regional/ National | Monthly/Quarterly/ Annually | Quarter Four | Providing Excellent Services | Excellence for our Customers | Finance and Resources | Over target with 21.61 days taken to process New claims. This includes UC claims where The LA is reliant on DWP processing times | Amber |
| Post COVID achieving or exceeding Council tax collection rate target | 29.39% | Annual | Monthly/Quarterly/ Annually | | Providing Excellent Services | Excellence for our Customers | Finance and Resources | Target of 29.39%, actual 28.94% Close to target Staff shortages, backlog and restricted recovery | Amber |
| Post COVID achieving or exceeding NDR Collection Rate target | 29.33% | Key Milestone | Monthly/Quarterly/ Annually | | Providing Excellent Services | Excellence for our Customers | Finance and Resources | Target 29.33%, actual 21.08% No formal recovery due to backlog. | Red |
| Financial Appraisal of capital projects – to assess viability and priority ranking | Costs are within budget and project is completed on time and achieves planned objectives | Local | Milestone | | Providing Excellent Services | Excellence for our Customers | Finance and Resources | Future capital projects financial appraisals will be more stringent to enable prioritisation and financial viability | Amber |
| Achieve an unqualified opinion on the statement of accounts by external auditors | Achieve unqualified opinions on the Statement of Accounts | Local | Milestone | | Providing Excellent Services | Improving how we work | Finance and Resources | The 2019/20 Accounts audit is still to be fully completed. | Amber |
| Achieve a positive value for money opinion by the external auditors | Achieve an unqualified opinion in relation to value for money | Local | Milestone | | Providing Excellent Services | Improving how we work | Finance and Resources | This will be reviewed by the external auditors nearer the completion of the 2019/20 audit of the statement of Accounts | Amber |

5.0 Customer Service and Transformation Update

5.1 Virtual Customer Service Centre

The work to review the future provision of customer service has commenced and the first phase is completed. This includes reviewing the effectiveness of all our current channels to

market and what can be done to improve the current channels interacting with all our residents.

Phase two will commence in September 2021 where we will investigate new technology, other ways of connecting with residents and hours of support both to other internal services areas and residents.

Call Volumes

Call volumes continue to increase and this correlates with the recovery out of the pandemic and residents working and personal lives getting back to normal. To support this increase in volumes and for resilience purposes we have made 3 CSC Technical Officer temporary posts permanent and are in the process of recruiting an additional full-time position. Call volumes are kept under constant review and the capacity to answer calls.

The table below shows call volumes based on the last 6 months from January through to end of June 2020/21.

| | Jan Call volume | Feb Call volume | Mar Call volume | Apr Call volume | May Call volume | Jun Call volume |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Full Enquiries | | | | | | |
| 2020 | 2,806 | 2,523 | 2,259 | 1,977 | 2,175 | 2,680 |
| 2021 | 2,491 | 2,722 | 3,385 | 2,183 | 2,610 | 2,980 |
| Telephone quick enquiries/ switchboard redirection | | | | | | |
| 2020 | 1,891 | 1,579 | 1,785 | 1,271 | 1,261 | 1,270 |
| 2021 | 1,014 | 1,016 | 1,229 | 1,352 | 1,699 | 2,109 |

6.2 Customer Service Improvement

We continue with our second year's accreditation on the three-year cycle for the Customer Service Excellence Award. A robust action plan has been design and is currently implemented on key focus areas raised by the assessor to ensure these are targeted for the next assessment in December 2021.

To take responsibility for the Customer Service Excellence Award annual renewal and to ensure we have capacity to support the Council's continuous improvement, we have created a new role and recruited a permanent Customer Service Improvement Manager. Their role is to focus on improvement in operational areas to increase the overall organisational capability and performance; identify areas for improvement and work with those function leads to design, build and deploy effective impactful solutions to enable the organisation to meet its operational and strategic goals.

6.2.1 Complaints

Our refined complaints process continues to work well, by using our Customer Service Centre Technical Staff to triage calls. This enables us to do 'first time' resolution with callers and reduce their frustration and potential delay on what previously would have been put through as a full complaint.

Statistics for early resolution at first point of contact were April 58%, May 64% and June 81% of all complaints received.

| Month | Total Number of Complaints received | Number of complaints triaged & resolved by Customer Service Team | Number of complaints that reached early resolution | Number of complaints ending up at Stage 1 | Number of complaints Stage 2 |
|---------------|-------------------------------------|--|--|---|------------------------------|
| January 2021 | 13 | 5 | 1 | 7 | |
| February 2021 | 32 | 15 | 6 | 11 | |
| March 2021 | 33 | 12 | 4 | 17 | 1 |

| Month | Total Number of Complaints received | Number of complaints triaged & resolved by Customer Service Team | Number of complaints that reached early resolution | Number of complaints ending up at Stage 1 | Number of complaints Stage 2 |
|------------|-------------------------------------|--|--|---|------------------------------|
| April 2021 | 31 | 11 | 7 | 13 | 1 |
| May 2021 | 33 | 18 | 4 | 11 | 3 |
| June 2021 | 21 | 17 | 0 | 4 | 2 |

6.2.2 Customer Satisfaction Surveys

Monthly Customer Satisfaction Surveys continue across the Council. These are conducted via various medium:-

- Telephone
- E-mail
- On-line

The results of these surveys are published on our website.

Customer Service Centre

CSC Technical Officers ask callers 6 specific questions on the service that callers have received when they called the CSC. Comparison from Q4 2020/21 to Q1 2021/2022.

| Customer Service Centre Satisfaction Surveys – Q1 2021/22 | | |
|--|------------------|--------|
| Month | Number completed | Result |
| April | 66 | 95.0% |
| May | 69 | 96.0% |
| June | 72 | 96.0% |

| Customer Service Centre Satisfaction Surveys – Q4 – 2020/21 | | |
|--|------------------|--------|
| Month | Number completed | Result |
| Jan | 81 | 96.0% |
| Feb | 98 | 97.0% |
| March | 85 | 95.0% |

Service Areas Surveys

Comparison from Q4 2020/2021 to Q1 2021/2022

Quarter 1 2021/2022

| Service Area Satisfaction Surveys | | |
|--|-------------------------|-------------------------------------|
| Month | Number completed | Result |
| April | 17 | 88% very satisfied 6% satisfied |
| May | 23 | 87% very satisfied 9% satisfied |
| June | 26 | 81% very satisfied 19% satisfied |

Quarter 4 2020/2021

| Service Area Satisfaction Surveys | | |
|--|-------------------------|-------------------------------------|
| Month | Number completed | Result |
| Jan | 17 | 100% very satisfied |
| Feb | 25 | 72% very satisfied 28% satisfied |
| March | 23 | 96% very satisfied 4% satisfied |

6.2.3 Service Level Agreements

We continue with our programme of monitoring and measuring our services across the Council with Service Level Agreements across all services. The results are published on a monthly basis on our website on a monthly basis for transparency with our residents and businesses.

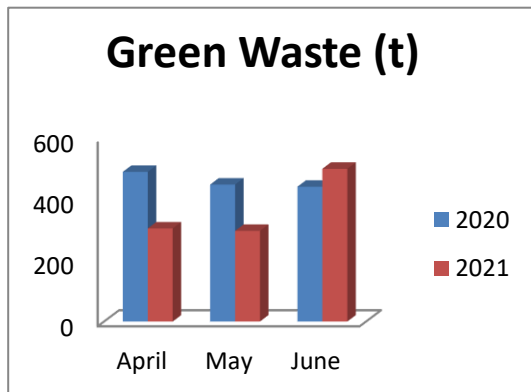
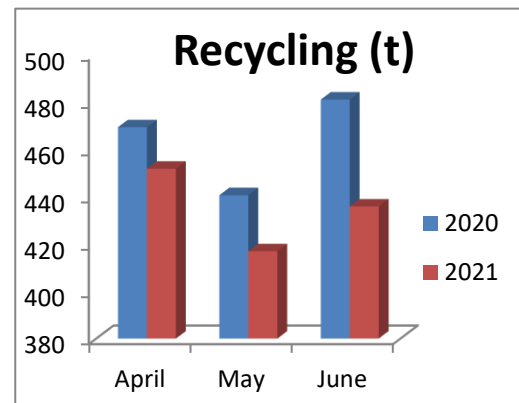
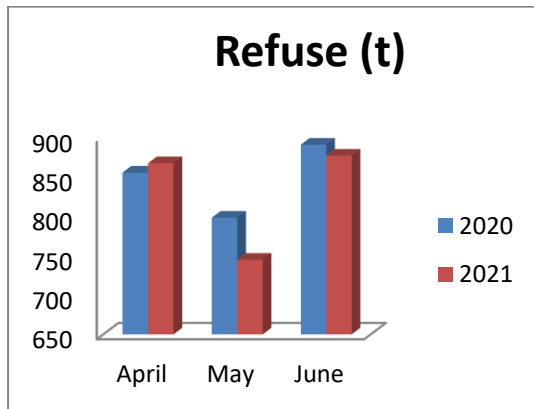
The process has commenced to review the Service Level Agreements to ensure that the metrics are still relevant, be amended if necessary. If the agreements have been changed these will be published by September 2021.

6.4 Refuse, Recycling and Green waste updates

Refuse and Recycling

The charts and figures show a general decrease in the tonnages for the refuse, recycling and garden waste in comparison to the same time last year.

This is due to the pandemic when most households were working from home and therefore generating more waste.



There has been an increase in requests for larger refuse bins. Officers are monitoring those households requesting large bins, undertaking household visits and checking the amount of waste they are producing.

In addition, as part of this visit officers are also checking to see if residents are recycling correctly.

Evidence from visits undertaken show that the need for larger bins is not always justifiable as Officers are finding a lot of cross contamination with recyclables in their refuse bins.

6.6 Exception Reporting – Customer Service and Transformation

In order to highlight potential areas for improvement, this section details the targets that have been given a 'Red' or 'Amber' status for Customer Service and Transformation. There are no red or amber statuses for Customer Service and Transformation.

Exception Reporting – Customer Service and Transformation

There is no exception reporting for Customer Service and Transformation.

7.0 Law and Democracy Update

7.1 Corporate Assets

A considerable amount of work has been carried out on the Draft Parking Strategy and subsequent public consultation. A total of 380 responses were received as well as two petitions. The responses have been analysed in detail and a scheme has been drawn up aimed at mitigating the concerns of those who responded.

A new Parking Order is now being worked on which will go out to statutory consultation early in September. The changes to the way parking operates and the introduction of charges for all lengths of stay will then be introduced as soon as possible after the new Parking Order has been published.

Community centres re-opened to existing hirers from 16 August 2021. All hirers that were with us pre-covid have been contacted to make arrangements for them to return to the buildings. This has been done without incurring any additional cleaning costs. At such point as we are able, to open up to new groups then cleaning costs will increase and we are currently looking at how this will be dealt with.

The toilet block at Peace Memorial Park has been cleaned ready for re-opening from Monday 23 August 2021.

Negotiations are ongoing with Oadby Owls Football Club in relation to a community lease for Coombe Park Pavilion. A draft lease has been drawn up and a condition survey is underway.

Routine maintenance of play areas is ongoing with inspections being carried out by the Clean and Green Team and reports being made to Corporate Assets for spares and repairs. The new system is working very well although there are frequent delays with suppliers being able to despatch parts which leads to downtime for the equipment.

The old gym equipment at Uplands Park was removed on 19 August following a routine safety inspection. Unfortunately, the equipment was found to be unsafe and due to its age, spares are no longer available. Consequently, in the interests of public safety it was removed without any advance notice being given.

Cemeteries and Allotments remain extremely busy areas and work is taking place with the Customer Service Improvement Team to streamline work processes and reduce the number of transactions needed between staff and customers to complete tasks. For example, anyone who wishes to purchase a grave in advance of death can now do so via a single phone call where all of the details and payment can be taken at the same time and the Grave Deed is produced and issued at the same time.

The capital works to replace the boiler at Uplands Park, install an enhanced sewage pumping system at Blaby Road Park and carry out repairs to the Biere House (old mortuary building) at Oadby Cemetery are all in progress.

The project to install a reflective sign at Peace Park, London Road (opposite to St Peter's Church in Oadby) is nearing its final stages. This is partly funded by Oadby Forum and partly by Oadby Stakeholders and has been delayed due to the Covid-19 pandemic.

7.2 Environmental Health and Licensing Teams

Following the latest easing of COVID restrictions in July 2021 (as part of Step 4), the Environmental Health Team have started to refocus resource to recommence food establishment inspections on a risk basis. A report was taken to the Licensing and Regulatory Committee on 24 June 2021 outlining the Food Service Delivery Plan for the current year and clarifying the route to recovery for this service.

Other day-to-day work has increased in the last quarter with considerable demand in requests for service particularly relating to fly tipping incidents, abandoned vehicles, noise, rodent infestations, and insecure, dilapidated and defective premises.

Numerous requests for advice and guidance are still being sought from businesses on COVID, their approach and precautions particularly for close contact services (including hairdressers and beauticians). Advice is being given for the safe use of Council owned buildings/assets and for those Committee meetings where public attendance is anticipated. Work continues with our Health Improvement Team to promote the importance and uptake of vaccines with our hard to reach communities.

The Licensing team have continued to process application and renewals and engage with the taxi industry in light of the Council's new Taxi Licensing Policy. The requirement for an English comprehension test alongside other requirements under the amended Policy as a result of Government guidance have required a great deal of Officer time as the Policy embeds.

The Private Sector Housing Team have been working to ensure all rented premises within the selective licensing scheme are now in full effect and have achieved a significant amount of engagement with both the residents and landlords of South Wigston. We have currently received 639 applications along with engagement from landlords that have empty properties either because they are being sold or having major renovation works completed, this brings the total number of properties currently engaging with the scheme to 669 out of a possible 818 total licensable properties. This means that 81.9% of eligible properties are engaging with the scheme.

The team have been impacted by Covid-19 due to officer capacity being redeployed to assist with the Revenues and Benefits sections to support with general capacity and business grants. However even during this period the team have pushed on and are currently closing in on landlords that require licences, most recently securing 36 applications from a single landlord.

The team are currently completing a review of all applications to chase any outstanding monies or documents to allow us to push on with issuing licences as promptly as possible and will commence inspections of properties in the near future. Currently there have been a total of 278 Licences or exemptions issued, these break down as 228 Full Licences currently in place, 37 draft licences currently issued and during their two-week consultation period and 13 exemptions. The team have delivered Housing Act 2004, Section 235 notices to properties we suspected to be private rented properties from Council Tax data but had not yet made contact with us. Section 235 requires the owner of the property to provide information to the Authority or face the risk of a financial penalty.

The team are finalising the delivery of a grant scheme from monies received from Government to improve energy efficiency in domestic dwellings. These efforts, along with a return to full capacity and the addition of a further grants/technical officer will allow the team to deliver the scheme and also support the landlords of the South Wigston ward to improve property standards and energy efficiency in all rented properties.

7.3 Electoral and Democratic Services

The Electoral Services Team have commenced the annual household canvass to update the register of electors ahead of re-publication on Monday 3 December 2021. An initial e-mail communication encouraging households to confirm their property details online attracted over 5,000 property responses, meaning that no follow-up paper communication is required for these properties. The remaining 19,000 properties are receiving a paper communication informing them what they need to do. Based upon the outcome of a DWP data match undertaken in June to examine the accuracy of the Electoral Registration Officer's records, around 85% of properties are receiving a 'light-touch' canvass communication which they only need to respond to if any changes need to be applied. The remaining 15% of properties follow a more intensive canvass route which requires a response to be obtained regardless of whether any change has occurred. A reminder will be sent to any properties that do not respond to the first communication in the Autumn, followed by telephone calls or personal visits where necessary.

Prior to the COVID-19 pandemic, the Council included in its Corporate Plan a commitment to facilitating live streaming of Council meetings, and progress towards this objective was accelerated by the pandemic as a result of temporary remote meeting legislation which enabled the Council's Zoom meetings to be streamed via our YouTube channel.

Following the High Court dismissal in April of a claim for a declaration, which would have allowed for the continuation of remote meetings beyond 7 May 2021, COVID-secure physical meetings resumed during the first quarter for all decision-making Committees, whilst working group and other non-decision making meetings continue to be held remotely.

The live streaming of remote Committee meetings during the pandemic was well received by residents, with online viewing figures notably exceeding the number of physical attendees at meetings prior to the pandemic. This has led to an expectation that live streaming and remote participation in meetings will continue seamlessly post-pandemic, however efforts to facilitate this in a physical meeting environment from the Council Chamber had limited success during the first quarter, largely due to the inadequacy, age and deteriorating reliability of the existing hardware. In order to overcome these issues, an upgraded hardware system has recently been purchased. This will provide an enhanced audio and video live-stream experience to viewers and meeting participants, whilst the mobile capabilities of the equipment will ensure that wherever an alternative meeting venue is required, the hardware can be easily relocated. The new equipment will also provide opportunities for hybrid meetings to be hosted, enabling Members (in a non-voting capacity), Officers and external participants to attend meetings remotely where desired, further widening access to the democratic process.

7.4 Community and Wellbeing update

7.4.1 Health and Wellbeing Board

The HWBB had its last meeting on the 6 July 2021 with a number of presentations delivered providing updates on services affecting the Borough. The Community Health Improvement Officer provided an update on the Community Champions programme and the plans for this programme moving forward. N Swan (Chair of Trustee Directors) advised how Helping Hands Community Trust were now the Council's nominated general advice server for the Borough and expanded on the work they are currently involved in. J Byrne (Active Partnership Director) shared the LRSport Covid Recovery Action Plan and providing a platform for discussions on whether the issues resonated locally. Representatives from the NHS presented a video on the Local NHS Mental Health Consultation.

7.4.2 Staffing Update

A second Community Health Improvement Officer recently started as part of the Community Champions funding.

Working with LRSport, School Sport & Physical Activity Networks (SSPAN) and other districts, three new positions have been created and filled and will start shortly. A Graduate Community Physical Activity, Health and Sport Assistant will provide additional support for the Sport, Physical Activity and Exercise Referral Programmes. A School Sports coordinator will work closely primary schools providing support in the delivery of health and wellbeing, sport and physical activity programmes. An activator has been employed to provide additional support to develop programmes for secondary and college aged students.

The council are also in the process of recruiting for a Physical Activity Development Officer.

7.4.3 Sport and Physical Activity Programmes

A number of programmes have been carried out over the last quarter with the most successful being Beat the Street. A total of over 3,230 participants from 9 primary schools and the community. Over 32,000 miles were travelled with 52% of all primary school children taking part in the targeted schools, with up to 70% engagement in some schools such as Thythorn Field and St John Fisher. Due to the success of the programme and both

partner and public demand, a wider edition of the game across the borough in the future is being investigated.

7.4.4 Community Champions

The Community Champions Programme has recruited volunteers within the community (Oadby, Wigston and South Wigston) to distribute health, Covid 19 and vaccination messages, enabling these volunteers to consult and be the voice of their communities. A monthly Community Newsletter has been developed with a mailing list of 1435 recipients. Pop up events in Oadby and Wigston Towns Centres have been delivered with Community Health Officers in the town centres providing support and advice to the community about health and wellbeing needs and services. Future projects relating to healthy eating, sustainability and mental health will be held at Brocks Hill Country Park, and other allotment spaces in the Borough. A Youth Champion Programme aimed at training and developing young people in the Borough, to become 'Health Champions' is being developed and will potentially feed into the Youth Council recruitment.

7.4.5 Community Safety

Further confirmation around funding criteria, and crime and disorder priorities at a Leicester, Leicestershire and Rutland level, was received prior to August's meeting of the Community Safety Partnership. The drafting of the Partnership's 2021-22 Delivery Plan in line with this guidance, as well as locally identified priorities, continues with a view to holding an extraordinary meeting of the Partnership in September to review / adopt the new plan. The core work of individual Partners in 2021-22 has remained largely unaffected by the delays stemming from the PCC elections, with statutory responsibilities continuing to be fulfilled and addressed.

7.4.6 Young People / Youth Provision

The completion of the gaps analysis work for youth provision in the Borough highlighted 22 youth groups, mostly uniformed or religious, based in, or having a catchment area covering, the Borough. Many have not reopened as yet but are planning on doing so in due course, particularly where their sessions are based in community buildings. Representatives from each of the 22 groups were invited to attend August's meeting of the Borough's Youth Council to discuss the 'new landscape' of youth provision post-Covid. Several group representatives have pledged to attend a future meeting of the Youth Council, having been unable to attend August's due to the school holidays, as well as promoting the Youth Council to the young people they are working with.

The input of these youth groups, and the young people they engage with, will be instrumental in shaping the developing Youth Engagement Strategy for the Borough, as well as delivering the key work intended to be included within it. Their input is also vital in achieving a priority of the Community Safety Partnership's 2021-23 Strategic Plan, which places a focus on preventing, and diverting young people from entering into the criminal justice system.

7.4.7 Leisure Contract

Based on the leisure centres operating for two and a half months and with some community-based restrictions still in place meant numbers were restricted in some activities and other activities were not brought back at all. This period saw the centres Reopen with restrictions from the National Lockdown on April 12th. Consumer confidence is such, that member numbers are increasing and that attendances are going up month on month since reopening. It is believed this trend will only continue as restrictions are removed.

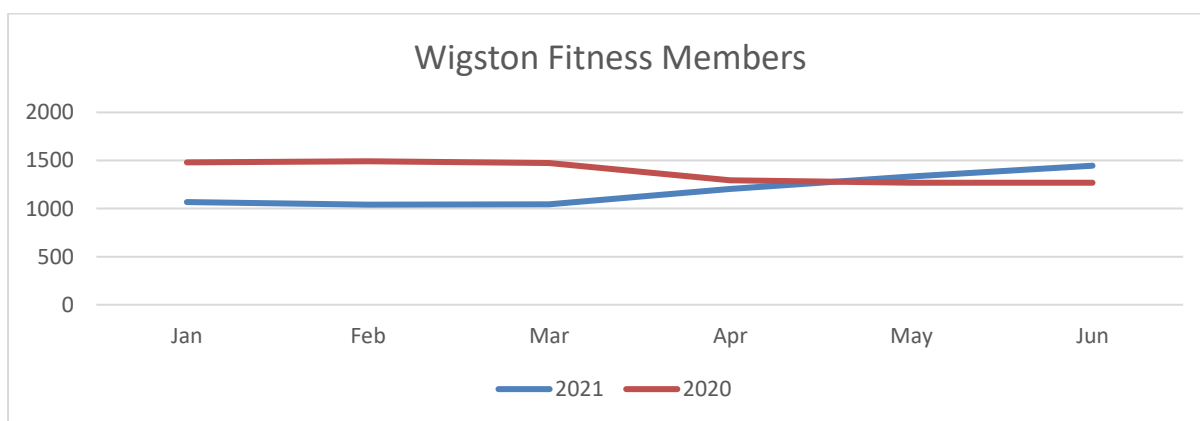
| Description | Apr | May | Jun | Total |
|-------------|-----|-----|-----|-------|
|-------------|-----|-----|-----|-------|

| | | | | |
|---------------------|--------|--------|--------|---------|
| Swimming | 15,783 | 16,496 | 17,222 | 49,501 |
| Gym/Fitness Classes | 16,939 | 28,097 | 30,820 | 75,856 |
| Sports/Activities | 0 | 515 | 0 | 515 |
| Activity Total | 32,722 | 45,108 | 48,042 | 125,872 |
| Spectators | 7,450 | 8,525 | 8,638 | 24,613 |
| Events | 0 | 0 | 0 | 0 |
| Education | 0 | 0 | 0 | 0 |
| Grand Total | 40,172 | 53,633 | 56,680 | 150,485 |

Wigston: Total Fitness Members:

| End of Month Members | | |
|----------------------|------|------|
| | 2021 | 2020 |
| Jan | 1069 | 1482 |
| Feb | 1041 | 1492 |
| Mar | 1046 | 1475 |
| Apr | 1204 | 1294 |
| May | 1333 | 1269 |
| Jun | 1446 | 1269 |

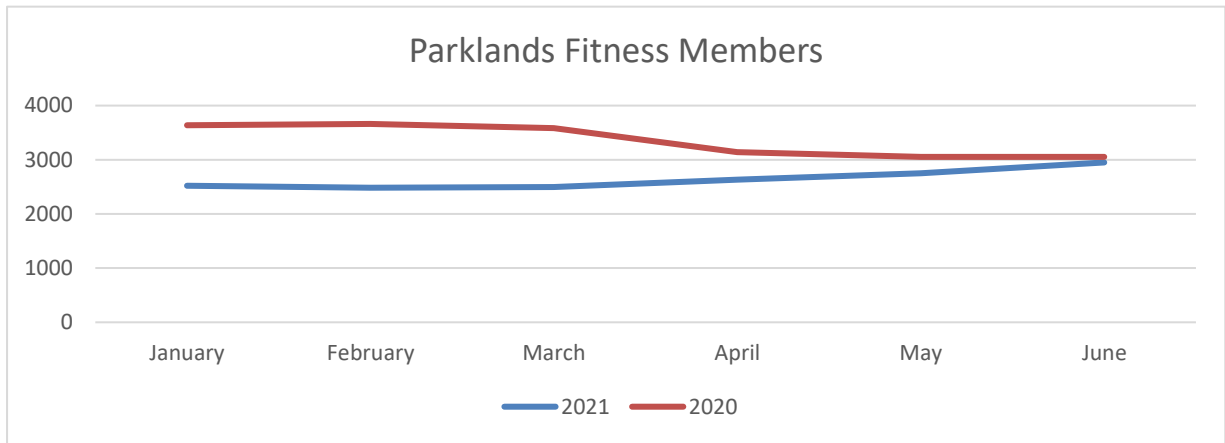
It is pleasing to note that Wigston has strived to the recovery levels it has and is within touching distance of Pre Covid numbers with Fitness Members.



Parklands: Total Fitness Members

| End of Month Members | | |
|----------------------|------|------|
| | 2021 | 2020 |
| January | 2520 | 3637 |
| February | 2484 | 3661 |
| March | 2499 | 3581 |
| April | 2633 | 3140 |
| May | 2752 | 3053 |
| June | 2950 | 3053 |

Similar to Wigston, Parklands has made a strong recovery on its member numbers, however there is still a substantial way to go to hit the highs of pre covid numbers. Parklands still sits 521 members short of when the centres first went into lockdown in March 2020.

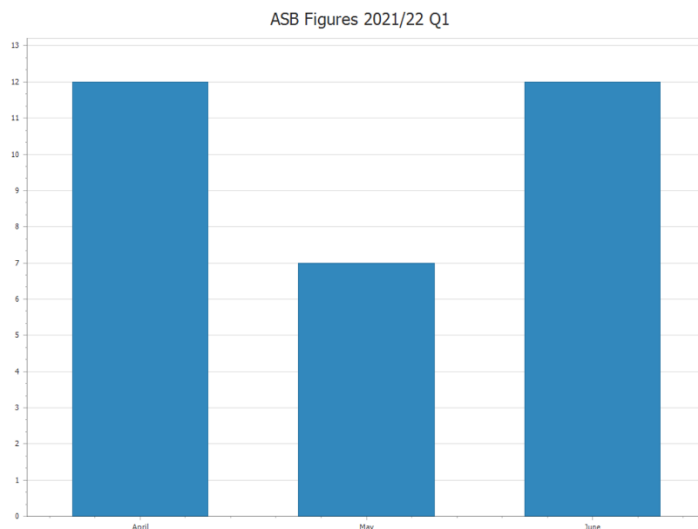


19 July 2021, saw the operation of the Leisure Centres return to preCovid activity numbers for all activities with online booking systems remaining in place for swimming sessions and some other activities. Plans are in place to see the reintroduction of face-to-face Health and Wellbeing services for September 2021.

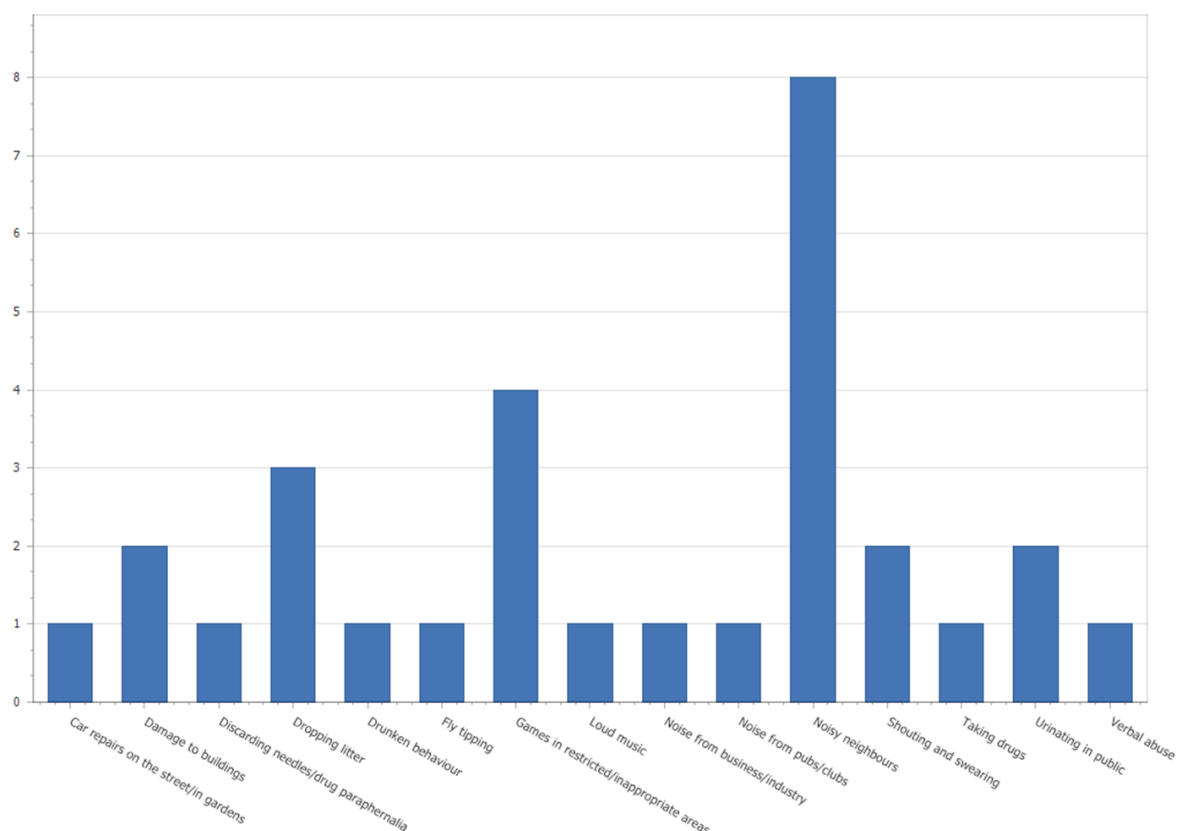
7.4.8 Anti-Social Behaviour

During the first quarter in 2021/22, the Council recorded a total of 31 ASB reports. This is similar to the previous year where the Council recorded 27 in the same timeframe. Throughout the first quarter in 2021/22, the most common type of reported ASB is Noisy Neighbours where there have been 8.

All these results are in the tables below.



Types of ASB 2021/22 Q1



The Council have recently been successful in prosecuting a breach of a Community Protection Notice against a resident in South Wigston who had for a period of 2 years, caused her neighbours significant issues with smoking cannabis. This case was heard at Leicester Magistrates Court on 5 August 2021, where the resident was found guilty and ordered to pay a fine. Unfortunately, this case took longer than expected to deal due to COVID-19 and hearings adjourned at court. Nevertheless, this will now give those neighbours affected peace of mind.

The Council have made a further application to prosecute a resident to the court after a Community Protection Notice was served due to continuous shouting, swearing and banging, through which those living in the vicinity have suffered stress and anxiety. This is still an ongoing case where several agencies are involved, including Leicestershire Police and Social Services.

The diversionary activity summer programme has now finished. This was ran by the IMPACT Team based at County Hall and lasted for 6 sessions, alternating between Blaby Road Park in South Wigston and Coombe Park in Oadby. A meeting has been scheduled to analyse the sessions where we will look to build on this for future activities.

7.5 **Exception Reporting – Law and Democracy**

In order to highlight potential areas for improvement, this section details the targets that have been given a “Red” or “Amber” Status for the rest of the Council.

| Measure/Activity | Target | Benchmark | Frequency | Target Quarter | Corporate Objective | Sub-Objective | Service | June 2021 Commentary | June Forecast |
|---|---|-----------|-----------|----------------|---|---|-------------------|---|---------------|
| Improve Air Quality in the Borough | Installation of real time air quality monitoring equipment across the borough by December 2021 | Local | Milestone | | Building, Protecting and Empowering Communities | Delivering High Quality and Healthy Lifestyles in Communities | Law and Democracy | Credit rating has now been undertaken on Council and this is required prior to supply of meter. Financial element in progress and once completed British Gas have stated installation date will be 5 weeks from agreement. | Amber |
| Improve the Air Quality in the Borough | Post installation of air quality monitoring equipment develop a remedial action plan by March 2022 | Local | Milestone | | Building, Protecting and Empowering Communities | Delivering High Quality and Healthy Lifestyles in Communities | Law and Democracy | ASR 21 submitted to DEFRA on 2020 data. No areas of of exceeding Air Quality objectives have been identified | Amber |
| Increase consumer safety by implementing a Food Safety plan for food businesses within the Borough | Ensure 100% inspections to ensure compliance with food safety standards | National | Milestone | Quarterly | Building, Protecting and Empowering Communities | Delivering High Quality and Healthy Lifestyles in Communities | Law and Democracy | Report taken to Licensing & Regulatory Committee on 24 June setting out our Food Plan for 2021/22 and proposals for recovery following the pandemic. Recruitment to vacant EHO post has commenced to support this initiative | Amber |
| Through monitoring the effectiveness of our ASB procedures, we will expedite the time taken to resolve issues relating to our tenants | 80% of ASB cases closed within 12 weeks | Local | Monthly | Q4 | Building, Protecting and Empowering Communities | Making our Communities feel safe, be safe and supported | Law and Democracy | 22 cases of ASB were reported in the first quarter. 2 cases have been closed within the 12 weeks. As the majority of cases that remain open have not reached the 12 week timeframe it is not possible to give an accurate calculation of % of cases closed as the 12 week period has not been reached in all cases reported in the first quarter. | Amber |
| In collaboration with our partners facilitate an environment where the public will be safe and feel safe at all times as the Borough's town centres emerge from Covid 19 lockdown | Implement the Roadmap to Recovery plan utilising government grant funding in accordance with the national or local timetables set by government | Local | Milestone | | Building, Protecting and Empowering Communities | Making our Communities feel safe, be safe and supported | Law and Democracy | This is ongoing given the governments and our local roadmap for recovery. The delay in easing restrictions until 19 July 2021 has meant that some controls remain in place. With the COVID marshals and our team continually conducting proactive visits to give advice and support. | Amber |
| In collaboration with our partners facilitate the re-opening of the Borough's night time economy where the public will be safe and feel safe at all times as the sector emerges from Covid 19 lockdown. | Implement the Roadmap to Recovery plan utilising government grant funding in accordance with the national or local timetables set by government | Local | Milestone | | Building, Protecting and Empowering Communities | Making our Communities feel safe, be safe and supported | Law and Democracy | This is ongoing given the governments and our local roadmap for recovery. The delay in easing restrictions until 19 July 2021 has meant that some controls remain in place. With the COVID marshals and our team continually conducting proactive visits to give advice and support. | Amber |

Appendix One - HRA Capital Programme 2021-22 - Financial Summary Quarter One

| Scheme Description | Budget 2021/22 | Actual and Committed Expenditure to First Quarter | Proportion of Budget Spent |
|--------------------------------------|-------------------|---|----------------------------|
| Annual Programmes Included Each Year | £2,448,900 | £1,025,811 | 42% |
| Total | £2,448,900 | £1,025,811 | 42% |

HRA Capital Programme 2021-20 - Scheme by Scheme Financial Summary Quarter One

| Annual Programmes Included Each Year | Budget | Actual and Committed Expenditure to First Quarter | Total Projected Expenditure Full Year | Status |
|--|---|---|---------------------------------------|----------|
| Central Heating and Boiler Replacements | £140,000 | £110,973.96 | £140,000 | On Track |
| | Emergency and urgent boiler and central heating replacement work has continued throughout the lockdown period and the planned programme of replacements as part of the Home Improvement Programme | | | |
| Door and Window Replacement Programme | £30,000 | £30,000 | £30,000 | On Track |
| | | | | |

| | |
|--|-------------------------------------|
| | Contractor currently being procured |
|--|-------------------------------------|

| Annual Programmes Included Each Year | Budget | Actual and Committed Expenditure to First Quarter | Total Projected Expenditure | Status |
|--------------------------------------|--|---|-----------------------------|----------|
| Major Voids | £300,00 | £162,000 | £300,000 | On Track |
| | We are implementing new void property management procedures and it is likely our void costs will be reduced, although the improvement programme costs will increase. | | | |
| Major Adaptations | £100,000 | £21,947 | £100,000 | On Track |
| | A number of major adaptations are currently in the process of being tendered for. | | | |

| Annual Programmes Included Each Year | Budget | Actual and Committed Expenditure to First Quarter | Total Projected Expenditure | Status |
|--------------------------------------|---|---|-----------------------------|----------|
| Home Improvement Programme | £1,200,000 | £465,000 | £1,200,000 | On Track |
| | The Home Improvement Programme has been divided into seasonal programmes. The Spring and Summer programmes are top heavy in terms of numbers of properties we hope to improve with the Autumn and winter programmes reducing in number. | | | |
| Fire Safety Works | £150,000 | £0 | £150,000 | On Track |

| | | | |
|--|--|--|--|
| | | | |
| | Remedial works being is currently being tendered for to be undertaken later in the year. | | |

| Annual Programmes Included Each Year | Budget | Actual and Committed Expenditure to Third Quarter | Total Projected Expenditure | Status |
|---|--|--|------------------------------------|---------------|
| Housing Block Improvements | £120,500 | £40,123 | £120,500 | On Track |
| | New roofs and door entry system works in progress or due to start shortly. | | | |

Lightbulb Qtr 1 2021/2022 Performance Dashboard

Chart 1: DFG Completion Times YTD by No of Weeks

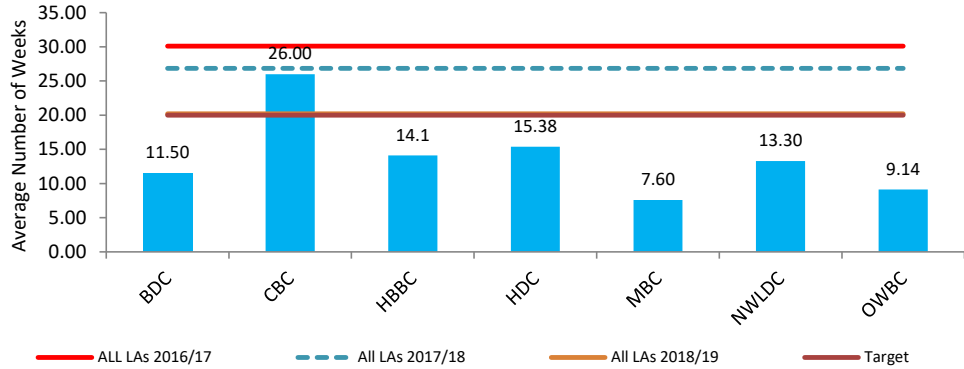


Chart 2: No of DFG's Completed by Cost by District YTD

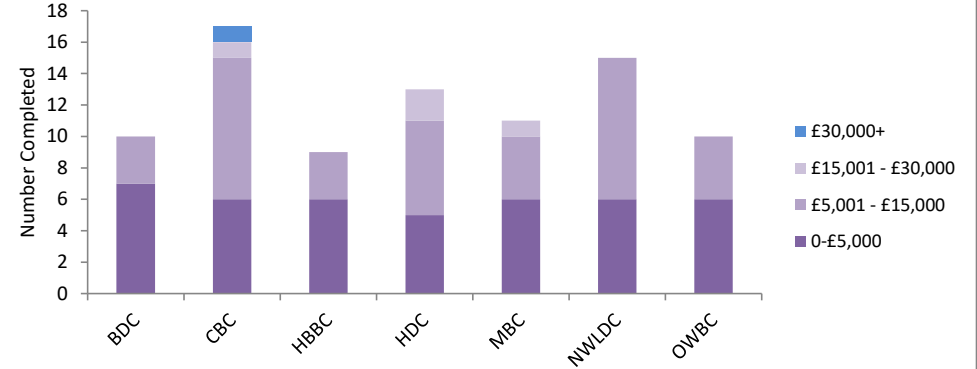


Chart 3: DFG Dropout % Over Time

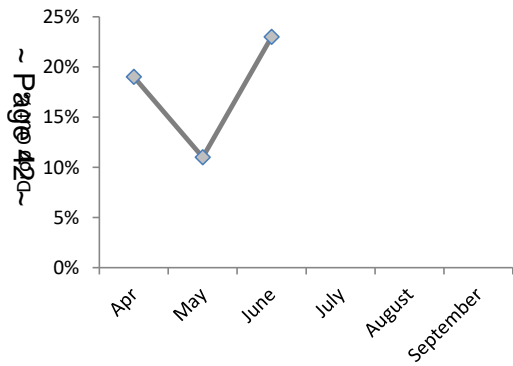


Chart 4: Reason for Dropout by QTR

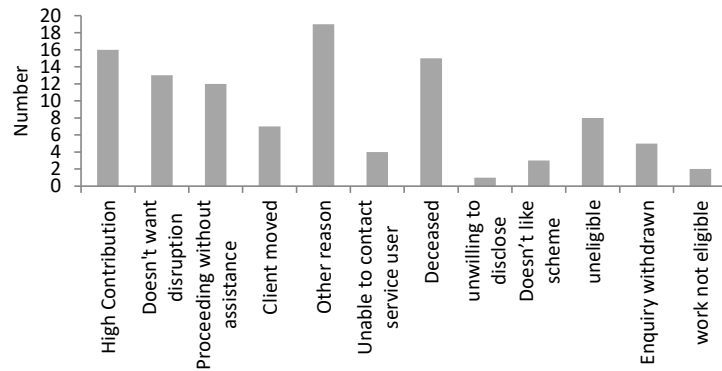


Chart 5: Customer feedback from scores on the doors

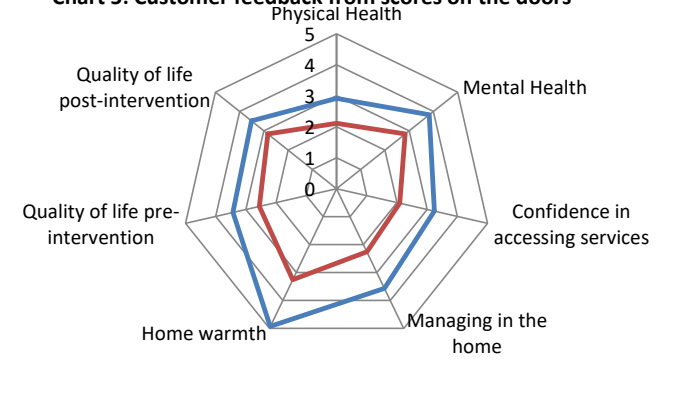


Chart 6: Overall achievement

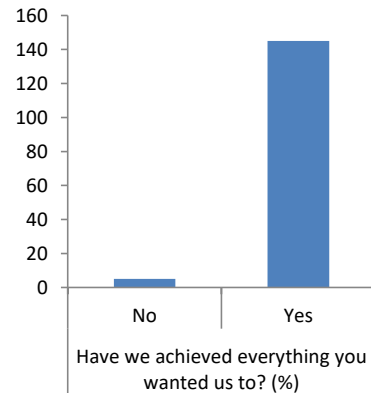


Chart 7: End to End Times - No of Weeks

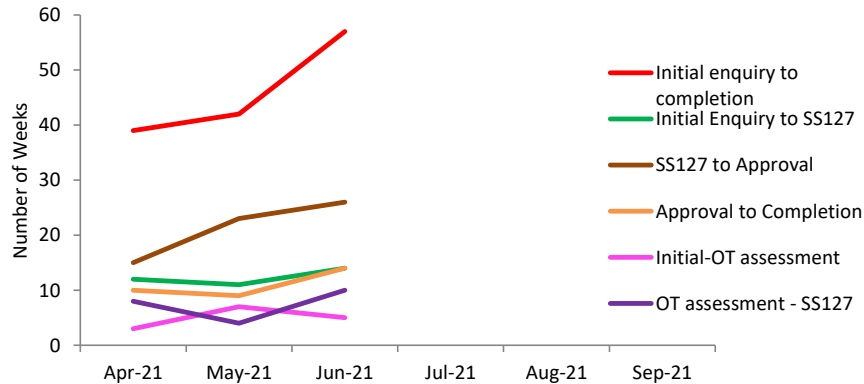
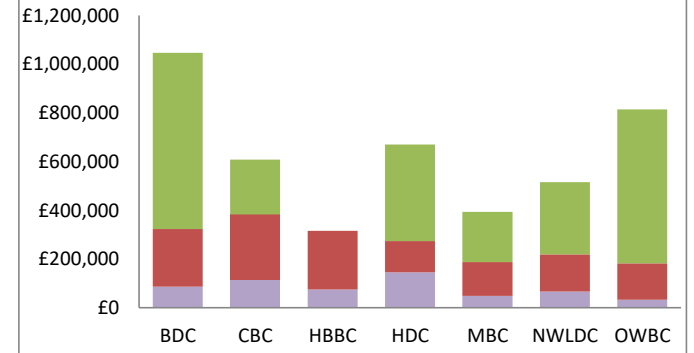


Chart 8: Total Value of Invoiced and Committed funds for DFGs by District YTD



Lightbulb HSC Qtr1 2021/2022 Performance Dashboard

