



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, 30 NOVEMBER 2021** at **7.00 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
22 November 2021

Mrs Anne E Court
Chief Executive



IMPORTANT COVID-19 NOTICE

In-person Council and Committee meetings which are open to the press and public to observe have resumed from 7 May 2021 following the expiry of the Regulations that allowed local authorities to hold remote meetings.

Whilst most of these meetings will take place in the Council Chamber at the Council Offices in Wigston, it may be necessary to host a meeting at an alternative venue and/or at short notice. This will allow all attendees to maintain social distancing and follow the latest COVID-secure guidelines.

If attending an in-person meeting, all attendees must wear a face covering (unless exempt or when seated) and must sanitise their hands on entry and exit to/from the meeting venue. Meeting venue capacity will be severely restricted due to COVID-19 regulations, however there will still be opportunities for public participation in accordance with the Council's Constitution.

Where the necessary technology is available and working, the press and public may still be able to watch the live streams of meetings without having to attend in-person. Instructions on how to access live streams can be found below where applicable. At a minimum, audio recordings of meetings will be made available on the Council's website shortly after any given meeting.

ITEM NO.

AGENDA

PAGE NO'S

1. Live Stream of Meeting | Instructions

This meeting will be live streamed.



Postal Address: Council Offices, Station Road, Wigston, Leicestershire LE18 2DR

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicestershire LE2 5JE

Tel: (0116) 288 8961 **Fax:** (0116) 288 7828 **Email:** csc@oadby-wigston.gov.uk



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OadbyWigstonBC



@Oadby_Wigston

Press & Public Access:

YouTube Live Stream

A direct link to the live stream of the meeting's proceedings on the Council's YouTube Channel is below.

<https://youtu.be/axEBHnhvJ6E>

2. 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.

3. Appointment of Substitutes

To appoint substitute Members in accordance with Rule 26 of Part 4 of the Constitution and the Substitution Procedure Rules.

4. 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'.

5. Minutes of the Previous Meeting

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To read, confirm and sign the minutes of the previous meeting in accordance with Rule 19 of Part 4 of the Constitution.

6. Action List Arising from the Previous Meeting

There was no Action List arising from the previous meeting.

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. Council Performance Update (Q2 2021/22)

7 - 39

Report of the Head of Customer Service & Transformation

9. Sports Facilities Update (November 2021)

40 - 49

Report of the Community & Wellbeing Manager

For more information, please contact:

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Agenda Item 5

MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT THE COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 7 SEPTEMBER 2021 COMMENCING AT 7.00 PM

PRESENT

G A Boulter Chair
F S Broadley Vice-Chair



COUNCILLORS

Mrs R H Adams
N Alam
L A Bentley
J W Boyce
F S Ghattoraya
Mrs S Z Haq
K J Loydall
Mrs S B Morris
R E R Morris

OFFICERS IN ATTENDANCE

Miss E Byrne Democratic Services Officer
A Dingley Community & Wellbeing Manager
C Eyre Housing Manager
D M Gill Head of Law & Democracy / Monitoring Officer

24. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors Mrs L M Broadley, D M Carter, Mrs L Eaton JP and Miss A Kaur.

25. APPOINTMENT OF SUBSTITUTES

None.

26. DECLARATIONS OF INTEREST

None.

27. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on Tuesday, 22 June 2021 be taken as read, confirmed and signed.

28. ACTION LIST ARISING FROM THE PREVIOUS MEETING

There was no Action List arising from the previous meeting held on Tuesday, 22 June 2021.

29. QUESTIONS ON NOTICE

Service Delivery Committee
Tuesday, 7 September 2021

Chair's
Initials

The Committee received a paper detailing questions, notice of which had been given in accordance with Rule 13, Section 1 of Part 4 of the Constitution of the Council.

By affirmation of the meeting it was

UNANIMOUSLY RESOLVED THAT:

The responses to the questions on notice as set out at pages 5 – 7 of the agenda be noted.

30. PETITIONS AND DEPUTATIONS

None.

31. SPORTS FACILITIES UPDATE (SEPTEMBER 2021)

The Committee gave consideration to the report as set out on pages 8 - 14 of the agenda, which asked it to note the update in respect of expenditure to date of Section 106 12/00313/FUL - Station Road former South Leicestershire College site and proposed future expenditure, and to provide Officers with direction as to how the matter ought to proceed.

It was moved by the Chair, seconded by Cllr K J Loydall JP and

UNANIMOUSLY RESOLVED THAT:

- (i) The content of the report be noted;**
- (ii) Members of the Committee forward their suggestions to Officers regarding proposed expenditure by the end of September 2021; and**
- (iii) Delegated authority be given to the Leader of the Council and the Chair and Vice-Chair of Service Delivery Committee, in consultation with South Wigston Ward Members, to make a final decision on expenditure within the required timeframe.**

32. EXTENSION OF DELEGATION AND COLLABORATION AGREEMENT IN RELATION TO THE LIGHTBULB PROGRAMME

The Committee gave consideration to the report as set out at pages 15 - 18 of the agenda, which asked it to approve a two year extension to the existing Delegation and Collaboration Agreement in relation to the Lightbulb Programme.

It was moved by the Chair, seconded by Councillor Mrs S B Morris and

UNANIMOUSLY RESOLVED THAT:

The existing Delegation and Collaboration Agreement in relation to the Lightbulb Programme be extended by two years to 31 March 2024.

33. COUNCIL PERFORMANCE UPDATE (Q1 2021/22)

The Committee gave consideration to the report as set out at pages 18 – 43 of the agenda, which asked it to note the update regarding the progress during quarter one of the 2021/22 financial year towards achieving 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 8.50 PM



Chair

Tuesday, 30 November 2021

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

Agenda Item 8



Service Delivery Committee	Tuesday, 30 November 2021	Matter for Information
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Report Title: **Council Performance Update (Q2 2021/22)**

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

Purpose of Report:	To provide an update on progress during Quarter 2 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, 86 were due for reporting as at the end of Quarter Two the 96, 69 were green status, 16 were amber status, and 1 was red status. This equates to 80% Green, 19% Amber and 1% 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 & 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 Stronger 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)
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:	Appendix 1 - Housing Capital Programme Quarter 2 Update Appendix 2 - Lightbulb Reports Appendix 3 – Customer Service Centre Statistical Analysis

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, 86 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 86:

69 were green status

16 were amber status

1 was red status

This equates to 80% Green, 19% Amber and 1% 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 first quarter of 2020/21 completed the year with percentages as follows 75% Green, 20% Amber and 5% Red.

Performance Chart One – Corporate and by Objective

Quarter Two 2021/22	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	69	80%	16	19%	1	1%
Corporate Priority						
Building, Protecting and Empowering Communities	24	75%	8	25%	0	0%
Growing the Borough Economically	14	88%	2	12%	0	0%
Providing Excellent Services	31	82%	6	16%	1	2%

(Continued overleaf)

Performance Chart Two – By Department

Quarter Two 2021/22	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	69	80%	16	19%	1	1%
Department						
Built Environment	24	80%	6	20%	0	0%
Customer Service & Transformation	15	94%	1	6%	0	0%
Finance & Resources	7	64%	3	27%	1	9%
Law & Democracy	22	79%	6	21%	0	0%
SLT	1	100%	0	0%	0	0%

3.0 Built Environment Update

3.1. 2020-21 Housing Capital Programme

48 Properties have had improvements works completed during the summer programme with each month on the second quarter seeing significant increased customer satisfaction (July 85% August 92% September 95%) – overall a 91% satisfaction rate for the quarter.

We have implemented a number of initiatives including better communications with our tenants, clear expectations placed on our contractors in respect of customer service delivery and a process by which a tenant is able to raise any queries or issues, which will be managed and responded to within a short period of time.

We are scaling back our operations during the autumn and winter period to enable us to maintain high levels of customer satisfaction and to ensure the resources are available to complete works within expected timescales.

We have paused our boiler replacement programme in order to allow a stock condition survey review to take place. The rationale behind this is to understand how best we can meet our commitment to the green agenda and install renewable energy heating systems, whilst taking advantage of Government funding opportunities.

We will still replace, with a gas boiler, any existing boilers that fall out of compliance or that are beyond economical repair should the need arise.

The financial summary covering quarter 2 of the HRA Capital Programme is provided in Appendix One.

3.2. Housing Options and Homelessness

The housing options team is reviewing and developing new processes and procedures in order to deliver a more robust and pro-active Homelessness Prevention service. The team has primarily focused on managing households at the point of becoming homeless. This has resulted in a relatively high number of households being placed in temporary accommodation. At the end of quarter two the number of households in temporary accommodation was 29. In the same period we succeeded in 38 homelessness preventions.

Over the next quarter the team will attempt to stem the use of temporary accommodation with pro-active work being undertaken relating to:

- Early intervention – those at risk are identified and services provided to prevent problems escalating

- Pre-crisis intervention – advice services, mediation or negotiation with landlords to avoid the imminent loss of a home
- Preventing recurring homelessness – supporting tenancy sustainment services and other support services

This will help to reduce the reliance on using temporary accommodation.

3.3. **Gas Safety**

Gas safety is at 100% compliancy. We continue to adapt and change our processes to ensure our management of gas servicing remains at 100% over the course of the year.

3.4. **Lightbulb**

This information was not available at the time of preparing the report due to a technical difficulty suffered by Lightbulb. An update will be provided at the meeting.

3.5. **Void Calculations**

From April 2021 the team has been set the challenge to achieve an average void time of 25 days. As explained by the housing Manager at the last meeting of the Committee, 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.

In terms of improvements, if the same definition of average void time was applied to the previous year (2020/21) an average void time for the year would have been 90 days (79 properties total void days 7,113). The team have made significant improvements to achieve the quarter two cumulative average void time of 40.66 days. There is a long way to go to achieve 25 days void time, but the team are motivated and invested in the target and they continue to develop their service and processes in order to achieve the average void time target.

3.6. **Cleaning**

The cleaning team has made some significant ground in their engagement of their customers. The team are leading the way in terms of the community clean events and there are a number of other initiatives the team are keen to deliver throughout quarter three which we will report on an ongoing basis through the Members Bulletin.

Also in the coming months, we are looking to expand the service 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. **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.

(Continued overleaf)

Target	Benchmark	Frequency	Target Quarter	Responsible Staff	Corporate Objective	Sub-Objective	Service	September 2021 Commentary	September Forecast
We will collaborate in order to promote national schemes to place young people in employment	Local	Milestone		Adrian Thorpe	Growing the Borough Economically	Attracting people and business to the Borough	Built Environment	The Council is supporting the Kickstart Programme, this will be done with new Economic Regeneration Manager due to commence in November.	Amber
Submit planning application for new health facility in South Wigston by March 2022.	Local	Milestone		Adrian Thorpe	Growing the Borough Economically	Delivering Development of the Town Centres	Built Environment	Comments on revised feasibility study submitted to consultants. Currently await their response which have been delayed. Meeting with OGG due to be held in November when the new Economic Regeneration Manager commences.	Amber
Launch a business, inward investment and visitor economy microsite by September 2022 and participate in countywide business support programmes to promote opportunities in the Borough's Town Centres and new employment	Local	Milestone		Adrian Thorpe	Growing the Borough Economically	Attracting people and business to the Borough	Built Environment	This work will progress when the new Economic Regeneration Manager commences in November	Amber
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		Chris Eyre	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Built Environment	Recruitment commenced for position of Strategy and Performance Officer. New postholder due to commence in January 2022.	Amber
90% of tenants satisfied with the work carried out	Local	Monthly	Monthly	Chris Eyre	Providing Excellent Services	Excellence for our Customers	Built Environment	48 Tenants were sent customer satisfaction surveys during the 2nd quarter of this number 32 said they were satisfied with the service that was provided. Resulting in 66% of tenants satisfied with the service. We don't believe this to be a true reflection of the services being delivered and we have reviewed our methodology for capturing and collecting data for repairs carried out. Some slight modifications to the questions have been made to the questionnaire (questions are now job specific and less ambiguous) and we have put a process in place where Tenants views are sought within in short period of time of the job being completed. We are confident that improvement to customer satisfaction will be captured in these changes	Amber
Re-let time is 25 days or less	Local	Monthly	Monthly	Chris Eyre	Providing Excellent Services	Excellence for our Customers	Built Environment	40,66(6) The cumulative average void time to half year end is 40.13 days (with 26 properties being empty for a total number of 1,067 days). As previously reported the void time is calculated as the number of days from tenancy end date to new tenancy start date. We are refining our processes to encourage more efficient working procedures and practices targeting reducing the number of void days across the housing service	Amber

4.0. Finance Update

4.1. 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 and pays 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. The Test and Trace Administration Officer left the Authority at the end of the six month contract as the scheme was due to end. There are currently 160 applications outstanding and 320 payments have been made totalling £161k.

4.2. Revenues

The Revenues team is responsible for administering and collecting £34.6m of Council Tax and £11.2m 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.

Revenues team has experienced staff shortages and with current systems and processes causing delays in clearing a back log of work. The backlog was ring fenced, targeted and cleared. Revenues team work processing time is within 14 days, with priority work including death notifications processed within 5 days.

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 have completed grant payments in response to Covid-19.

BEIS requests for Business Grant Reconciliations and Data Collection is being undertaken by the grant team with the Finance Team.

The Additional Restrictions Grant discretionary (fund of £1.6m) the grant team have paid the discretionary grant to 427 businesses totalling £994,063.84, spending. There are no current applications outstanding. The next application process is still to be decided.

4.3. **Collection Rates**

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

The gap between the "target collected" and "actual collected" has increased over time.

Restrictions in recovery action following the Covid pandemic has significantly contributed to the amount individuals and businesses can afford.

Although all recovery functions have now resumed for Council Tax since June 2021, the delay in court permitting cases to be heard has meant a cap was applied to the number of cases being presented.

For Business Rates, all businesses that come under the retail, hospitality and leisure sector were awarded a 100% relief from April to June 2021.

From July 2021 a revised bill seen a reduction of the relief from 100% to 66% causing an increase in a charge following the adjustment. This will also contribute to the gap in target and actual collection.

All recovery functions have now resumed for Business Rates since August 2021. This has further delayed recovery action where this would normally be taken sooner to ensure collection targets were being achieved.

A review of both Council Tax and Business Rates accounts is being undertaken by the Recovery team to promptly action accounts and increase collection rates.

Percentage of Debit Collected (Cumulative)	July %	August %	Sept %
Council Tax			
Actual Collection Rate	38.11%	47.19%	56.31%
Target Rate	38.71%	47.95%	57.31%
Actual Collection Rate 2020/21	37.47%	46.30%	55.38%

National Non Domestic Rates (NNDR)			
Actual Collection Rate	26.37%	34.69%	44.93%
Target Rate	38.05%	46.83%	55.92%
Actual Collection Rate 2020/21	28.80%	35.72%	43.90%

4.4. Property Statistics

	July	August	Sept
No of Council Tax properties	23,676	23,698	23,709
No of Council Tax Direct Debits	17,970	18,039	17,996
No of Single Person Discounts	7,481	7,508	7,505
No of Businesses	1432	1431	1425
No of Businesses in receipt of Small Business Rates Relief	671	671	663

4.5. Exception Report - 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.

Reference	Measure/Activity	Target	Benchmark	Frequency	Target Quarter	Responsible Staff	Corporate Objective	Sub-Objective	Service	September 2021 Commentary	September Forecast
PES 15	Average time taken to process Housing Benefit and Council Tax support claims	15 Days	Regional/ National	Monthly/Quarterly/ Annually	Quarter Four	Jon Owst/John Cramp	Providing Excellent Services	Excellence for our Customers	Finance and Resources	17.52 days based on 62 new claims processed. This includes UC claims where the LA are reliant on DWP processing times.	amber
PES 17	Post COVID achieving or exceeding Council tax collection rate target	97.50%	Annual	Monthly/Quarterly/ Annually		Comie Campbell	Providing Excellent Services	Excellence for our Customers	Finance and Resources	56.31%, 1% short of target 57.31%. Recovery action has recommenced but there is still a backlog. Current systems and processes are causing delay in clearing backlog.	Amber
PES 18	Post COVID achieving or exceeding NNDR Collection Rate target	98.50%	Key Milestone	Monthly/Quarterly/ Annually		Jon Owst/Rita Patel	Providing Excellent Services	Excellence for our Customers	Finance and Resources	44.93%, 10.99% short of target 55.92%. Formal recovery recommenced and laying formal complaint at court.	Red
PES 42	Achieve an unqualified opinion on the statement of accounts by external auditors	Achieve unqualified opinions on the Statement of Accounts	Local	Milestone		Rashpal Sohal	Providing Excellent Services	Improving how we work	Finance and Resources	The 2020/21 Accounts audit will start in October 2021, which is past the original statutory 30 September 2021 deadline.	Amber

5.0. Customer Service & Transformation Update

5.1 Customer Service Statistics

At the last Service Delivery Committee 7 September 2021, Members requested further information and a breakdown of statistical data. This is attached in Appendix 3.

5.2 Call Volumes

Quarter 2	July	Aug	Sept
Number of calls	6359	5386	5820
Number of calls answered	5039	4702	5226
Percentage answered	79%	87%	89%

5.3. Customer Service Excellence Award

Progress towards our second year's accreditation is going well. The assessment day has been set for 14 December 2021. This will focus on 57 assessment criterion. Assessors will review our partial compliances, compliances and our 4 compliance plus areas.

The work within the Customer Service Excellence Award also drives our ongoing improvement throughout the Council towards reviewing and improving all our services areas from a customer service perspective

We have also commenced a new initiative of appointing Customer Service Champions within each department. This team meets on a monthly basis, led by the Customer Service Improvement Manager purely focusing on how we deliver and can improve our customer service, driving forwards our culture of putting the customer first.

5.3. Complaints

Month	Total Number of Complaints received	Number of complaints triaged & resolved by CS Team	Number of complaints that reached early resolution	Number of complaints ending up at Stage 1	% of complaints Resolved at Triage or Early Resolution	Number of complaints Stage 2
July	31	12	5	14	55%	0
Aug	25	14	6	5	80%	0
Sept	22	16	3	3	86%	1

5.4. Customer Satisfaction Surveys

Monthly Customer Satisfaction Surveys are carried out across the Council. These are conducted via various mediums:

- Telephone
- E Mail
- On-line

Customers are asked to score our Customer Service Team performance out of ten in relation to each factor. Our overall customer satisfaction target is 93% for 2021.

Customer Service Centre

Quarter	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
2						
Jul	85%	97%	98%	97%	97%	96%
Aug	92%	98%	98%	97%	97%	97%

Sep	92%	99%	99%	99%	99%	99%
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Other Service Area

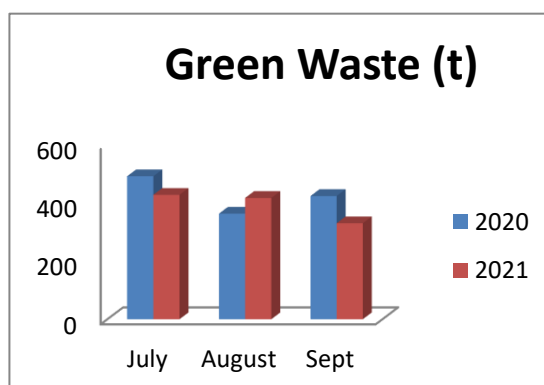
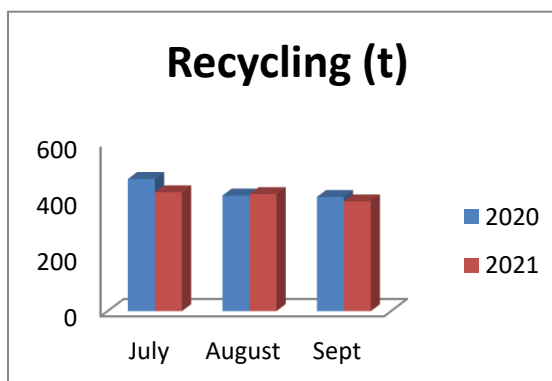
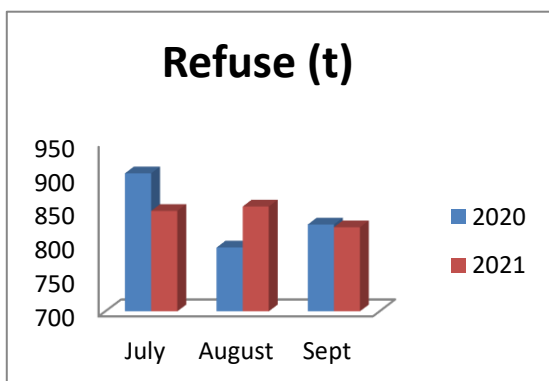
Quarter2	Number of Responses	Very satisfied	Satisfied	Not Satisfied	Percentage Satisfied/Very satisfied
Jul	17	16	1	0	100%
Aug	17	15	2	0	100%
Sep	24	24	0	0	100%

5.5. Refuse, Recycling and Garden Waste

Refuse and Recycling

The charts and figures show over the last quarter shows that the refuse and recycling tonnages have largely remained the same. The refuse tonnages show that there was a 6% reduction in July this was offset during August 2021.

In 2021 for the last quarter there was an overall 8% reduction in the collection of green Waste.



(Continued overleaf)

5.6. Full Review of Refuse, Recycling and Garden Waste

Corporate Key Performance Indicator - 'Providing Excellent Service' 40 relates to 'Delivering a financially viable Refuse and Recycling Service'.

To deliver on this Key Performance Indicator, the Council is now undertaking an in-depth review of the Council's, recycling and garden waste services. This will be extensive and cover all facets of the service area and actually expands on the original KPI.

A progress report was delivered to Policy, Finance and Development Committee on 16 November 2021, which includes a policy for Household Waste and Recycling. Further updates will be delivered as the waste review progresses.

5.7. Exception Reporting of 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.

Reference	Measure/Activity	Target	Benchmark	Frequency	Target Quarter	Responsible Staff	Corporate Objective	Sub-Objective	Service	September 2021 Commentary	Sep tember Forecast
PES 12	Produce post COVID19 communication recovery plan	Establish opportunities to deliver prioritised cohort group communications which add value to residents and businesses	Local	Milestone		Philippa Fisher	Providing Excellent Services	Excellence for our Customers	Customer Service and Transformation	Draft was presented to SLT in October one month late. However, components and actions agreed. Due to be shared with the leader for further comments.	Amber

6.0. Law and Democracy Update

6.1 Corporate Assets

Car parks:

The statutory consultation for the new Parking Order closed on 24 October although this was extended to 29 October to accommodate a request from Leicestershire Police.

Orders have been placed for the pay and display machines and contracts signed with the permit issuing company and the pay by phone option. Signage is currently being worked and minor alterations to car parks to accommodate the new scheme are in hand.

Community centres:

Community centres re-opened to existing hirers from 16 August 2021. Not all groups have yet returned although most intend to do so. There are a few groups that had intended to re-start by now but have been delayed due to the need to self-isolate or where a leader has contracted covid and therefore cannot meet. As this situation settles down then new regular hire enquiries will be welcome so long as they can be accommodated without increased cleaning costs.

A condition survey of Coombe Park Pavilion has been drawn up and some minor repairs are being carried out to the building ahead of the signing of a community lease with Oadby Owls Football Club.

Capital work to replace the boiler at Uplands Park Pavilion is complete and quotes have been invited for the flooring repairs to the changing rooms.

Play Areas:

The Assistant Corporate Asset Manager has taken over routine maintenance and repairs to play areas; the goal mouth at Hayes Park has been repaired, new pendulum seats have been ordered for Blaby Road Park, and parts ordered for the spinner at Coombe Park. Two

items of outdoor gym equipment one at Willow Park and the other at Blaby Road Park) are awaiting an engineer as they have seized up.

Litterbin grant:

The Assistant Corporate Asset Manager has also taken on responsibility for the Litterbin Grant and is obtaining quotes for new bins in line with the grant requirements.

Cemeteries:

Work is on-going to streamline cemetery admin processes and reduce cheque payments. During the quarter cemetery staff have dealt with 18 burials, 35 interment of ashes and 9 scatters.

6.2 Environmental Health and Licensing

Business support continues particularly with risk assessments and advice for businesses as part of our roadmap for recovery following the pandemic.

A grant of £1,793 was successfully bid for and obtained from the Food Standards Agency to triage all our new 96 food businesses established since the first lockdown. The work was required to ensure all new businesses could be programmed into our routine inspection schedule on the basis of risk. Our inspections have commenced according to our Food Service Delivery Plan and are on track with support being provided to ensure this can continue pending the recruitment to the vacant Environmental Health Officer post.

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. We support our work in communities to promote active travel.

The Licensing Team are progressing all applications and have reintroduced competency tests for taxi drivers. Key work areas have been – working with our external auditors after implementation of the new licensing system, commenced preparatory work for the future implementation of HMRC requirements for driver's post 4 April 2022, arranging an Operators meeting for the New Year, carried out a comprehensive review of all our fees and charges and collecting annual fees. Key Officer training has been completed on the Animal Welfare Act to ensure we can license such establishments ourselves and accommodate all the legal changes.

6.3 Electoral and Democratic Services

Following the purchase of an enhanced AV system and tripod, a number of Committees during Quarter 2 were successfully convened as hybrid meetings, enabling Members that were unable to physically attend in person to still put questions and contribute to debates. It is understood that the Association of Democratic Services Officers (ADSO) and Lawyers in Local Government (LLG) will imminently be writing to the new Secretary of State at the rebranded Department of Levelling Up, Housing and Communities, in the light of the rising level of Covid infections, to call for a reinstatement of remote meetings for local government. Members will be kept informed of any developments in this area.

The Constitution Working Group met during Quarter 2 to consider the LGA Model Code of Conduct for local authorities, as part of the bi-annual review of the Council's Constitution (PES 34). A report containing the option for Members to either formally adopt the revised Model Code of Conduct, or to retain the existing Code, will be presented to Full Council in December.

Electoral Services are in the process of completing this year's annual household canvass, ahead of republication of the revised register of electors on Wednesday 1 December 2021. Properties that were required to respond who have not yet done so are receiving personal contact from our Visiting Officers, and the team are liaising with the Responsible Officers from the University of Leicester and all of the Borough's care homes to ensure that these residents are provided with the support they need in order to participate in the democratic process. The first round of consultation on the 2023 Parliamentary Boundary Review proposals has now closed; the responses are in the process of being considered and a further round of consultation will commence in early 2022. The Elections Bill, which contains a number of proposed legislative changes to the administration and conduct of elections, has recently passed the House of Commons Committee Stage and we continue to await further details regarding what resources will be made available to the Electoral Registration Officer and Returning Officer in order to implement the reforms.

6.4 **Community and Wellbeing**

Community Safety

The Community Safety Partnership's members have been provided with a draft 2021-22 Delivery Plan for review, and adoption, at its October meeting. This plan fully sets out funding allocations against Tactical Actions which support the Partnership's 2021-24 Strategic Plan, and its objectives therein. Once adopted a copy of the Delivery Plan will be submitted to the Office of the Police and Crime Commissioner for reference and monitoring purposes.

Partners have continued their own work, and multi-agency approaches, through Q1-Q2 2021-22 in the absence of a Delivery Plan, caused by unavoidable disruption resulting from May's PCC elections. The Partnership has been kept informed of this work, and is satisfied that the individual work of Partners has continued to support the strategic objectives of the partnership despite a Delivery Plan being presented for adoption in Q3.

Young People / Youth Provision

Development of a Youth Engagement Strategy for the Council continues, with new tools for interrogating Census 2011 data resulting in a more in-depth Community Profile as part of the work. The Community Profile has highlighted three Wards within the Borough where it will be recommended newly commissioned, or refocused, youth provision will either be located, or receive additional promotion and resources.

These Wards were identified through datasets covering poverty, anti-social behaviour, post-16 qualifications, and population by age. The Wards that have been identified as priority areas are Oadby St Peters, Wigston Fields, and South Wigston. These priority areas, especially Oadby St Peters, have previously been overlooked by agencies who have focussed on 'Settlement Area' level data, where neighbouring Wards have masked concerns.

Sport and Physical Activity Programmes

Community Champions

Group walks re-started in August since the postponement in 2020. These walks offer residents to be physically active, promoting activity in their local area. A new programme offering vulnerable residents a 1-2-1 walking offer also commenced in September, enabling those who are mentally or physically vulnerable a tailored and supportive environment to be active.

A range of local and national health, sport and physical activity initiatives and campaigns have been promoted, including Better Health, Undefeatable, and Active Together. Total reach across the platforms was 11,119. The Community Health & Wellbeing newsletter continues to be distributed monthly, with a monthly audience of 1480.

First Contact Plus referrals received from the period July- September is 26. These referrals offer health and physical activity support and signposting, which the average response time decreased from 7 to 5 days.

Health programmes including supporting with a Covid-19 Vaccination Pop up site at North Warwickshire and South Leicestershire College allowed 571 people to receive the vaccine to increase take up in South Wigston.

The Community Health Champion programme has continued to engage with targeted audiences, including those with long term health conditions, BAME and low socio-economic groups. The programmes disseminates health information to targeted communities through the volunteers, which are representative of the Borough.

The first Community Champion training session commenced, upskilling the volunteers on local and national information. The programme has allowed engagement with key audiences such as the Anand Hindu group, Christian faith groups and families from low socio-economic backgrounds to understand their barriers, beliefs and enables to health and physical activity. Six engagement days commenced for residents of the Borough, in Wigston, South Wigston and Oadby, providing health and wellbeing advice, signposting and Covid-19 information. A Health and Wellbeing survey has been disseminated to residents in the Borough, to understand health and wellbeing needs, this will provide insight for 2021 action plan.

6.5 Leisure Contract Services

Based on the leisure centres operating for the whole quarter and with some community based restrictions still in place which meant that numbers were restricted in some activities and other activities were not brought back at all.

We must report that the continued growth in user numbers coming into and through the summer quarters has been very pleasing to see. There has been a marked improvement in consumer confidence and as such, that member numbers are increasing and that attendances are also going up month on month since reopening.

Description	Jul	Aug	Sep	Total
Swimming	21,920	24,508	23,137	69,565
Gym/Fitness Classes	26,807	21,743	24,237	72,787
Sports/Activities	7,626	7,995	5,850	21,471
Activity Total	56,353	54,246	53,244	163,823
Spectators	9,460	9,827	10,528	29,815
Events	96	60	60	216
Education	70	90	0	160
Grand Total	65,979	64,223	63,812	194,014

Membership	Jul	Aug	Sep	Ave
Gym	4,610	4,765	4,844	4,740
Swim Lessons	2,215	2,380	2,545	2,380
Total	6,825	7,145	7,389	7,120

In general we would expect to see July and August higher than September due to the Schools Holiday effect.

Membership Numbers:

Membership	Jul	Aug	Sep
Parklands Fitness	3,103	3,206	3,239

Wigston Fitness	1,507	1,559	1,605
Total Fitness	4,610	4,765	4,844
Parklands Swim Lessons	1,239	1,331	1,427
Wigston Swim Lessons	976	1,049	1,118
Total Swim Lessons	2,215	2,380	2,545
Total- Combined	6,825	7,145	7,389

The service provider continues to see significant growth in our membership numbers post COVID lockdowns and the last quarter has been particularly pleasing as there had been little drop off in the momentum gained since April when the centres reopened.

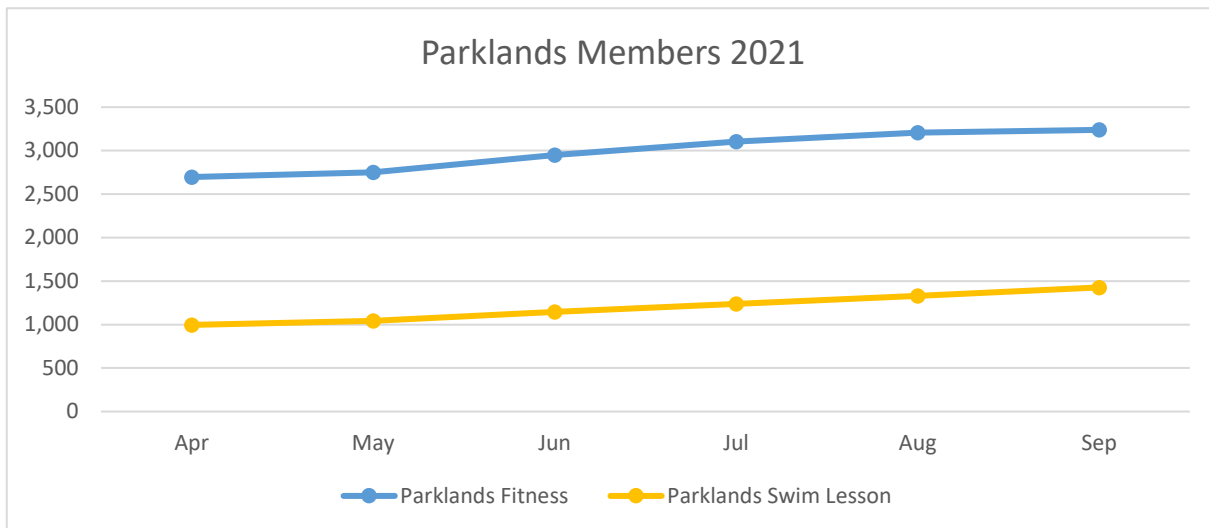
Wigston has now recovered to the fitness member's level of the original lockdown in March 2020 and indeed is now at its highest level since August of 2019, which is a phenomenal achievement by the team, however Parklands still has a little way to go to return to pre pandemic levels. Swimming Lesson numbers have now returned to pre pandemic levels at both facilities which is pleasing to report that we are once again engaging with families in one of the most important life skills that we can facilitate to the community.

Wigston: Total Members: (Goal: Fitness 1455 Swim Lessons 1020)



Parklands: Total Members: (Goal: Fitness 3507 Swim Lessons 1454)

(Continued overleaf)



6.6 Anti-social behaviour

For the period of Q2 2021/22, the Council have recorded a total number of **27** anti-social behaviour (ASB) reports. **10** reports were documented in July, **7** in August and **10** in September. This is shown in Table 1.

Of the 27 ASB reports recorded, it is noticeable that "games in restricted/inappropriate areas" and "shouting and swearing" are the most common with **4** each. Reviewing the "shouting and swearing" reports, these are all in fact isolated neighbour issues reported across the Borough, and not in relation to any particular trend.

Of the 4 reports relating to "games in restricted/inappropriate areas", 3 are linked to drones being flown from Ellis Park, Oadby on Leicester Race days. Individuals have been travelling to the Borough with their drones in order to livestream each race, giving customers placing bets with them an advantage. The ASB Officer continues to link in with residents who are reporting their concerns to offer updates and reassurance. This alongside with engaging with Leicester Racecourse and Leicestershire Police. To this date, 3 individuals who have been flying their drones have been served with a Community Protection Warning Notice (CPWN), 1 of which has progressed to being served a Community Protection Notice due to the reported detrimental effect it is causing to those living close by or using the area. A joint operation with Leicestershire Police's Drone Team and Beat Officers is currently being processed and will likely take place in December 2021. This, to establish if those flying their drones are committing any criminal offences.

(Continued overleaf)

Table 1

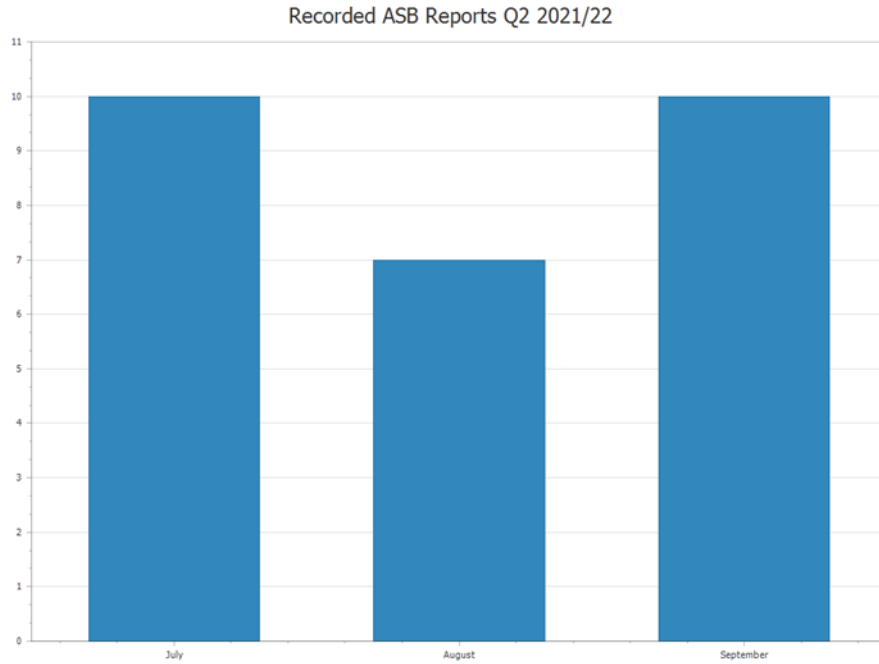
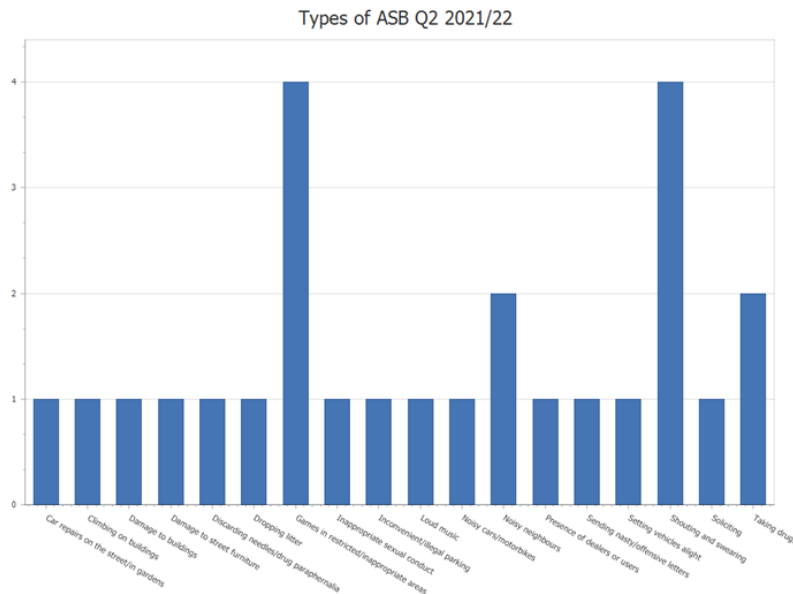


Table 2 contains a table detailing the different types of reports received.

Of the **18** disposals given in Q2, **9** have been advice to those perpetrators who have been identified, followed by **4** CPWN's being issued, 3 of course relate to drones. It was deemed that **3** perpetrators who had been identified, received no further action.



6.7 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 Customer Service and Transformation.

(Continued overleaf)

Reference	Measure/Activity	Target	Benchmark	Frequency	Target Quarter	Responsible Staff	Corporate Objective	Sub-Objective	Service	September 2021 Commentary	September Forecast
BPE 24	To continue to develop the Community Hub to facilitate community wide engagement with our residents and businesses.	Community Hub strategy presented to the Council by September 2021	Local	Milestone	Q2	Andrew Dingley	Building, Protecting and Empowering Communities	Making our Communities feel safe, be safe and supported	Law and Democracy	A business case was presented but it was felt that it did not fully offer Community provision. It was declined with suggestions for further improvements.	AMBER
BPE 29	To engage the borough's Youth and Young People to realise the opportunities and support that are available.	Production of the Youth Engagement Strategy and Action Plan by September 2021	Local	Milestone	Q2	Andrew Dingley	Building, Protecting and Empowering Communities	Informing, Including and Understanding our Communities	Law and Democracy	Minor work on development of YE strategy this month due to necessary focus on CSP priority work.	AMBER
BPE 30	To work in collaboration with community groups to increase the volunteer base to support the work of the council and community.	Minimum of 35 new volunteers.	Local	Annual	Q4	Andrew Dingley	Building, Protecting and Empowering Communities	Informing, Including and Understanding our Communities	Law and Democracy	Small number of community groups are open. Eg: Allotment, scouts/brownies/Menphs.supporting members of the residents forums and disability forum to re-emerge	AMBER
BPE 18	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	Jon Wells	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Triage of all new food businesses completed (96 in total). Funding obtained from the PSA of £1725 to contribute towards this work. Support given to accelerate inspection programme pending the recruitment to the vacant EHO post. Actively publishing food hygiene rating scores through social media	Amber
BPE 15	Improve Air Quality in the Borough	Installation of real time air quality monitoring equipment across the borough by December 2021	Local	Milestone		Tony Cawthorne	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Delivery date for Smart meter November	Amber
BPE 16	Improve the Air Quality in the Borough	Post installation of air quality monitoring equipment develop a remedial action plan by March 2022	Local	Milestone		Tony Cawthorne	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Awaiting installation of Monitoring Towers	Amber

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

Scheme Description	Budget 2021/22	Actual and Committed Expenditure to Second Quarter	Proportion of Budget Spent
Annual Programmes Included Each Year	£2,448,900	£2,050,933	83.74 %

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

Annual Programmes Included Each Year	Budget	Actual and Committed Expenditure to Second Quarter	Total Projected Expenditure Full Year	Status
Central Heating and Boiler Replacements	£111,000	£110,973.96	£111,000	On Track
	Emergency and urgent boiler replacements only. We have suspended boiler replacement due to the need to consider renewable energy boilers and the possibility of grant funding being made available to support our programme. We have also commissioned a Stock Condition Survey review which will take into account issues such as insulation, energy efficiency and renewable sources.			
Door and Window Replacement Programme	£9,800	£8,611.65	£9,800	On Track
	Emergency and urgent works only being carried out.			
Annual Programmes Included Each Year	Budget	Actual and Committed Expenditure to Second Quarter	Total Projected Expenditure	Status
Major Adaptations	£100,000	£36,928	£100,000	On Track
	No issues at present in respect of the adaptations scheme			

	Budget	Actual and Committed Expenditure to Second Quarter	Total Projected Expenditure	Annual Programmes Included Each Year
Home Improvement Programme	£1,297,972	£1,303,777	£1,297,972	On Track
	From our autumn/winter programme we expect an estimated 5 properties to be removed from the programme at the tenant's request.			
Fire Safety Works	£150,000	£7,000	£150,000	On Track
	We are currently carrying out fire safety work relating to the inspection and testing of electrical installations in communal blocks. We have completed approximately 15% to date and we have targeted a completion date November 2021.			
Annual Programmes Included Each Year	Budget	Actual and Committed Expenditure to Second Quarter	Total Projected Expenditure	Status
Housing Block Improvements	£120,500	£101,670	£120,500	On Track
	New roofs and door entry system works completed.			

Lightbulb Operational Group Disabled Facilities Grant Quarter 2 (July - Sept 2020/21) Performance report

Purpose

This paper provides an overview of the Lightbulb performance dashboard for Quarter 2, July 2021 to September 2021. It provides additional information to the charts and explains variances in data.

Performance overview

Attached to this report is:-

- A dashboard showing actual data from Lightbulb July 2021 to September 2021.
- Comparator data (baselines) where available and appropriate against the financial year 2016/17, 2017/18 and 2018/19

Chart 1:

This Chart compares the average time taken, for each district from application for a DFG works being completed.

The overall figures show that Charnwood, Hinckley, Harborough and Oadby and Wigston have exceeded the target of 20 weeks this quarter. There were 4 cases in total across Hinckley, Harborough and Oadby and Wigston which had extended completion times due to either the client or the contractors being affected by covid.

Without these exceptional cases (dark blue blocks showing averages without the covid cases) all districts (except Charnwood) are under the 20 week target.

Chart 2:

This chart shows the types of DFG's completed for each district from July 2021 to end of September 2021 by cost category.

Chart 3 & 4:

Graphs 3 and 4, show the drop-out rate across Lightbulb DFG's and the reasons for dropout. The average dropout rate is 14% across all districts for quarter 2 which is a reduction from the last quarter.

Lightbulb actively helps to reduce the dropout rate by working with customers to ensure alternative solutions are explored and customers are helped with finding funding to finance high contributions. Also work continues to support the recommendations for change to the means test through Central Government.

Charts 5 and 6:

This chart reflects the person-centred outcomes measures against all customers who have completed pre and post intervention questionnaires to determine qualitative outcomes to them from the service received. All areas show an improvement.

Chart 7:

This chart shows the overall time take for DFG's and the time taken for key stages in between.

There generally is an increase in all end to end times, but most notably in the average initial enquiry to completion time. This due to a combination of factors:-

1. Reduced staffing resources
2. Adapting to changes in service delivery
3. Construction industry having backlogs and waiting lists
4. Delays in building materials and equipment being shipped to the UK accordingly, we anticipate the effects of Brexit and the pandemic will continue for at least the next 18 months

Lightbulb's Operational Manager is continuing to monitor trends and changes and will adapt accordingly in order to ensure the most efficient continuation of service provision.

Chart 8:

Chart 8 shows current invoiced and committed spend for DFG's for each district.

Disclaimer:-

- *The attached dashboard has been designed for the Lightbulb Programme and was agreed by the Programme Board of 22nd March, 2017. It aims to provide Board and Steering Group members with an overview of key areas of high level performance. The service will use this data to improve service performance, particularly where process changes may deliver more effective service for the customer e.g. response times.*
- *The target of 20 weeks was agreed as part of the presentation of the mock dashboard to the programme board at their 22nd March meeting. This will be across Lightbulb (all localities) and based on equalling the best district performance across Leicestershire.*

Data collated and prepared by the Lightbulb team, comments/queries to Taranjeet.Bhaur@blaby.gov.uk or 0116 272 7687.

Lightbulb Qtr 2 2021/2022 Performance Dashboard

Chart 1: DFG Completion Times YTD by No of Weeks

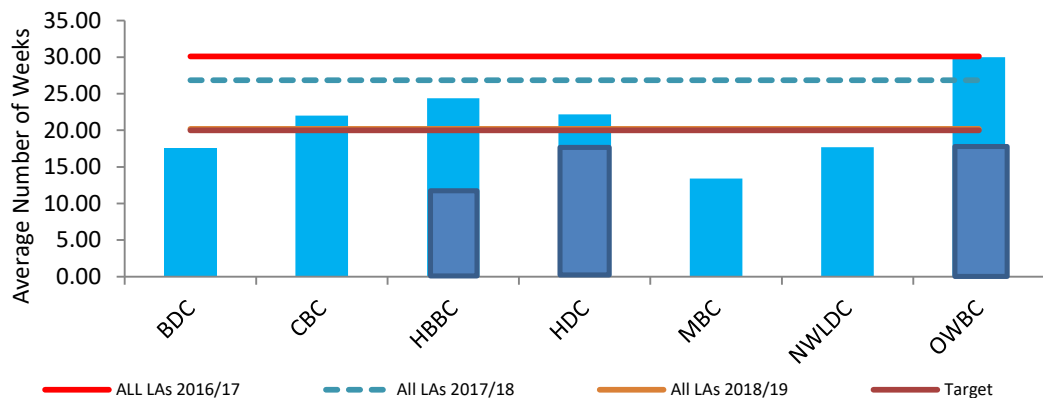


Chart 2: No of DFG's Completed by Cost by District YTD

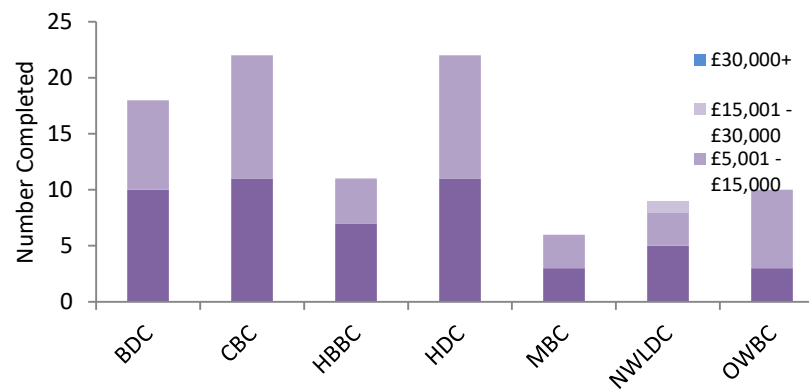


Chart 3: DFG Dropout % Over Time

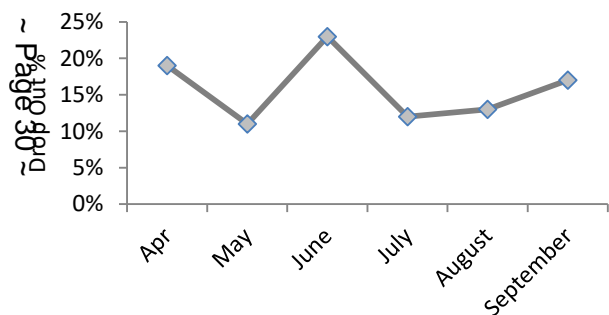


Chart 4: Reason for Dropout by QTR

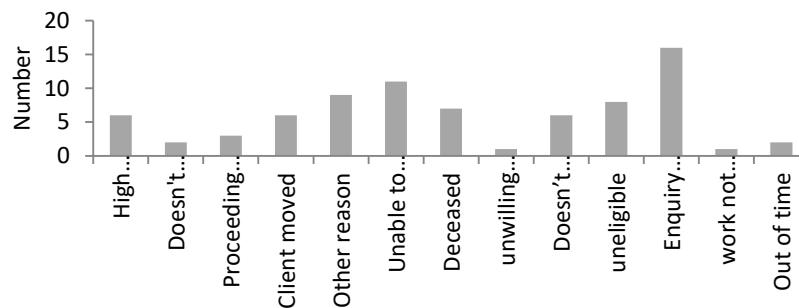


Chart 5: Customer feedback from scores on

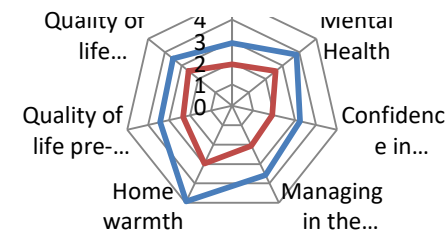


Chart 6: Overall achievement

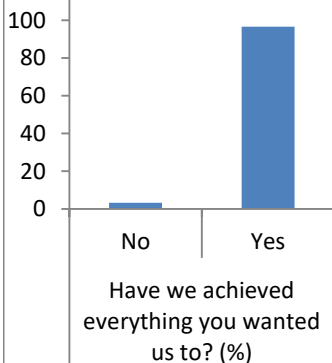


Chart 7: End to End Times - No of Weeks

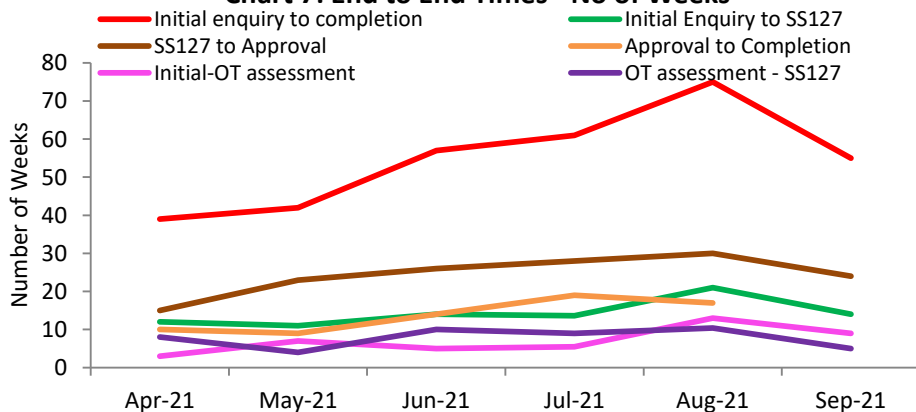
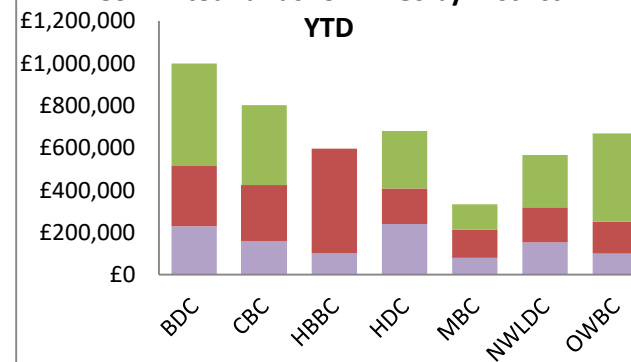


Chart 8: Total Value of Invoiced and Committed funds for DFGs by District YTD



Lightbulb Operational Group Housing Support Coordinators Quarter 2 (July - Sept 2020/21) Performance report

Purpose

This paper provides an overview of the Lightbulb performance dashboard for Quarter 2, July 2021 to September 2021. It provides additional information to the charts and explains variances in data.

Performance overview

Attached to this report is:-

- A dashboard showing actual data from Lightbulb July 2021 to September 2021.
- Comparator data (baselines) where available to the previous contract

Chart 1:

The total number of cases during quarter 2 has dipped slightly from the last quarter, for a number of reasons:-

- Leavers / Induction of new staff
- The Trusted Assessor level 3 and 4 training
- Number of referrals increasing

Operational managers are monitoring and have systems in place to support officers working through cases.

Chart 2:

The average length of time the cases are open has also increased as a result of the above.

Chart 3 and 4:

This chart provides information on the number of referrals for majors and minors and how long the MOT cases have been open.

Charts 5:

This chart shows the outcomes from quarter 2 MOT's, the top three being equipment ordered and then advice and info provided.

Chart 6:

The average times have increased slightly as expected due to reasons previously stated.

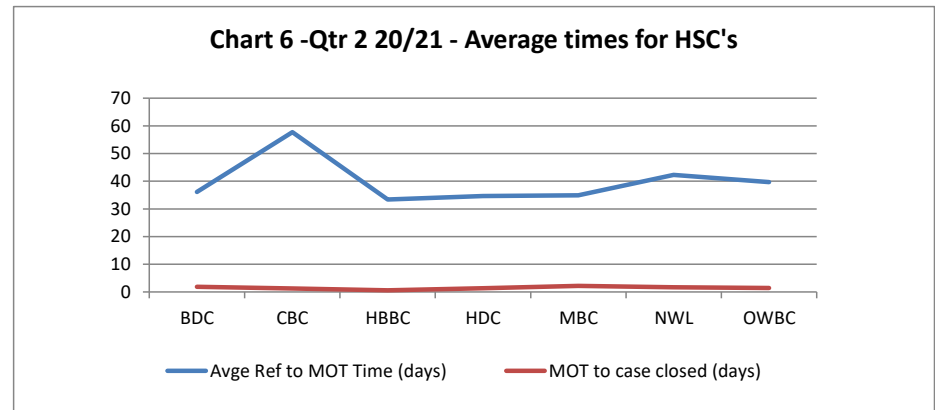
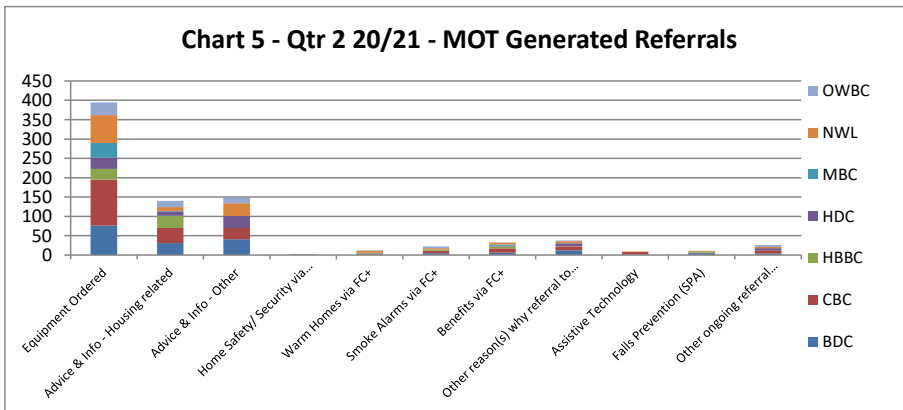
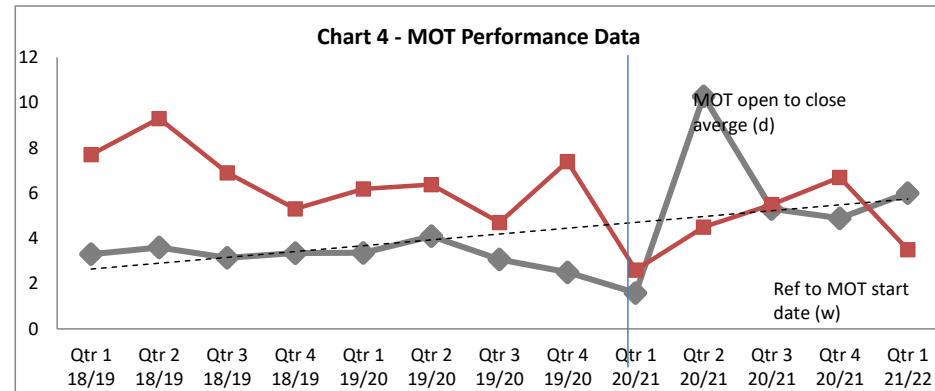
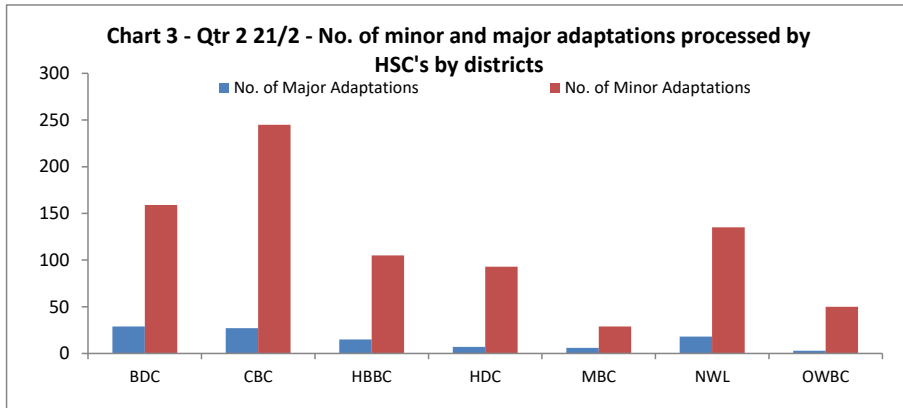
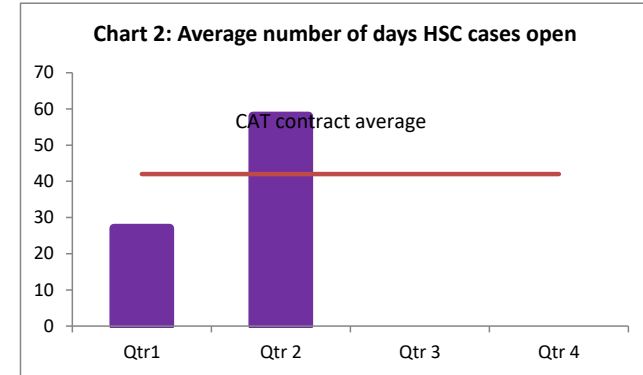
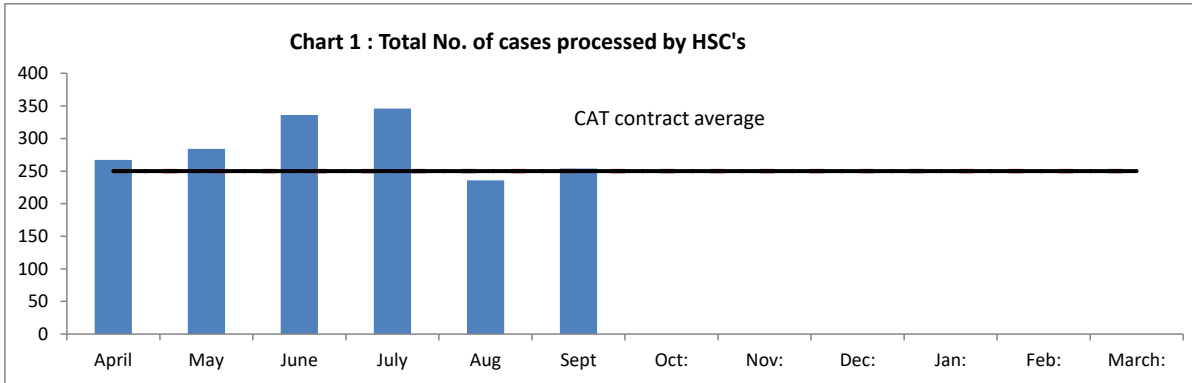
Disclaimer:-

- *The attached dashboard has been designed for the Lightbulb Programme and was agreed by the Programme Board of 22nd March, 2017. It aims to provide Board and Steering Group members with an overview of key areas of high level performance. The service will use this data to improve service performance, particularly where process changes may deliver more effective service for the customer e.g. response times.*
- *The target of 20 weeks was agreed as part of the presentation of the mock dashboard to the programme board at their 22nd March meeting. This will be across*

Lightbulb (all localities) and based on equalling the best district performance across Leicestershire.

Data collated and prepared by the Lightbulb team, comments / queries to Taranjeet.Bhaur@blaby.gov.uk or 0116 272 7687

Lightbulb HSC Qtr2 2021/2022 Performance Dashboard



Appendix 3



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Statistical Analysis

Quarter 2 Results

Introduction

At the Service Delivery Committee Meeting on 7 September 2021, members requested greater detail relating to the statistical information provided for the Customer Service Centre.

Background

The pandemic has created channel shift naturally. More customers have now chosen to utilise our digital channels to access Council services.

With the introduction of the Council's customer services improvement function it has created a greater focus on our performance and also ensures that we focus on our customers being first and the delivery of our services.

This document gives a detailed analysis of all the *tasks* undertaken by the Customer Service Centre and the role of the Technical Officer. This includes volumes of calls or items processed, an explanation and any action that has been taken to address where performance is not meeting the required standard or where improvements have been made.

Oadby & Wigston Borough Council is committed to delivering a high standard of service to all our customers and to improving the services we provide. We have a Customer Charter which covers the whole Council which is available on the website.

The Customer Service Centre also has a published service standards agreement along with all other front facing services.

While the Customer Service Centre offers the traditional call centre provision it also provides far more. Our Technical Officers are multi-disciplined staff trained with expertise in all the key services areas provided by the Council.



Oadby & Wigston

BOROUGH COUNCIL

Email/Contact Us Online

The turnaround service standards for emails and contact us online forms are to acknowledge receipt within 1 working day and to fully reply within 3 working days when residents contact the Council via email and online contact. The vast majority of online/email enquiries are answered the same day.

Quarter 2	July	Aug	Sept
Number of emails	437	444	375
Number of contact us forms processed	192	199	175
Number of complaints triaged	12	14	16
Average response time	1 day	1 day	1 day

Calls

Although channel shift has taken place, telephone contact still remains the most popular access channel to the Council. The Customer Service Team work hard to reduce waiting times and answer calls quickly.

The primary role of the Customer Service Technical Officer is to answer customer enquiries. However, as previously stated they also provide essential admin support to other service areas in the Council and to reflect this they are targeted to answer at least 85% of calls.

The published turnaround times are to answer 85% of all initial contact calls into the contact centre with an average wait time of 5 minutes.

It does not include onward transmission to other service areas such as Revs and Bens or Housing which is considered a secondary contact point and a further wait could be incurred.

Over quarter one it was evident that call volumes were not decreasing and three staff who were recruited to temporary positions were made permanent to offer greater capacity and resilience.

Quarter 2	July	Aug	Sept
Number of calls	6359	5386	5820
Number of calls answered	5039	4702	5226
Percentage answered	79%	87%	89%

Number of abandoned calls*	1320	684	594
Average wait time before abandonment	3.09	2.46	2.32



Oadby & Wigston

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Definition of Abandoned Calls

Abandoned calls are calls that are terminated by the customers, before they are answered by a customer service technical officer.

There are many reasons for customers choosing to abandon their call, the most common ones include:

- The wait time being too long
- The customer has picked wrong option or has misdialled
- The customer changes their mind and hangs up
- Systems stating that calls are recorded and callers are reluctant to have their calls recorded.

All call centres have abandonment rates. Benchmarking with other councils shows us that these vary between 10% and 20%.

Service Area Administration Support

The Customer Service Team carry out a variety of admin tasks for teams across the council.

This involves them:

- Running/producing reports to direct work e.g. the depot like delivery/collection of bins and issuing Garden waste permits
- Logging/allocating work to the Environmental Health team, registering food businesses
- Booking appointments/inspections for the Building control and Licensing team
- Raising invoices
- Processing applications for housing and taxi vehicles
- Acting upon referrals and information received via First Contact and Tell Us Once.

Quarter 2	July	Aug	Sept
Number of Taxi vehicle app processed	33	26	32
Number of competency test booked	4	7	10
Number of EH admin tasks	60	54	58
Number of Waste reports run/processed	263	250	250
Number of Housing Apps processed	41	34	43
Number of Homelessness admin tasks	126	106	133
Number of First Contact Requests	6	4	6
Number of Tell Us Once Requests	29	37	45
Number of Sport Pitch Invoices raised	7	1	5
Number of Facilities email/contact forms	23	44	45
Number of Building Control Inspections	11	20	23



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Customer Service Centre Team - Output summary

Quarter 2	July	Aug	Sept
Number of emails/online contacts answered	641	657	566
Number calls answered	5039	4702	5226
Number of admin work items processed	603	583	650

Customer Service Satisfaction

Monthly Customer Satisfaction Surveys are carried out across the Council. These are conducted via various mediums:

- Telephone
- E Mail
- On-line

Customers are asked to score our Customer Service Team performance out of ten in relation to each factor. Our overall customer satisfaction target is 93% for 2021.

Quarter 2	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
Jul	85%	97%	98%	97%	97%	96%
Aug	92%	98%	98%	97%	97%	97%
Sep	92%	99%	99%	99%	99%	99%

Other Satisfaction Surveys

Customer satisfaction is measured in all our other service areas. Customers are asked to rate how satisfied they are with the service they receive in the following departments:

- Benefits
- Building Control
- Cleansing
- Council Tax/Business Rates)
- Environmental Health
- Housing (General and Repairs)
- Licensing
- Payments
- Planning
- Waste



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Month	Number of Responses	Very Satisfied	Satisfied	Not Satisfied	Percentage Satisfied/Very Satisfied
Jul-21	17	16	1	0	100%
Aug-21	17	15	2	0	100%
Sep-21	24	24	0	0	100%

Email Response Surveys

We are now asking customers how satisfied they are with the email response they receive from all service areas.

Month	Number of Responses	Very Satisfied	Satisfied	Not Satisfied	Percentage Satisfied/Very Satisfied
Jul-21	15	14	0	1	93%
Aug-21	12	12	0	0	100%
Sep-21	16	8	4	4	75%

Complaints

Our refined complaints process continues to work well. Our early resolution approach helps to improve the customer experience and reduce the number of complaints that need full investigation and response. We continue to resolve a very high number of complaints this way.

As part of our customer service improvement programme and in order to support the complaints process we have recruited to a Compliance Officer role. Managing and processing complaints form part of this job role once it moves Stage 1 and beyond.

Month	Total Number of Complaints received	Number of complaints triaged & resolved by CS Team	Number of complaints that reached early resolution	Number of complaints ending up at Stage 1	% of complaints Resolved at Triage or Early Resolution	Number of complaints Stage 2
July	31	12	5	14	55%	0
Aug	25	14	6	5	80%	0
Sept	22	16	3	3	86%	1



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Complaints Satisfaction Survey

In July the Customer Service Improvement Team started to survey customers that have recently made complaints.

Month	Number of responses	Were you treated fairly your complaint?	How satisfied were you that staff were helpful and polite?	How satisfied were you on the handling of your complaint?	How satisfied were you on the outcome of your complaint ?
July	2	100% Fairly	100% Very Satisfied	100% Very Satisfied	100% Very Satisfied
Aug	2	100% Fairly	100% Very Satisfied	100% Very Satisfied	100% Very Satisfied
Sep	Awaiting results				

Agenda Item 9



**Service Delivery
Committee**

**Tuesday, 30
November 2021**

Matter for Decision

Report Title: Sports Facilities Update (November 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 a decision be made about tennis provision in the borough (as set out in 3.5.2); and C. That a list of projects (as set out at Appendix 1) to be progressed be decided upon.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	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.
Deputy Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	Section 106 12/00313/FUL - Station Road, former South Leicestershire College site
Appendices:	1. Section 106 Contributions Summary

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 The terms included 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 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 (confirmed by Finance on the 17/11/2021).

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 Rugby Football Club	Improvements to changing rooms	£3,777
TOTAL EXPENDITURE		£10,427

2.2 There have been difficulties in delivering the PIP internally due to staffing capacity and externally (as previously noted at the Service Delivery Committee on the 7 September 2021) therefore alternatives to utilising this funding have been investigated.

3. Proposed Future Expenditure

3.1 On the 16 March 2021 at the Policy, Finance and Development Committee, the committee unanimously resolved that:

- (i) The list of potential open space, sport and recreation infrastructure projects be agreed;
- (ii) The priority locations be designated as Uplands Park, Willow Park and Blaby Road Park, and the three town centres; and
- (iii) The projects be progressed in accordance with the Council's Capital Programme process.

3.2 This report focuses on a number of these projects in the priority location designated.

3.3 Borough Wide

3.3.1 Football - A considerable 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).

(Continued overleaf)

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

3.3.2 Pitch Improvement - There is a need for new maintenance equipment (tractor and mower) to maintain the existing standard of the sports pitches within the Borough and to improve them. 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.

3.4 Blaby Road Park

3.4.1 To ensure that the park is constantly evolving and continues to provide a much-needed service to its community, by providing opportunities to participate in sport, leisure, and exercise to improve people's health and wellbeing, the following project is proposed:

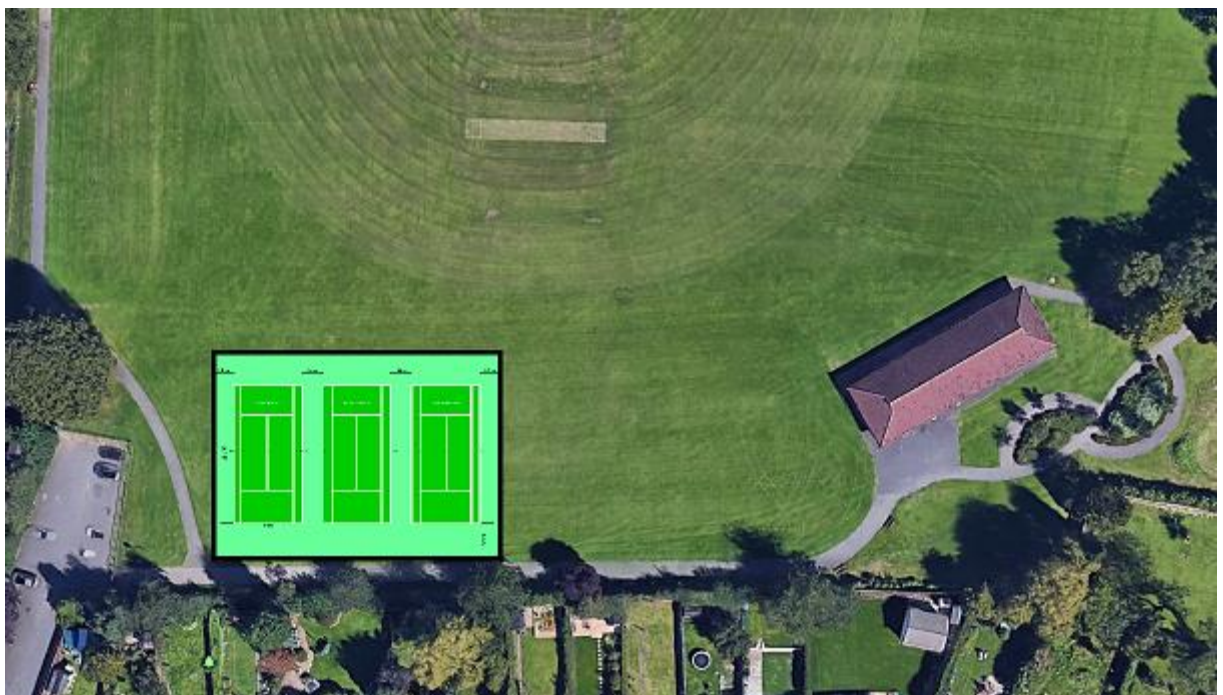
3.4.2 Football: The Council has been working with the FA, Football Foundation, North Warwickshire, and South Leicestershire College (NWSLC) and South Wigston High School to consider the development of a small-sided 3G football facility in South Wigston. To note, a small-sided facility would be a 5v5 or 7v7 pitch.

3.4.3 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. 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.

- 3.4.4 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.
- 3.4.5 Pricing will depend on final specification, but similar projects would provide guide costs of £200,000 (FA and Durasport). The Football Foundation potentially provide funding up to 65% so this would mean that the Council's contribution could be £70,000 from the s106 funding.

3.5 Uplands Park

- 3.5.1 The potential exists for the park to become more of a Sports Hub, through the development of new and improvement of existing sport facilities providing greater opportunities for people to partake in sport, leisure and exercise thereby improving their health and wellbeing. Therefore, the following projects are proposed:
- 3.5.2 Tennis: At Ellis Park, there are three life expired tennis hard courts that are no longer fit for purpose and there is an opportunity to build three new, fit for purpose tennis hard courts and potentially a netball or basketball court, at Uplands Park (proposed site shown below). The council has received a quote of £145,000 for three tennis courts with floodlighting at an additional £40,000. There may be potential for external funding but initial discussions with the Lawn Tennis Association (LTA) have suggested this may be difficult.



An alternative option to the proposed new tennis court build at Uplands Park would be to use a multiple site approach and split the 3 courts, so there would be one court at Peace Memorial Park and two courts at Willow Park. Both sites have the basic infrastructure in place, Peace Memorial Park having one existing court and a Multi-Use Games Area (MUGA), previously having had two courts at this site in the past, while Willow Park have two life expired tennis hard courts that are no longer fit for purpose. There would also be potential for 100% funding from the LTA for this option. While these two sites are not necessary in Oadby, Oadby and Wigston is a small borough with an area of only just over 9 square miles

so there is only an additional 1.2- and 0.7-miles greater distance between these sites and Ellis Park compared with Uplands Park to Ellis Park.

- 3.5.3 Cricket: There is a need to bring up to a good standard the cricket pitch at Uplands Park as well as developing the cricket facilities. Therefore, it is proposed that investment into new non-turf cricket practice pitches with netting is carried out at Uplands Park. This would improve the existing cricket facilities and potentially encourage greater local participation in cricket. This would be at an investment of £40,000 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 pitch improvement / maintenance in future years.
- 3.5.4 Changing Facilities / Pavilion: The aforementioned projects could potentially turn the park into a Sports Hub, with new sports facilities being built and the existing sport facilities being improved. In addition, with the increased sports provision at Uplands Park it is proposed that the changing facilities / pavilion are upgraded. The approximate sum of capital investment that would be needed to upgrade the sports facilities and provide a high-quality changing facility is believed to be in the region of £50,000-£60,000.
- 3.5.5 Recently the council have been approached by an organisation who are proposing a cricket project which would entail the club exclusively leasing all of the park sports and pavilion infrastructure for cricket. Should this happen (which is a condition of the proposal), there will be no scope for any other community activities or additional infrastructure on the park. We are currently awaiting a response to a request for more details of the proposal.

3.6 Willow Park

- 3.6.1 There are a number of facilities in need of repair or upgrading at Willow Park and this gives the Council an opportunity to encourage everyone to be active by providing facilities for different types of sports and recreational activities.
- 3.6.2 Tennis: 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 100% funding from the LTA. At Willow Park, the two tennis hard courts have been unused for a number of years so there will be a resurfacing cost of £15,000 per court.
- 3.6.3 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).
- 3.6.4 Improvements to the existing skate parks and potentially additional facilities for Parkour (A non-competitive physical discipline of training to move freely over and through any terrain using only the abilities of the body, principally through running, jumping, climbing and quadrupedal movement) and BMX. Initial discussions have estimated a cost of £100,000-£170,000 would provide a small (150m²- 500m²) concrete skate park which will typically feature ramps, bowls, and street obstacles for 5-20 users at any one time. It was proposed that an element of the additional facilities (Parkour or BMX) could potentially be developed at an additional budget of £50,000.

4. Decision

- 4.1 There is a deadline on the allocation of this S106 funding of December 2021.
- 4.2 Below are two tables, providing an example of how the proposed projects listed above and their costings can be allocated moving forward. Table 3 provides a proposal that involves

the building of three new tennis courts at Uplands Park and Table 4 provides a proposal that does not involve the building of the three new tennis courts at Uplands Park.

Table 3 -New tennis courts built at Uplands Park

Project	Proposed External Contributions (Grants)	Proposed OWBC Contributions s106 Funding	Proposed Total Project Spend
Borough Wide			
Football - Goalposts and Ground Sockets	£7,221	£2,407	£9,628
Pitch Maintenance	£15,000	£15,000	£30,000
Blaby Road Park			
Football - 3G Football Facility	£130,000	£70,000	£200,000
Uplands Park			
Tennis - Building new courts	£0	£145,000	£145,000
Cricket - New non-turf cricket practices pitches	£0	£40,000	£40,000
Willow Park			
Tennis - Reopening the courts	£30,000	£0	£22,000
Skateboarding - Improvements to the existing skate park	£0	£170,000	£170,000
Total	£182,221.00	£442,407.00	£616,628.00

Table 4 - Reopening of tennis courts at Peace Memorial Park and Willow Park.

Project	Proposed External Contributions (Grants)	Proposed OWBC Contributions s106 Funding	Proposed Total Project Spend
Borough Wide			
Football - Goalposts and Ground Sockets	£7,221	£2,407	£9,628
Pitch Maintenance	£15,000	£15,000	£30,000
Blaby Road Park			
Football - 3G Football Facility	£130,000	£70,000	£200,000
Uplands Park			
Cricket - New non-turf cricket practices pitches	£0	£40,000	£40,000
Changing Facilities / Pavilion	£0	£60,000	£60,000
Willow Park			
Tennis - Reopening the courts	£30,000	£0	£22,000
Changing Facilities / Pavilion	£15,000	£15,000	£30,000
Skateboarding - Improvements to the existing skate park	£0	£170,000	£170,000
Parkour or BMX facilities	£0	£50,000	£50,000
Peace Memorial Park			
Tennis - Reopening the courts	£15,000	£0	£22,000
Total	£197,221.00	£422,407.00	£611,628.00

Number	Project	Proposed External Contributions (Grants)	Proposed OWBC Contributions s106 Funding	Proposed Total Project Spend
Borough Wide				
1	Football - Goalposts and Ground Sockets	£7,221	£2,407	£9,628
2	Pitch Maintenance	£15,000	£15,000	£30,000
Blaby Road Park				
3	Football - 3G Football Facility	£130,000	£70,000	£200,000
Uplands Park				
4	Tennis - Building new courts	£0	£145,000	£145,000
5	Cricket - New non-turf cricket practices pitches	£0	£40,000	£40,000
6	Changing Facilities / Pavilion	£0	£60,000	£60,000
Willow Park				
7	Tennis - Reopening the courts	£30,000	£0	£22,000
8	Changing Facilities / Pavilion	£15,000	£15,000	£30,000
9	Skateboarding - Improvements to the existing skate park	£0	£170,000	£170,000
10	Parkour or BMX facilities	£0	£50,000	£50,000
Peace Memorial Park				
11	Tennis - Reopening the courts	£15,000	£0	£22,000
Total		£212,221.00	£567,407.00	£778,628.00