



TO COUNCILLOR:

Mrs R H Adams
N Alam
L A Bentley
G A Boulter (Chair)
Mrs L M Broadley

F S Broadley (Vice-Chair)
D M Carter
Mrs H E Darling JP
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, 15 MARCH 2022** at **7.00 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
03 March 2022

Mrs Anne E Court
Chief Executive



ITEM NO.

AGENDA

PAGE NO'S

Live Stream of Meeting | Instructions

This meeting will be live streamed.

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/WjDMMYySvMY>

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** **3 - 5**
- To read, confirm and sign the minutes of the previous meeting in accordance with Rule 19 of Part 4 of the Constitution.
- 5. Action List Arising from the Previous Meeting** **6**
- To read, confirm and note the Action List arising from the previous meeting.
- 6. 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.
- 7. Corporate Performance Update (Q3 2021/22)** **7 - 37**
- Report of the Head of Customer Service & Transformation
- 8. Virtual Customer Service Centre - Lunchtime Opening Hours** **38 - 44**
- Report of the Head of Customer Service & Transformation

For more information, please contact:

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Our audio platform [soundcloud.com/oadbywigstonbc](https://www.soundcloud.com/oadbywigstonbc) or smart device with the '**SoundCloud**' app

MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT THE COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 30 NOVEMBER 2021 COMMENCING AT 7.00 PM

PRESENT

G A Boulter Chair
F S Broadley Vice-Chair



COUNCILLORS

Mrs R H Adams
N Alam
J W Boyce
D M Carter
F S Ghattoraya
Mrs S Z Haq
Miss A Kaur
K J Loydall
R E R Morris

OFFICERS IN ATTENDANCE

D M Gill Head of Law & Democracy / Monitoring Officer
A Hunt Democratic Services Officer
S Tucker Democratic & Electoral Services Manager

REMOTE ATTENDANCE

C Campbell Head of Finance / Deputy Section 151 Officer
A Dingley Community & Wellbeing Manager
C Eyre Housing Manager
Mrs P Fisher Head of Customer Service & Transformation
D M Gill Head of Law & Democracy / Monitoring Officer
A Thorpe Head of Built Environment

35. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors L A Bentley and Mrs S B Morris.

Councillor Mrs L M Broadley attended the meeting remotely.

36. APPOINTMENT OF SUBSTITUTES

None.

37. DECLARATIONS OF INTEREST

None.

38. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

Service Delivery Committee
Tuesday, 30 November 2021

Chair's
Initials

The minutes of the previous meeting held on 7 September 2021 be taken as read, confirmed and signed.

39. ACTION LIST ARISING FROM THE PREVIOUS MEETING

There was no action list arising from the previous meeting held on 7 September 2021.

40. PETITIONS AND DEPUTATIONS

None.

41. COUNCIL PERFORMANCE UPDATE (Q2 2021/22)

The Committee gave consideration to the report as set out on pages 7-39 of the agenda, which asked it to note the update on progress achieved during the second quarter against achieving the Council's Strategic Objectives.

In respect of the Customer Service & Transformation update, some Members of the Committee stated that they and their constituents remained particularly dissatisfied with the continued lunchtime closure of the Customer Service Centre telephone lines, on the grounds that the arrangement conflicted with Council policy and denied working residents the opportunity to contact the Council during their own lunch break. It was also stated that Oadby & Wigston is the only current authority in Leicestershire to operate a lunchtime closure. The Head of Customer Service and Transformation explained that the current arrangements had been in place since the outset of the Covid-19 pandemic in March 2020 and the anecdotal evidence offered by Members of the Committee regarding resident dissatisfaction was not replicated in the number of corporate complaints received. The Committee were also advised that to reverse the lunchtime closure would have significant additional resource implications for the service area.

During the course of the debate, a motion was moved by Councillor J W Boyce, which proposed that in order to establish whether there is currently unmet demand from residents for lunchtime opening of the Customer Service Centre, Members should forward any correspondence/complaints received from their constituents regarding the issue to the Head of Customer Service & Transformation. It was suggested that the material can then be reviewed and incorporated into an update to be provided to the March meeting of the Committee, allowing sufficient time for any consistent patterns/conclusions to emerge. The motion was seconded by Councillor D M Carter, put to the vote and carried:

Votes For: 7
Votes Against: 4
Abstentions: 0

The recommendation, as amended, was moved by the Chair, seconded by the Vice-Chair, and it was

RESOLVED THAT:

- (i) The performance of the Council against its Corporate Objectives be noted; and**
- (ii) Any correspondence and/or complaints received by Members in relation to the lunchtime closure of the Customer Service Centre be forwarded to the Head of Customer Service & Transformation for review.**

42. **SPORTS FACILITIES UPDATE (NOVEMBER 2021)**

The Committee gave consideration to the report as set out on pages 40-49 of the agenda, which asked it to review and decide between the options for proposed future expenditure of Section 106 contributions from the Station Road Former South Leicestershire College site.

It was moved by the Chair that the spending proposals at Table 3 be taken forward, subject to the following amendments:

- (i) Removal of the option for 3G Football Facility at Blaby Road Park; and
- (ii) Insertion of Parkour or BMX facilities at Willow Park.

In respect of the option for a 3G Football Facility at Blaby Road Park, it was suggested that this should instead be put out to public consultation in order to establish whether there is any appetite from residents for this to remain on the list of potential Section 106 funded projects. It was requested that South Wigston Ward Members should have the opportunity to review the consultation questions/documents prior to commencement.

The amendments were seconded by Councillor J W Boyce.

The recommendations, as amended, were put to the vote and it was

UNANIMOUSLY RESOLVED THAT:

- (i) The content of the report be noted;**
- (ii) The amended spending proposals at Table 3 be approved; and**
- (iii) A public consultation in relation to a potential 3G Football Facility at Blaby Road Park be prepared and signed off prior to commencement by South Wigston Ward Members.**

THE MEETING CLOSED AT 8.35 PM



Chair

Tuesday, 15 March 2022

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

Agenda Item 5

SERVICE DELIVERY COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 30 November 2021

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
1.	42 – Sports Facilities Update	A public consultation in relation to a potential 3G Football Facility at Blaby be prepared and signed off prior to commencement by South Wigston Ward Members. <i>Due by Mar-22</i>	PF, AD	On Target to Complete
In discussions with Councillor Boyce over the final version.				

* | All actions listed are those which are informally raised by Members during the course of debate upon a given item of business which do not form part of - but may be additional, incidental or ancillary to - any motion(s) carried. These actions are for the attention of the responsible Officer(s).

Agenda Item 7



Service Delivery Committee	Tuesday, 15 March 2022	Matter for Information
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Report Title: **Corporate Performance Update (Q3 2021/22)**

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

Purpose of Report:	To provide an update on progress during Quarter 3 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, 83 were due for reporting as at the end of Quarter Three, 65 were green status, 15 were amber status, and 3 were red status. This equates to 78% Green, 18% Amber and 4% 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 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:	<ol style="list-style-type: none"> 1. Housing Capital Programme Quarter 3 Update 2. Lightbulb Performance Reports – Q3 2021/22 3. Customer Service Centre Statistical Analysis – Q3 2021/22

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 indicators used to monitor 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, 83 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 83:

65 were green status

15 were amber status

3 were red status

This equates to 78% Green, 18% Amber and 4% Red status for the third quarter. The following table identifies the Council's performance, by objective and service delivery section.

In comparison the second quarter of 2020/21 completed the year with percentages as follows 80% Green, 19% Amber and 1% Red.

Performance Chart One – Corporate and by Objective

Quarter Three 2021/22	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	65	78%	15	18%	3	4%
Corporate Priority						
Building, Protecting and Empowering Communities	26	84%	5	16%	0	0%
Growing the Borough Economically	15	83%	3	20%	0	0%
Providing Excellent Services	24	71%	7	20%	3	9%

Performance Chart Two – By Department

Quarter Three 2021/22	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	65	78%	15	18%	3	4%
Department						
Built Environment	24	75%	6	19%	1	6%
Customer Service & Transformation	10	83%	2	17%	0	0%
Finance & Resources	6	55%	4	36%	1	9%
Law & Democracy	25	86%	3	10%	1	4%
SLT	0	0%	0	0%	0	0%

3.0 Built Environment Update

3.1. 2021/22 Housing Capital Programme

The kitchen and bathroom improvement programme is coming to an end, with all the Council housing stock having benefitted from bathroom and kitchen upgrades and replacements. In summary the Council's housing stock meets the decent homes standard in terms of these components with;

- a reasonably modern kitchen (20 years old or less)
- a reasonably modern bathroom (30 years old or less)

Following guidance and advice distributed by Government regarding the integrity building components, a comprehensive review of all of the fire risk assessments of the council's flats and shared living spaces was completed in Q3. This confirmed our Fire Risk Assessments to be completely up to date in respect of all of our stock. The team are currently compiling work specifications based on recommendations identified in these assessments. As there is a diverse range of recommendations such as, door closure installation, hazard signage and emergency lighting, the specifications are being prepared as task specific lots for the purpose of awarding minor contracts through the three quotes process during Q4 with a view to the work being undertaken in 2022/23. This timescale is consistent with the guidance associated with Fire Risk Assessments

Government guidance requires private sector landlords to carry out periodic electrical inspections every five years. However, there is no requirement for social landlords to do the same although it is our intention to meet this standard and work has started to commission electrical testing in all homes. This has already commenced (in Q4) and will continue in 2022/23.

In conjunction with this work there is also a lift upgrade programme, a roofing replacement programme at Bennett Way and a replacement of door entry systems which is also currently being planned to commence in 2022/23.

The government has set a target that by 2030 all social homes must be a minimum of EPC C.

With this in mind during Q3 the team have been working on how to best achieve decarbonisation and how to improve insulation in the 43% (505) of our housing stock that falls below EPC C. The next step in this process is to put together a plan setting out the various actions that can be implemented to bring these properties up to the required standard by 2030.

The full position with regard to the 2021/22 Capital Programme is set out in **Appendix 1**.

3.2. **Housing Options and Homelessness**

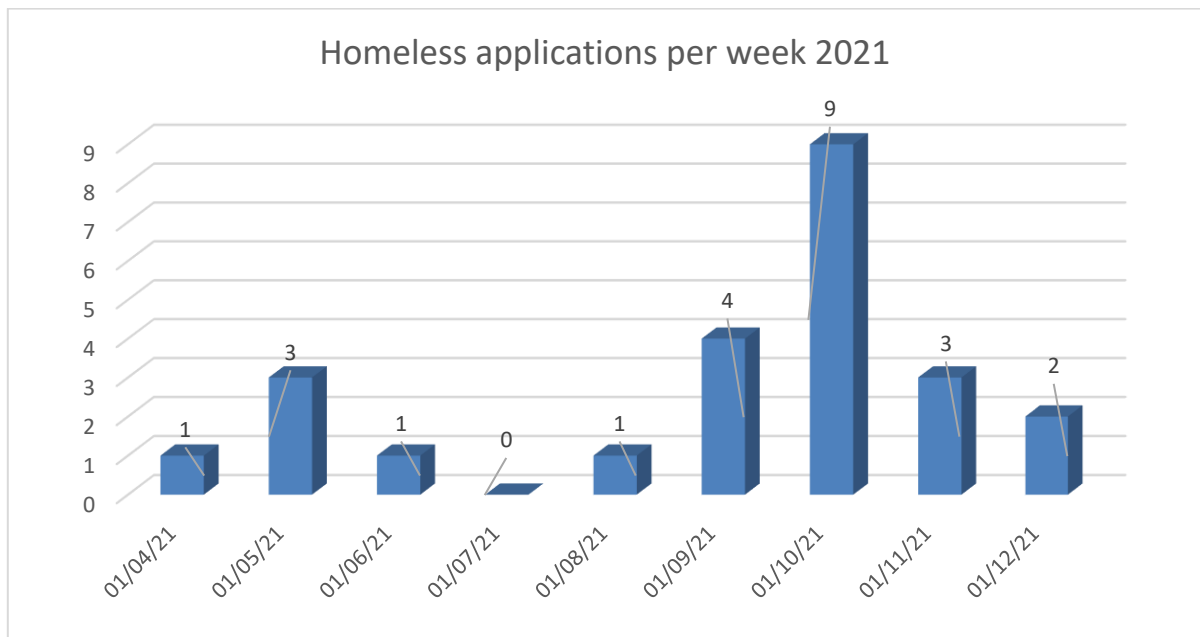
The homelessness position has increased to 33 households (26/12/21) being accepted by the Council as Homeless and in temporary accommodation. The following summarises the composition of the applications

- 3 households in emergency accommodation in response to Covid 19
- 19 single persons in temporary accommodation
- 11 family households in temporary accommodation

The number of homeless acceptances remains generally stable with an average of 2 to 3 new applications being made on a weekly basis. Benchmarking against other local authorities the number of households presenting as homeless is relatively comparable when considering the demographics of each authority area

	Total New Cases of Homelessness week 26/12/21
Leicester City	27
HBBC	15
Harborough	11
NWDLC	10
Blaby	6
Charnwood	5
Melton	2
Oadby & Wigston	2
Rutland	1

The table below provides an illustration of the number of applicants presenting to the Council as homeless over the course of 2021. The average number of applicants presenting as homeless is 2.66 per week. During September and October there was a spike in the number of applicants presenting which the team attribute to the end of the moratorium on rental evictions. This is the reason for the increase in homeless cases during Q3 but it is expected to return to a more usual level during Q4.



Therefore, the expectation is that the weekly average will continue in 2022. However the caveat to this will be the uncertainty of the impact of the inflation rates and the impact this will have on people on low incomes in the private rented sector.

3.4. Lightbulb

The Lightbulb Disabled Facilities Grant and Housing Support Co-ordinator Dashboards are attached at **Appendix 2**.

In Quarter 3 seven DFGs were completed in the Borough. The total value of invoiced, committed and estimated value of works currently being assessed in the period from 1st April 2021 to 31st December 2021 is £804,738.

During Quarter 3, DFG completion times in the Borough exceeded the target of 20 weeks. This was due to the following reasons:

- A change in contractor which meant that the process had to start again
- A change in client needs during the course of the case which led to the case needing to be assessed again.

Performance is monitored monthly by the Lightbulb Tech Team Leader who also reviews cases regularly with the Tech Officer. Any cases where there is concern, particularly in relation to timescales, are flagged and escalated. Due to the pandemic, Lightbulb has made the local agreement as per advice provided by Foundations to extend the time with which the works can complete due to delays with restrictions and also building materials. It is normally 12 months, but case by case Lightbulb can extend the time accordingly. This will be reviewed on a continuing basis.

3.5 Borough Ash Tree Update

The Council continues to survey the boroughs tree stock in order to record where Ash trees are and what level of infection they are showing. This information helps prioritise any action required, such as felling, pollarding or further inspections.

The Council currently has surveyed 228 individual common Ash trees (*Fraxinus excelsior*) on Council land. In addition to the 228, there are a number of Ash trees within groups and woods which have been surveyed as part of the group or wood they are situated within but

not on an individual basis, for example those at Brocks Hill Country Park. For avoidance of doubt, the figure does not include privately owned trees or trees under the care of Leicestershire County Council.

When practical and appropriate, pollarding is preferred over felling as this can allow for the retention of the valuable habitat that Ash trees provide, especially considering species obligated to be associated with Ash, as well as those with high levels of association. Pollarding also permits that significant levels of risk can be reduced to within acceptable levels.

The numbers of infected trees has been increasing over recent years. In 2017 very few symptoms were observed to confirm Chalara infection (1%). The number of infected trees now stands at around 50% of Ash trees surveyed presenting visible symptoms. Symptoms range from minor to major levels of infection however the vast majority is lower level infection. This is commensurate with Leicestershire County Council Highways findings. Estimates for rates of mortality due (primarily) to Chalara is around the 75% mark, however there is an anticipated requirement for intervention to 90% of Ash trees.

Of the Ash trees surveyed, those showing more advanced symptoms have already had works instructed, 7 trees have been pollarded, 6 have been felled and there is another 9 to be felled this financial year.

No specific replacement planting has been necessary/appropriate as of this date, primarily due to other trees effectively filling the gaps, or by the trees continued presence as a pollard. However, replacement planting for the 9 Ash trees identified to be felled this financial year is considered necessary, required and to be instructed.

3.6 Climate Change Update

Chris Harrison has been appointed as Climate Change Officer and this role is shared with Melton Borough Council. His overall responsibility is for the delivery of the Council's Environment Strategy and Action Plan.

His immediate priorities are to progress a Climate Change Baseline study on which we are working with Melton and already have consultants engaged. This will establish our baseline so that we can then measure our performance against implementation of the Environment Strategy and Action Plan.

The climate officer is also working on installation of additional electric vehicle charging points in the Borough at Countesthorpe Road car park in South Wigston – this is making use of On-street Residential Chargepoint Scheme (ORCS) funding which the Council has been successful in securing for the second year running.

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.

Corporate Objective	Measure/Activity	Target	Q3 Commentary	Forecast
Growing the Borough Economically 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	A Sub Committee has been set up and Terms of References agreed. A way forward has also been identified with the Council currently exploring how to find an appropriate Joint Venture partner and associated legal implications. A further meeting of the Sub Committee is due to take place in February 2022 with a decision on the project anticipated in April 2022	Amber
Growing the Borough Economically 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.	Report received and still requires work to ensure it meets the needs of the Council. Further revisions and areas of concern to be shared with Consultants in early 2022 to resolve issues.	Amber
Building, Empowering and Protecting our Communities 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.	Appointment of a strategy and performance officer has been made. Employment commencement date January 2022.	Amber
Building, Empowering and Protecting our Communities BPE 28	We will ensure tenants views are considered when delivering on estate priorities	We will set up a tenant forum to determine how housing services will be delivered and improved by December 2021	Draft action Plan due in Quarter 4.	Amber
Providing Excellent Services PES 7	Determine major planning applications within the statutory time-frames	100% within 91 days	For the 3rd quarter, a total of 2 major planning applications were decided. 1 was determined within the statutory timescale and 1 was determined outside of statutory timescale (an extension of time was not requested). 50 % of major planning applications were decided within the 91 day target period. Two applications is a small number upon which to establish an average and as such performance is not of concern at present.	Amber

Providing Excellent Services PES 8	Determine minor planning applications within the statutory timeframes	100% within 56 days	For the 3rd quarter, a total of 14 minor planning applications were decided, 13 were decided within 56 days or within the extension of time period. Thus, 93 % of minor applications were decided within the 56 day target period. The Development Control Team is currently dealing with a large backlog of applications. Staff resource has been increased to enable us to deal with the backlog and improve performance. In addition, we have changed the management structure of the team which will allow management to focus on improving performance.	Amber
Providing Excellent Services PES 9	Determine other planning applications within the statutory timeframes	100% within 56 days	For the 3rd quarter, a total of 150 other planning applications were decided. 106 were decided within 56 days or within the extension of time period. 71 % of other applications were decided within the 56 day target period. The Development Control Team is currently dealing with a backlog of applications. Staff resource has been increased to enable us to deal with the backlog and improve performance.	Red

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 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 Omicron variant has resulted in a significant spike in applications for payments with over 353 applications received since November. Resource has been moved from other areas to support with delivery. One dedicated officer has been recruited until April 30th, and another is due to start on February 7th. There are currently 393 applications outstanding. 385 payments have been made totalling £192.5k.

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.

The Council Tax team were working on documents received within 3 days prior to Christmas which has dramatically reduced complaints and puts the service in a strong position approaching annual billing. Support has been provided to Test and Trace, Business Grants, Business Rates and Recovery to allow all functions to continue to serve our residents.

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 are being completed by the grant team with the Finance Team. A National Fraud Initiative audit of grants is currently underway whilst the team deliver the Omicron and latest ARG grants to local businesses.

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" is at its lowest figure since Q1, with large accounts targeted and recovered.

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 saw a reduction of this 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.

Percentage of Debit Collected (Cumulative)	Oct %	Nov %	Dec %
Council Tax			
Actual Collection Rate	65.44%	74.46%	83.30%
Target Rate	66.79%	76.09%	85.20%
Actual Collection Rate 2020/21	64.43%	73.98%	83.21%
National Non Domestic Rates (NNDR)			
Actual Collection Rate	54.46%	62.54%	72.22%
Target Rate	65.14%	73.99%	82.29%

Actual Collection Rate 2020/21	51.65%	62.25%	72.29%
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4.4. Property Statistics

	October	November	December
No of Council Tax properties	23,724	23,752	23,776
No of Council Tax Direct Debits	17,976	17,952	17,947
No of Single Person Discounts	7,509	7,501	7,481
No of Businesses	1,417	1,417	1,417
No of Businesses in receipt of Small Business Rates Relief	663	657	657

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.

Corporate Objective	Measure/Activity	Target	Q3 Commentary	Forecast
Providing Excellent Services GBE 15	Average time taken to process Housing Benefit and Council Tax support claims	15 Days	Currently 23.9 days based on 50 new claims processed. There is continued focus on Test and Trace and audit in addition.	Amber
Providing Excellent Services GBE 17	Post COVID achieving or exceeding Council tax collection rate target	97.50%	83.3% actual collection against target. Difference 1.9%. Improved and enhanced processes now implemented to provide support to the recovery team.	Amber
Providing Excellent Services PES 42	Achieve an unqualified opinion on the statement of accounts by external auditors	Achieve unqualified opinions on the Statement of Accounts	2020/21 Accounts should hopefully be completed by Feb 2022. This is past the original statutory 30 September 2021 deadline.	Amber
Providing Excellent Services PES 44	Maintains a culture of prompt payment by paying suppliers with a specified time	95% of suppliers paid within 30 days of receipt of invoice	The Council received a total of 682 invoices and paid 575 within the 30 day target - I.e. 84.3% of suppliers. This is due to just coming back off holidays and should be self-corrected into next month	Amber
Providing Excellent Services PES 18	Post COVID achieving or exceeding NNDR Collection Rate target	98.50%	72.22% actual collection. 10.07% short of 82.29% target and largest monthly improvement this financial year.	Red

5.0. Customer Service & Transformation Update

5.1 Customer Service Statistics

A more detailed statistical analysis is attached at **Appendix 3**.

5.2 Call Volumes

Quarter 3	Oct	Nov	Dec
Number of calls	4551	4271	3066
Number of calls answered	4332	4178	2967
Percentage answered	95%	98%	97%

5.3. Customer Service Excellence Award

The assessment day for the CSE Award took place on 14 December 2021. It focused on 57 assessment criterion. The Council is pleased to announce that it passed the second year and improved on its ratings, moving from 4 compliance pluses to 7, 48 compliances and 2 partial compliance.

The awarding of 7 compliance pluses is unusual for a Council in the second year of the award and the Customer Service Improvement team and officers associated with the work should be commended for placing the Council in the position of success.

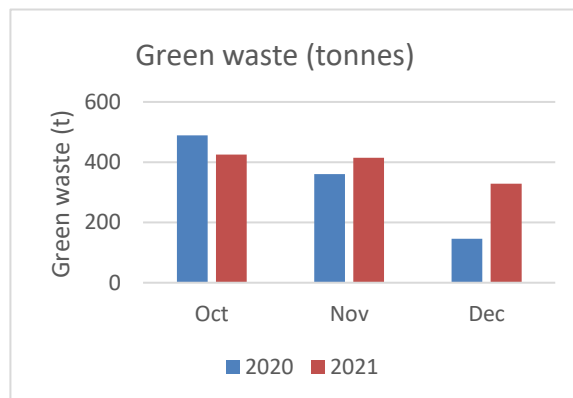
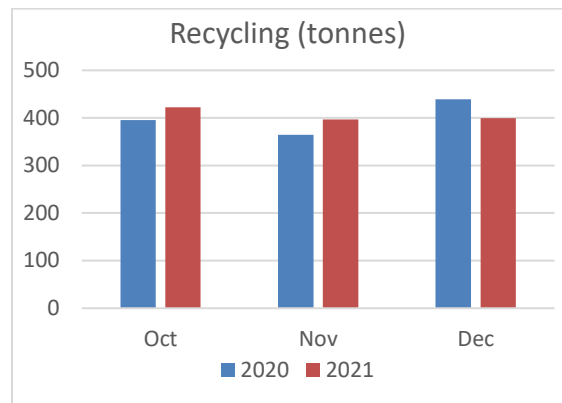
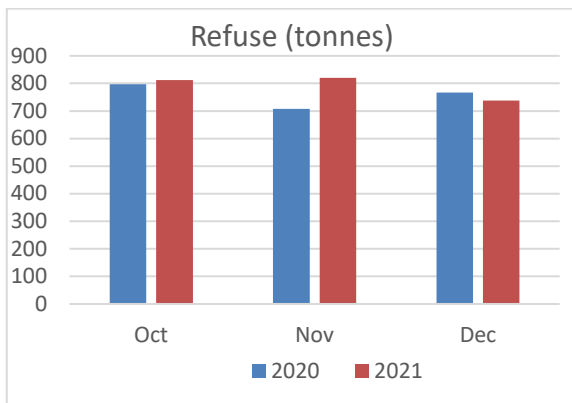
5.4. Complaints

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
Oct 21	15	8	4	3	80%	1
Nov 21	14	8	2	4	71%	1
Dec 21	18	10	1	7	61%	3

5.5. Refuse, Recycling and Garden Waste

During the third quarter there was an increase in both the refuse and recycling collected in the months of October and November and a reduction in December 2021, compared to the same time in 2020.

Overall there has been an increase of 4% in refuse and an increase of 2% in recycling collected over quarter 3. Green waste collected shows a different trend in that during the months of November and December there was an increase of tonnages collected.



5.6 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.

Corporate Objective	Measure/Activity	Target	Q3 Commentary	Forecast
Growing the Borough Economically GBE 20	Creation of a Branding Strategy for the Borough by 31 March 2022	To communicate in a more effective, modern, professional and engaging way with residents and businesses in the Borough	Re-brand proposal delivered internally to Senior Leadership Team. This needs to be combined with the Council's communication strategy and approach then agreed and more detailed planning work to be undertaken	Amber
Providing Excellent Services PES 30	Improving responsiveness to complaints, enabling a quicker time to resolution	Level 1 response time will be within 10 working days and Level 2 response time will be within 20 working days	Work continues to monitor response times as these are starting to increase in both stage 1 and stage 2. Meeting scheduled with Senior Leadership Team and relevant functions to agree an approach to implement.	Amber

6.0. Law and Democracy Update

6.1 Corporate Assets

Car Parks:

Following a period of statutory consultation the new Off-Street Parking Order was made and came into force on 1 December 2021. During the quarter, a considerable amount of work was carried out on the introduction of parking charges including terminating the contracts for the 5 previous pay and display machines, purchasing and installing new machines at 14 car parks, purchase and installation of new signage. Spring Lane car park was completely re-lined and 30 minute short stay bays were lined out in 5 car parks (Spring Lane, Junction Road, Countesthorpe Road, Sandhurst Street and East Street). The permit system and pay by phone systems was set up and tested. Due to delays in delivery and installation of the pay and display machines the date for implementation of charges was agreed to be 4 January 2022.

Litter bin grant:

The Assistant Corporate Asset Manager is managing the 'Binrastructure' grant allocated to the Council. During the quarter orders were placed for new bins and these are awaited. Regular progress reports have been provided to the funders.

Capital works:

Quotes have been obtained and orders placed for structural repairs to Biere House (Oadby Cemetery), repairs to the flooring at Uplands Pavilion and installation of a new sewage pumping system at Blaby Road Pavilion. The boiler at Uplands Park Pavilion was replaced during the quarter. The Corporate Assets Officer has also been heavily involved in obtaining various reports required in relation to the sale of Bushloe House, including fixed wire testing (electrical), updating the asbestos register and obtaining energy performance reports.

Asset Strategy review:

This should have been completed by the end of quarter 3 but has been delayed due to the amount of work undertaken on car parks. Work should begin in March 2022.

6.2 Environmental Health and Licensing

Air Quality

Monitoring of air quality continues in the Borough using passive diffusion tubes (used as a benchmark to indicate whether air pollution is getting better or worse) and real time analysers. The data is showing common seasonal variation (autumn/winter increases) with peaks of note along the A6 and Blaby Road, South Wigston. All mean levels for nitrogen dioxide are still below the national objective of 40µg/m³ (annual mean) meaning there is currently no requirement to award an AQMA.

During lockdown, particularly in 2020, levels fell by half because of reduced traffic movements.

The Council continues to work with Leicester City Council on monitoring small particulates (those of less than 10- and 2.5-microns diameter) along the A6.

When new developments are proposed there is a process in place to discuss this with the planning officers. Developer contributions are sought where air quality is a consideration.

6.3 Electoral and Democratic Services

Electoral Services completed publication of the revised register of electors on 1 December 2021. During January 2022 approximately 1,000 electors whose postal votes have been held for over 5 years were notified of the statutory requirement to provide a refreshed signature. Electors who fail to renew will lose their entitlement to vote by post, but retain the option to reapply at a later date should they wish to.

Initial notification has been received from the Local Government Boundary Commission for England (LGBCE) that they have decided to undertake an electoral review of Oadby and Wigston. The last review of the Council's arrangements was undertaken in 2002, and the Commission considers that a review should take place in time for implementation at the Borough Council election in 2027. Members will be formally briefed on the review process once the Commission have allocated a commencement date in their work programme.

6.4 Community and Wellbeing

Community Champions

The Community Champions programme has continued in the support to Covid-19, and increase Covid-19 vaccination uptake in Oadby, Wigston and South Wigston. Moreover, regular Covid-19 pop ups are held throughout the Borough, distributing Covid-19 testing kits, guidance and other health & wellbeing information and resources. Moreover, the team have supported, accommodated, and promoted the Leicestershire County Council welfare van, that distributes testing kits and welfare bags. The Oadby & Wigston Borough Council and Active Oadby & Wigston website have digital access channels support a variety of Covid-19 information. Moreover, community newsletters are distributed to residents including Covid-19 information. Community Champions also receive a fortnightly newsletter, that is promoted and shared across their networks, that allows us to target hard to reach groups in the Borough. Covid-19 information has been disseminated across Oadby & Wigston accommodation, including communal areas and notice boards. Engagement with schools and colleges has allowed us to offer support to increase vaccine uptake, including resources distributed about local vaccine clinics. A mobile clinic is planned for South Wigston in February, on-going support and promotion has been offered and we are working closely with the Clinical Commissioning Group to ensure outreach is maximised.

Health and Wellbeing programmes

There are currently 9 programmes in place which are either running or imminent (excluding exercise referral programmes). These programmes offer a pathway for all abilities, from the chair based exercises of our *Seated Exercise* class, to our gentle *Group Walk*, to *Couch to 5K*. Participants to these programmes hear about the programmes through social media (including Innovative Facebook Lives), regular newsletters, posters around the Borough, interaction with Officer's through our innovative "pop up" events, or through referral via our partners (eg. GPs/Health Coaches). Volunteers or external providers lead on these activities, ensuring sustainability. Of note, our *Group Walk*, which started in September, has gone from strength to strength with a friendly community of walkers meeting each week come rain or shine. Our walkers appreciate the comforting regularity of being able to meet week in week out and either have a chat or be "together alone". Lifelong friendships have been forged through the group.

Our programmes and events endeavour to be inclusive and accessible. To this end, consultation with hard-to-reach groups has been a key part of our methodology. We have been able to do this face-to-face and online, for instance our Interfaith Health & Wellbeing discussion held on Zoom with faith leaders from across the Borough. A further example is our work with OWBC Housing department and working out of the estates to learn about current health and wellbeing concerns.

Our commitment to listening to communities ensures that our offer is relevant and responds to need. In February, we are working with the housing team to deliver a community health and wellbeing action days at Elizabeth Court and Bennett Way.

Since August 2021, the team have done 26 community events which promote messaging around health, wellbeing and physical activity. These have included litter picks, completed in conjunction with local schools, and "pop up" events which disseminate key information around health and wellbeing. Furthermore, our #GetMovingDays are community days of action encouraging residents to #GetMoving, as part of this we have done activities across all three towns and established a social media offer promoting ways for those at home (eg. Working from home or self-isolating) to remain active.

Community Safety

The Partnership's 2021-22 Delivery Plan was approved by Partners, and adopted in full by the Partnership, within Q3 following delays resulting from the election of a new PCC in May 2021. Most Partners were able to deliver their statutory workstreams during the first two quarters of the financial year with only Covid related barriers to contend with, meaning that monitoring of work undertaken against the Partnership's agreed plan has been retrospectively possible, with Initial indicators showing good progress toward the plan's overall outcomes.

Full Q3 monitoring is to be submitted to the OPCC at the end of January 2022 for review, although OPCC representatives have been present at the Partnership's meetings throughout the financial year, and continue to voice satisfaction at the work of the Partnership as a whole toward the completion of its set outcomes.

Young People / Youth Provision

Youth provision remains a critical area of concern for the Community and Wellbeing Team, with the sector nationally being significantly impacted by Covid over the past two years. Much of the Borough's youth provision remains shuttered, with most open youth provision being targeted groups. This presents a very limited range of youth provision open only to a small percentage of young people living in the Borough, and nationally is not easily resolved without significant investment of time and resources.

The Community and Wellbeing Team now includes a Youth Engagement Activator whose role is perfectly placed to support the Community Safety and Youth Officer in strengthening the youth landscape within the Borough, as well as supporting existing provision in reopening and achieving sustainability. This will be coupled with a soft relaunch of the Youth Council, supported by the Borough's secondary schools and colleges, to further drive the Council's Youth Engagement Strategy forward.

ASB

The Council have recorded and investigated a total of number of 17 anti-social behaviour (ASB) reports in Q3 2021/22; 3 in October, 9 in November and 5 in December.

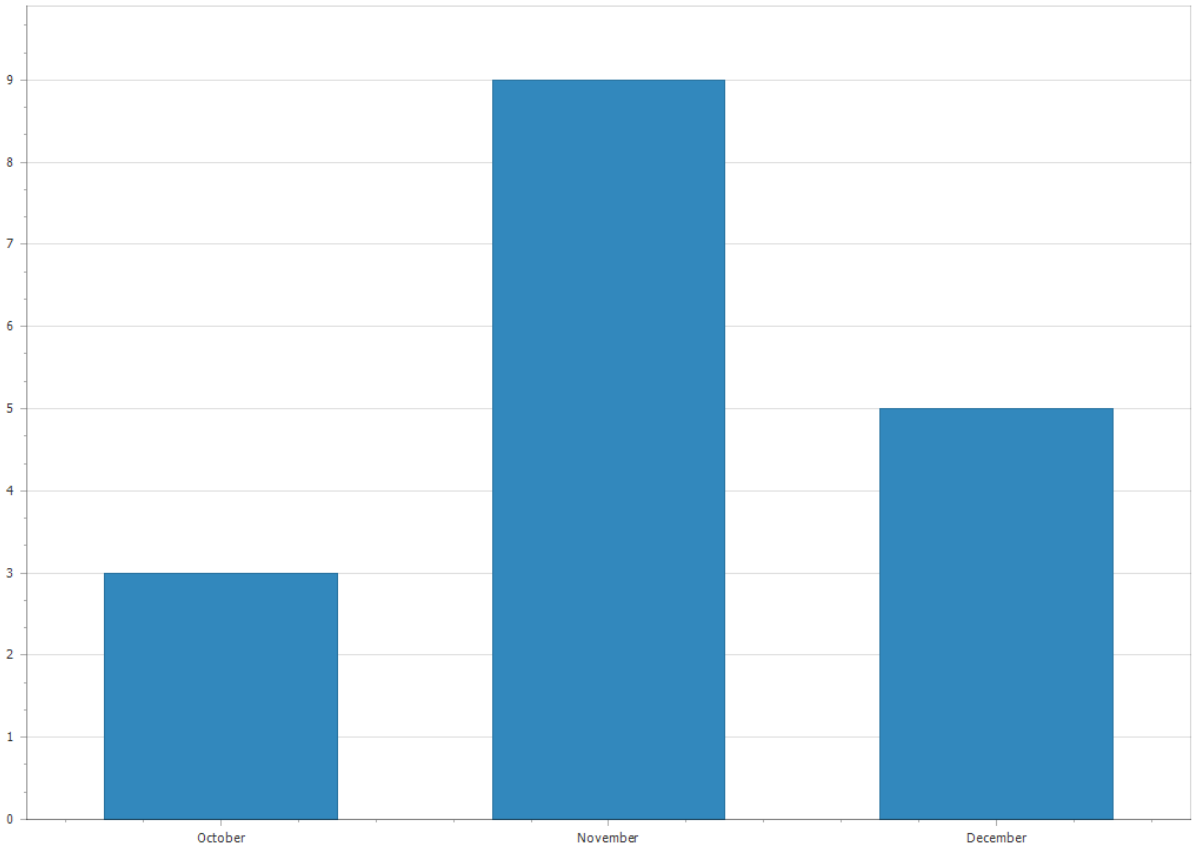
Of these 17 reports, issues relating to drugs has been most commonly reported with 5 being received. There have been other types of ASB reported into the Council that can be seen on the table below.

As a result of these reports, the Council has taken appropriate steps to address the issues which has involved in issuing known perpetrators disposals. A total number of 10 disposals have been issued which vary from offering advice to action under the ASB, Crime and Policing Act 2014 to referrals to partner agencies.

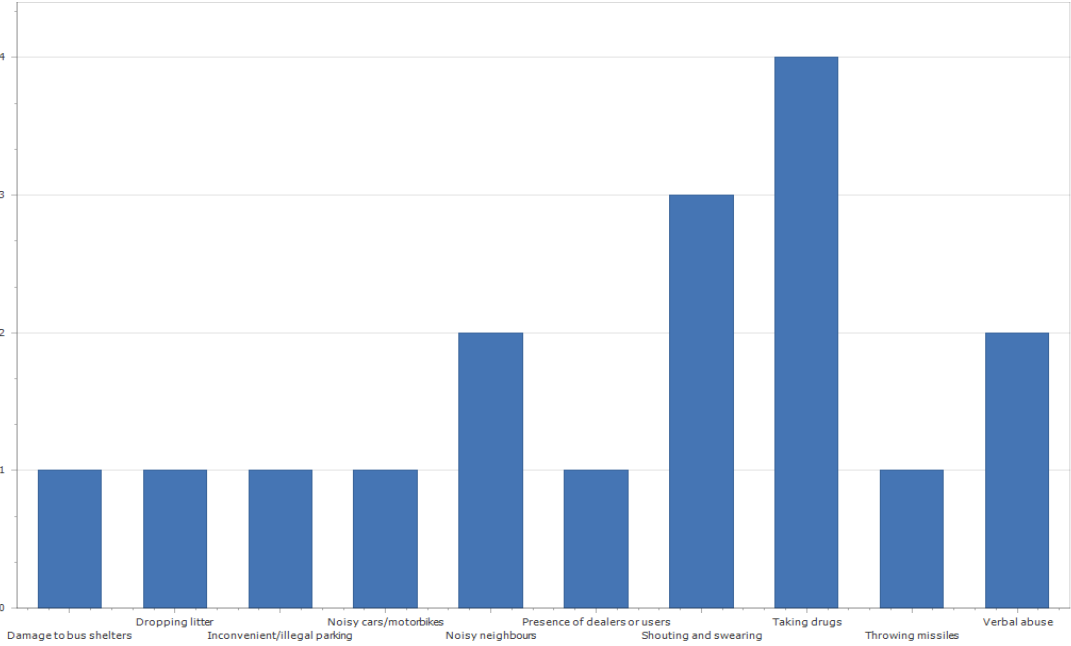
2 Community Protection Warning Notices (CPWN's) have been issued under the ASB, Crime and Policing Act 2014 during this period of time. Although separate incidents in different locations,

both reports relate to poor behaviour by neighbours. The CPWN's have prohibited certain behaviours in order to improve the situation for the persons reporting. Neither perpetrator has yet breached the Warning Notices.

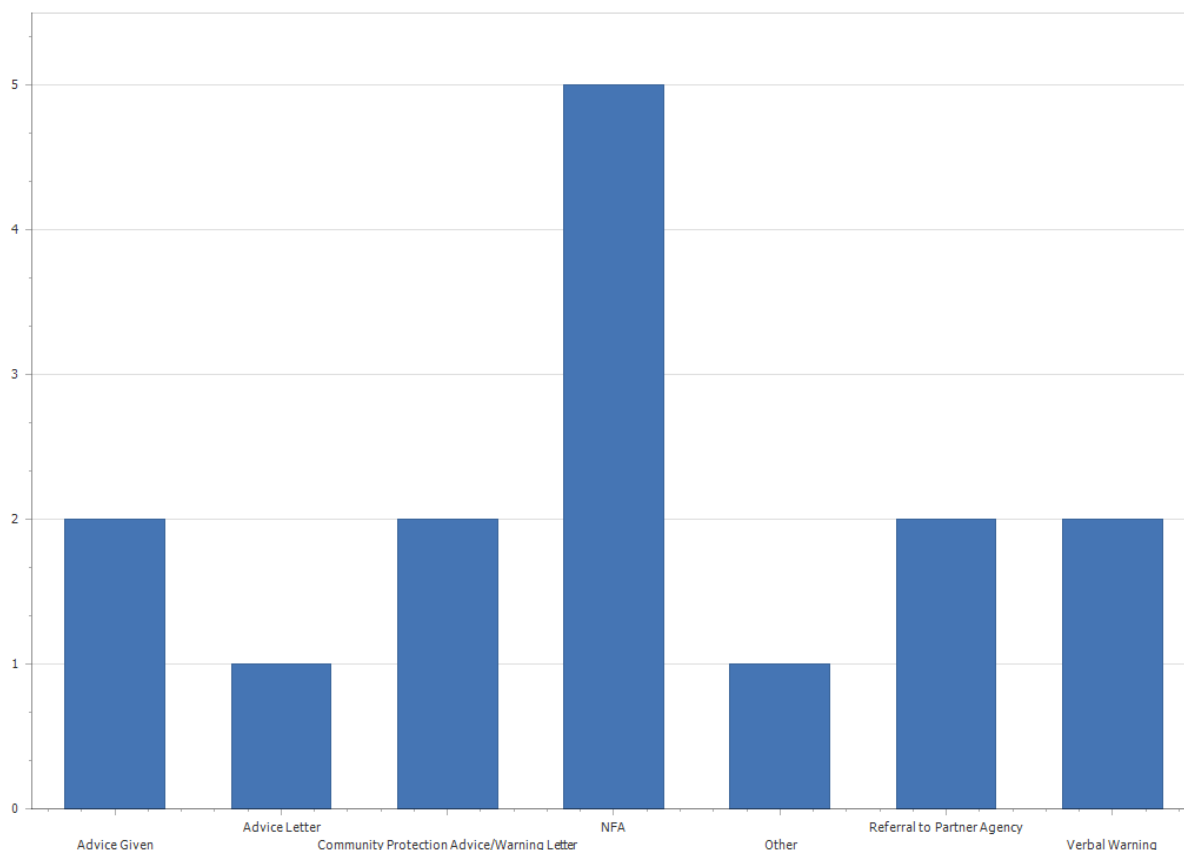
Sentinels Recorded by OWBC Q3 2021/22



Types of ASB Q3 2021/22



Disposals Issued Q3 2021/22



Leisure Services

We believed COVID 19 had started to have a reduced impact on the operation of the Leisure Centres along with life in general only for a new variant to rear its head in December once again causing uncertainty and anxiety although on this occasion not bringing with it any lockdowns, just a mixture of restrictions and guidelines.

This report is based on the leisure centres operating for the whole quarter and no further COVID restrictions in place.

We note that the continued growth in user numbers through the summer and early Autumn was very pleasing to see, although as expected coming into Christmas as in pre COVID years there is a reduction in customers coming through the door, this was impacted in December with Government measures and the increased transmission rates of the Omicron variant of COVID has seen a dip in consumer confidence and a larger than expected drop as per previous years.

Description	Oct	Nov	Dec	Total
Swimming	22,810	21,396	15,566	69,565
Gym/Fitness Classes	25,125	26,488	18,020	72,787
Sports/Activities	5,609	5,468	2,994	21,471
Activity Total	53,544	53,352	36,580	163,823
Spectators	11,310	11,050	7,010	29,815
Events	0	48	0	216
Education	0	0	0	160
Grand Total	64,854	64,450	43,590	194,014

Membership	Oct	Nov	Dec	Average
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Gym	4,830	4,880	4,878	4,862
Swim Lessons	2,612	2,607	2,630	2,616
Total	7,442	7,487	7,508	7,479

Membership Numbers:

Membership	Oct	Nov	Dec
Parklands Fitness	3,239	3,299	3,299
Wigston Fitness	1,591	1,581	1,579
Total Fitness	4,830	4,880	4,878
Parklands Swim Lessons	1,464	1,474	1,484
Wigston Swim Lessons	1,148	1,133	1,146
Total Swim Lessons	2,612	2,607	2,630
Total- Combined	7,442	7,487	7,508

Following significant growth month on month earlier in the year for fitness membership numbers, we have seen a plateauing effect recently along with a slight reduction, the Winter effect, New Covid Variants and the forthcoming introduction of Car Parking charges at the Leisure Centres has impacted on the amount of leavers we are seeing. Although new membership sales are strong, the member attrition we have seen has been rising month on month with unfortunately leavers marginally outweighing joiners.

Wigston as reported previously had recovered to the fitness member's level of the original lockdown in March 2020 and was at the highest level since August of 2019, which was pleasing to see although this last Quarter has seen the site average out with member numbers mimicking those of leavers. Parklands still has a little way to go to return to pre pandemic levels for Fitness Memberships although the team have maintained the Swimming Lesson numbers which had returned to pre pandemic.

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



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



The recovery rate of the centres membership is significant as to the recovery of the business as a whole. The aim is to be at the operational usage / membership rates of March 2020 by the end of March 2022.

All activities have now returned to the centres although there have been a number of user groups , some which were high level occupiers of the centre such as Baby Sensory and Tumble Tots whom have not returned having either folded or found alternative venues to host their activities from.

We are able to bring back face to face Health and Well-Being service it is pleasing to note that this is starting to grow at a significant rate. With the help of the Boroughs teams the GP referral process is seeing a significant growth in referral numbers and along with customer confidence in coming out more this has been a very positive feature of service delivery.

6.5 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 Law and Democracy.

Corporate Objective	Measure/Activity	Target	Q3 Commentary	Forecast
Building, Protecting and Empowering Communities BPE18	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	Focus has been on high risk premises and quarter 3 targets will be met.	Amber
Building, Protecting and Empowering Communities BPE 15	Improve Air Quality in the Borough	Installation of real time air quality monitoring equipment across the borough by December 2021	Equipment to be set up but roadside cabinet unsuitable for connection. New cabinet being constructed with delivery and installation now scheduled for February/March 22	Amber

<p>Building, Protecting and Empowering Communities BPE 16</p>	<p>Improve the Air Quality in the Borough</p>	<p>Post installation of air quality monitoring equipment develop a remedial action plan by March 2022</p>	<p>Given the requirement to submit an annual status report (ASR) to Defra in 2022 and the delay in the installation of the equipment , an action plan will be produced as an addendum to this. This will allow the opportunity for closer scrutiny of current air quality levels and therefore be more relevant to the true picture across the area. In the meantime we are seeking developer contributions for more air quality monitoring stations as and when significant development is proposed</p>	<p>Amber</p>
<p>Providing Excellent Services PES 37</p>	<p>Obtain the best value from the Council assets</p>	<p>Undertake a review of asset strategy by December 2021</p>	<p>Start delayed due to work on implementing parking charges - work to commence March 2022</p>	<p>Red</p>

Appendix 1 - HRA Capital Programme 2021-22 - Financial Summary Quarter Three

Annual Programmes Included Each Year	Budget	Actual and Committed Expenditure to Third Quarter	Total Projected Expenditure Full Year	Status
Central Heating and Boiler Replacements	£111,000	£110,973.96	£111,000	On Track
	Budget allocated for 2021/22. No change to Q2 position. 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.			
Door and Window Replacement Programme	£9,800	£39,342	£9,800	Over spend
	Approximately 40 doors were identified in 2020 as requiring replacing during 2021/22 due to significant faults which compromise the security and safety. However due to Covid restrictions this work had to be put on hold. This work has now been ordered. Overspend will be met by shortfalls in spending from other HRA Capital Programme area.			
Major Adaptations	£100,000	£46,832	£100,000	On Track
	The Council has received a major adaptation request to extend a property to accommodate a disability in the family which is currently undergoing consideration. This is expected to form a future commitment to the budget in this financial year.			

	Budget	Actual and Committed Expenditure to Third Quarter	Total Projected Expenditure	Annual Programmes Included Each Year
Home Improvement Programme	£1,500,000	£1,243,924	£1,297,972	On Track
	The programme to upgrade kitchens and bathrooms is about to come to an end. All kitchens and bathrooms are Decent homes compliant. See commentary in report for more information.			
Fire Safety Works	£150,000	£40,000	£150,000	On Track
	<p>During Q3 some fire improvement works have been carried out as part of the home improvement programme (see above) which will need to be coded to this scheme. A provisional sum of £40,000 is therefore shown as actual/committed spend to reflect this.</p> <p>Other fire safety works are subject to a tender process as set out in the main report and therefore it is not possible to place a commitment at present. However a provisional sum of £90,000 has been allocated for this purpose.</p>			
Housing Block Improvements	£120,500	£107,695	£120,500	On Track
	No change to Q2 position. New roofs and door entry system works completed.			

Lightbulb Qtr 3 2021/2022 Performance Dashboard

Chart 1: DFG Completion Times YTD by No of Weeks

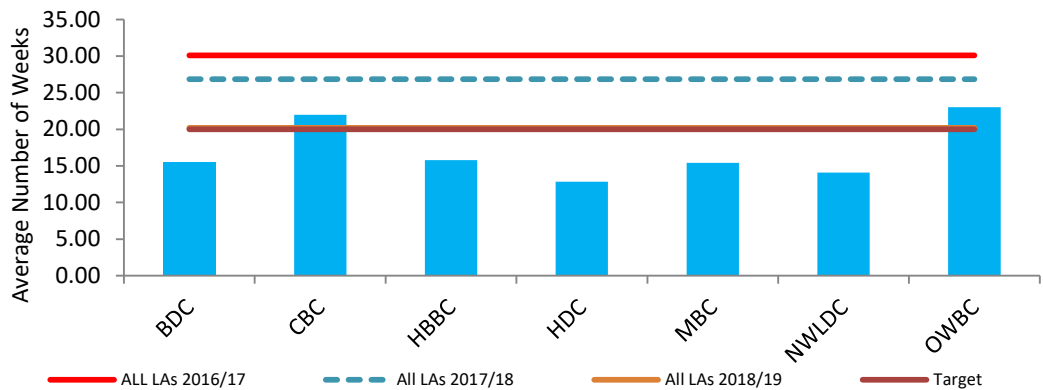


Chart 2: No of DFG's Completed by Cost by District YTD

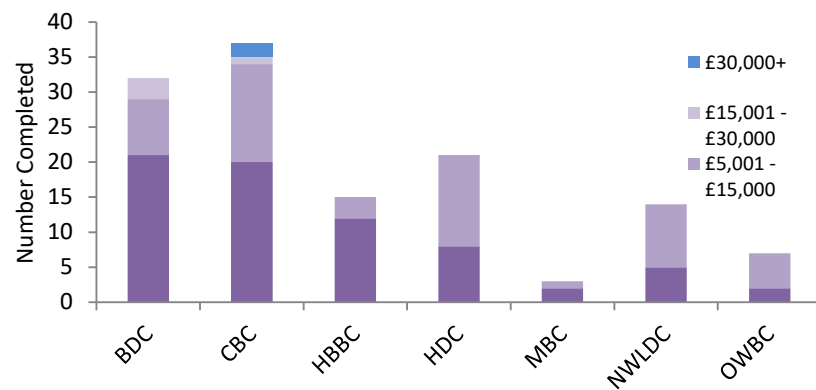


Chart 3: DFG Dropout % Over Time

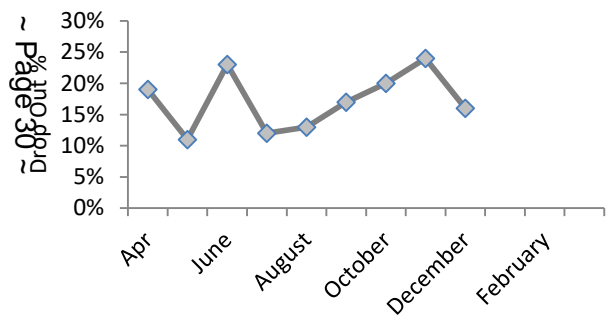


Chart 4: Reason for Dropout by QTR

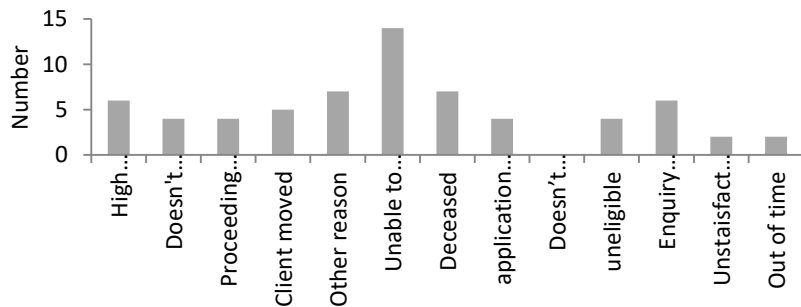


Chart 5: Customer feedback from scores on

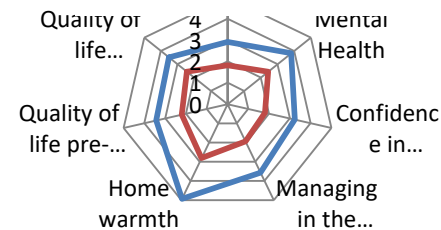


Chart 6: Overall achievement

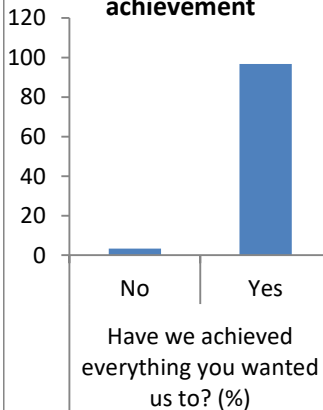


Chart 7: End to End Times - No of Weeks

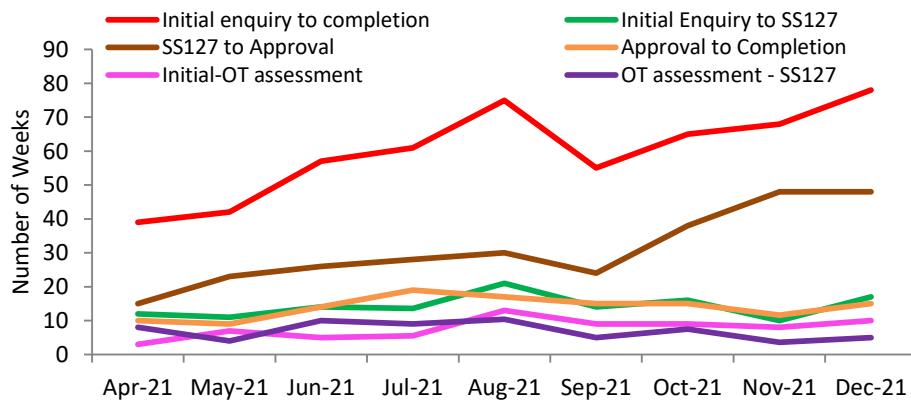
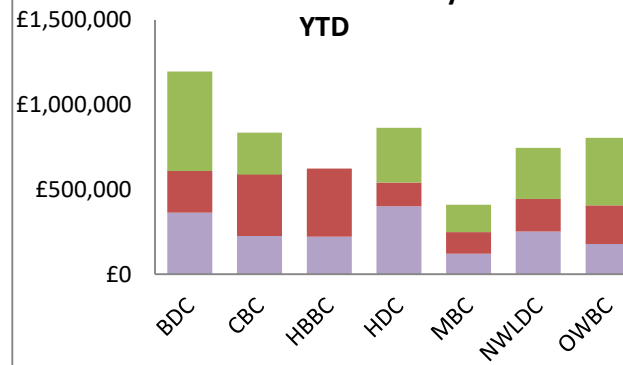
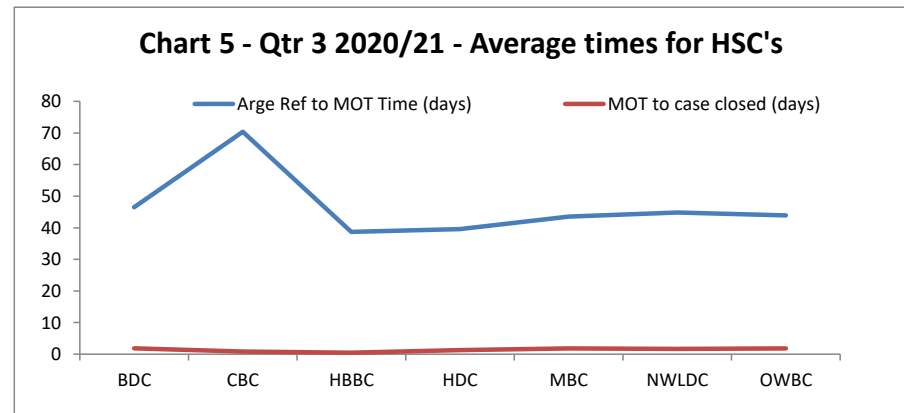
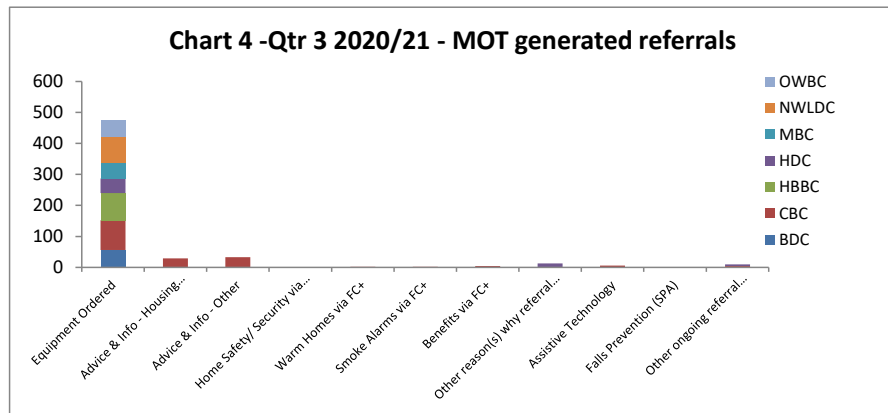
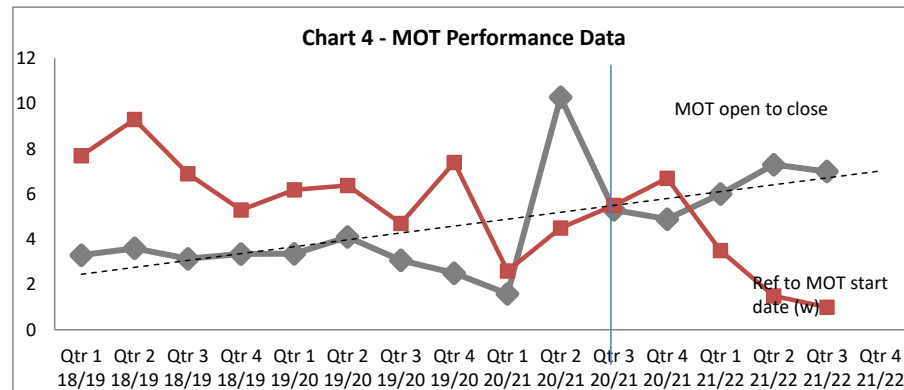
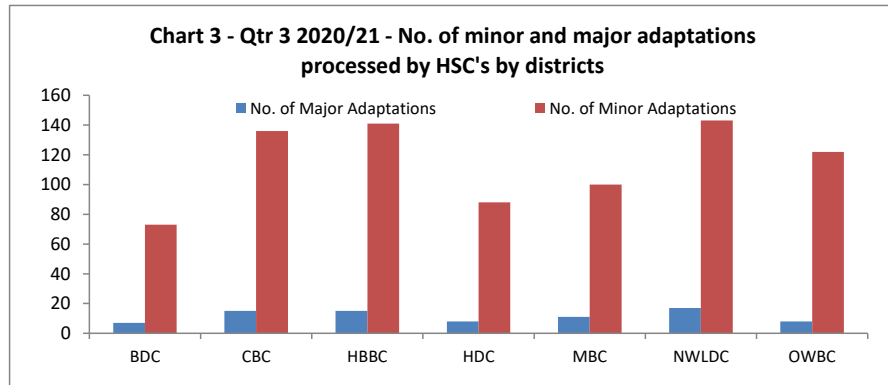
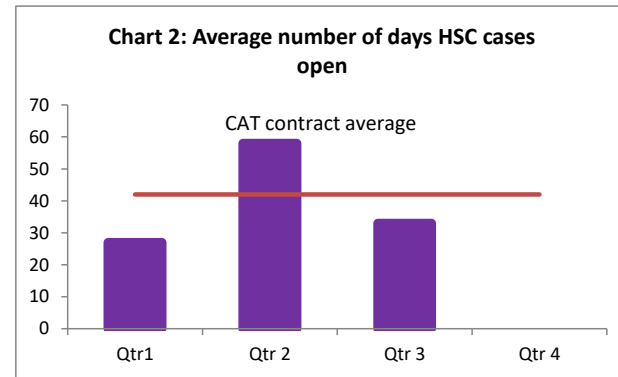
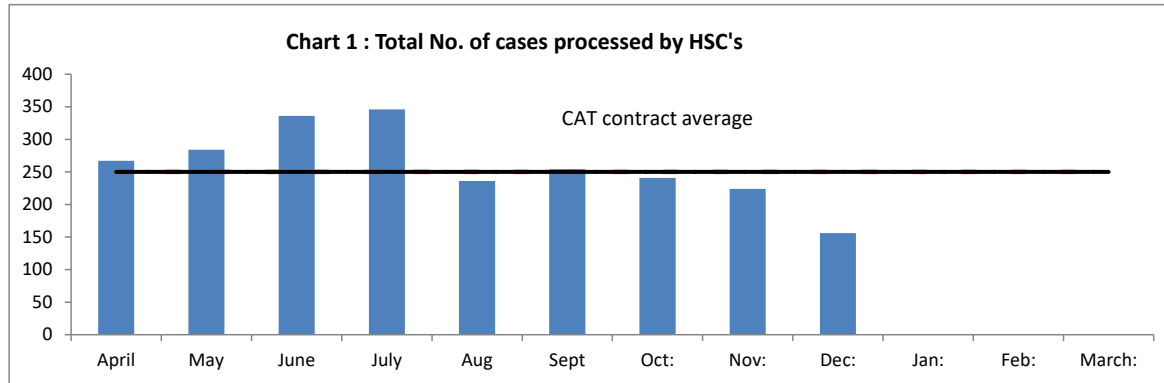


Chart 8: Total Value of Invoiced and Committed funds for DFGs by District YTD



Lightbulb HSC Qtr3 2021/2022 Performance Dashboard



Appendix 3



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Statistical Analysis

Quarter 3 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. To give greater scrutiny and clarity for Members this detailed analysis will continue on a quarterly basis.

Email/Contact Us Online

Service Standards

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 3	Oct	Nov	Dec
Number of emails	387	438	309
Number of contact us forms processed	133	131	117
Number of complaints triaged	8	8	10
Average response time	1 day	1 day	1 day

Calls

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.

Service Standards

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.



Oadby & Wigston

BOROUGH COUNCIL

Quarter 3	Oct	Nov	Dec
Number of calls	4551	4271	3066
Number of calls answered	4332	4178	2967
Percentage answered	95%	98%	97%

Number of abandoned calls*	219	93	99
Average wait time before abandonment	1.48	1.14	1.53

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.



Oadby & Wigston

BOROUGH COUNCIL

Quarter 3	Oct	Nov	Dec
Number of Taxi vehicle app processed	41	28	13
Number of competency test booked	22	12	16
Number of EH admin tasks	40	54	35
Number of Waste reports run/processed	254	232	205
Number of Housing Apps processed	35	38	33
Number of Homelessness admin tasks	132	73	66
Number of First Contact Requests	3	1	0
Number of Tell Us Once Requests	39	40	44
Number of Sport Pitch Invoices raised	10	9	9
Number of Facilities email/contact forms	39	31	28

Customer Service Centre Team - Output summary

Quarter 3	Oct	Nov	Dec
Number of emails/online contacts answered	528	577	436
Number calls answered	4332	4178	2967
Number of admin work items processed	634	518	422

Customer Service Satisfaction

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

- Telephone
- E Mail
- On-line

Service Standards

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 3	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
Oct 21	91%	95%	95%	96%	96%	96%



Oadby & Wigston

BOROUGH COUNCIL

Nov 21	97%	99%	99%	99%	99%	99%
Dec 21	96%	98%	98%	98%	95%	98%

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

Month	Number of Responses	Very Satisfied	Satisfied	Not Satisfied	Percentage Satisfied/Very Satisfied
Oct 21	18	18	0	0	100%
Nov 21	27	26	1	0	100%
Dec 21	14	14	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
Oct 21	13	4	5	4	69%
Nov 21	20	14	1	5	80%
Dec 21	12	10	0	2	83%

Reasons customers were not satisfied with email response were as follows:

- Not happy with email being forwarded – Revenues
- No response - Planning
- Council doesn't care, can't help with issue – Environmental Health
- Not happy with team generally – Revenues

Customer Service Centre – Statistical Analysis – Quarter 3 2021.
Service Delivery Committee – 15 March 2021



Oadby & Wigston

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- Received an incorrect bill due to team not updating sale of property – Business rates
 - Waiting too long without an update - Environmental Health
 - Issue not resolved – Benefits
 - Response time too long – Revenues
-
- Felt council should have helped them with Everyone’s active issue - Leisure
 - Waiting too long for response – leading to recovery – Revenues
 - No response – Planning

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
Oct 21	15	8	4	3	80%	1
Nov 21	14	8	2	4	71%	1
Dec 21	18	10	1	7	61%	3



Oadby & Wigston

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Complaints Satisfaction Survey

The Customer Service Improvement Team 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 ?
Oct 21	4	100% Fairly	75% Very/Satisfied	75% Very/Satisfied	75% Very/Satisfied
Nov 21	3	100% Fairly	100% Very Satisfied	100% Very/Satisfied	67% Very/Satisfied
Dec 21	2	100% Fairly	100% Very/Satisfied	100% Very/Satisfied	100% Very/Satisfied

Agenda Item 8



Service Delivery Committee	Tuesday, 15 March 2022	Matter for Information and Decision
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Report Title: **Customer Service Lunchtime Opening Hours (March 2022)**

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

Purpose of Report:	At the Service Delivery Committee Meeting in November 2021, Members requested that a full report be given relating to the lunchtime closure of the Customer Service Centre since the commencement of the COVID Pandemic – 23 March 2020.
Report Summary:	This report provides background information, benchmarking analysis and the results of consultation regarding the decision to re-open over the lunchtime period for the virtual Customer Service Centre.
Recommendation(s):	<p>A. That Members note the information provided from surveys indicating that residents are currently satisfied with the Council’s customer service opening hours, whilst also noting that the benchmarking exercise across the County indicates that Oadby and Wigston Borough Council are the only Council/District who do not offer a service over the lunchtime period. Having listened to Member feedback the recommendation is to approve re-opening the virtual customer service centre at lunchtimes with effect from 1 April 2022.</p> <p>B. That Members consider Customer Service Centre awareness sessions and whether they feel these would be beneficial so that sessions can be organised during April and May 2022.</p>
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Anne Court, Head of Paid Service and Chief Executive Officer Anne.court1@oadby-wigston.gov.uk</p> <p>Philippa Fisher, Head of Customer Services and Transformation (0116) 257 philippa.fisher@oadby-wigston.gov.uk</p>
Corporate Objectives:	<p>Providing Excellent Services (CO3) Building, Protecting and Empowering Communities (CO1) Growing the Borough Economically (CO2)</p>
Vision and Values:	<p>“A Stronger Borough Together” (Vision) Accountability (V1) Respect (V2) Teamwork (V3) Customer Focus (V5)</p>
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	The implications are as set out at paragraph 3.2 of 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.
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:	Residents of the Borough of Oadby and Wigston.
Background Papers:	None.
Appendices:	1. Leicestershire Districts and County Customer Service Centre Benchmarking Summary

1. Introduction

- 1.1 Members fed back anecdotally at the Service Delivery Committee on 30 November 2021 that they were dissatisfied with the lunchtime closure of the virtual customer service centre (originally brought in at the beginning of the pandemic) remaining in place, and that they were receiving feedback from residents to support this.
- 1.2 Previously, when the decision to cease a service provision had been presented to Members, such as the removal of face to face Wednesday evening openings and Saturday mornings, a report had been presented to Members for their approval. However, due to the speed of the operational decision that was needed because of the pandemic, on this occasion approval was not sought.

2. Background

- 2.1 At the commencement of the pandemic and in line with Government guidelines the Customer Service Centre closed its face to face service provision at Bell Street, Wigston and went virtual on 23 March 2020.
- 2.2 Due to the nature of the working patterns of the Technical Officers and to manage the team of both part-time and full-time staff a decision was made to have a standard fixed lunchtime closure from 12.30 p.m. to 1.30 p.m. Residents and Members were notified of this decision through our social media channels, website and for Members via the Members' Bulletin.
- 2.3 As a review of Council cost and expenditure and the continuing pandemic and legislation not enabling face to face service provision it was agreed by members that the Service Centre would not re-open. This decision was also supported by evidence regarding channel shift and residents utilising other means to access our services.

3. Resource Implications

- 3.1 The Council is continually challenged from a budgetary and government funding perspective and as such reviews the services it provides to ensure that the most cost effective provision possible is offered to our residents and businesses.
- 3.2 In order to resource the change back to lunchtime opening and for resilience purposes it will be necessary to create two permanent full time positions that we currently have on a temporary contract due to cease at the end of June. The cost implications arising from this will be approximately £26,000 including oncosts per FTE.

4. Proposed Public Consultation and Engagement Approach

- 4.1 The feedback regarding the dissatisfaction of lunch-time opening hours has been anecdotal and it was agreed at the Service Delivery Committee of 30 November 2021 that throughout January and February 2022, the Council would utilise customer satisfaction surveys to ask residents about opening hours. The approach to the consultation is outlined below:-
- a. On-line questionnaire will be available through e-mails.
 - b. The surveys will also be conducted over the telephone through the Customer Service Centre Technical Officers.
 - c. The surveys will also be conducted over the telephone by the Customer Service Improvement Officer.
 - d. Any formal complaints received from residents would be reviewed since the closure in March 2020 - no formal complaints have been received
 - e. It was agreed at the Service Delivery Committee in November 2021, that members would feedback to the Head of Customer Service and Transformation the names of residents – no feedback has been received.
- 4.2 The feedback obtained from the above sources has been used to help make a decision as to whether lunch-time re-opening should recommence.
- 4.3 The results from the survey run in January and February are shown below. Added to the standard customer satisfaction survey, a question specifically relating to satisfaction with the opening hours of the Customer Service Centre was asked:

Month	Number of responses	Percentage Satisfaction Rating
January	54	93.5%
February (end date 18 February due to date of report submission)	59	96.2%

5. Leicestershire Districts and County Customer Service Centre Benchmarking Summary

- 5.1 As supporting evidence, a benchmarking exercise was also conducted across the whole of the County to establish other Council's approaches to their Customer Service provision. The purpose of this was also to establish and:-
- a. Identify the baseline position.
 - b. Outline the service offering by other Districts and Councils.
 - c. Benchmark our offering against those other Districts in Leicestershire.

The summary of this exercise is attached to this report as **Appendix 1**.

6. Awareness Sessions - Customer Service Centre offering

- 6.1 As part of the review it was identified that it might be beneficial to run awareness sessions for Members to give clarity around the current full service offering by the virtual Customer Service Centre and the Technical Officers role. Members are asked to provide feedback regarding whether they feel these would be beneficial so that sessions can potentially be organised during April and May 2022.

7. Future Provision - Customer Service Strategy

- 7.1 As the Council and the country emerge from the pandemic into an endemic phase, a key area of work will be to review the customer service strategy across the whole of the Council in order to deliver our services to a high standard in the most cost effective way.
- 7.2 This area of work will review how we reach high connectivity with all our demographics and hard to reach communities, taking into account new digital technology, processes and systems and resourcing.

8. Timetable for Future Decisions

- 8.1 In the second quarter of the 2022/23 meeting cycle at Service Delivery Committee it is proposed that the Head of Customer Service and Transformation deliver a report for the future provision of Customer Service for the Council.

Appendix One

Bench Marking Exercise

Opening hours

Since the pandemic all Leicestershire & Leicester Councils have amended their service in some way, most have introduced appointment only face to face for customers who have no other means of undertaking their transaction. We have chosen to offer home visits as an alternative here at OWBC for this client group. Many have had to make changes to their telephone service also to ensure consistent services levels and customer satisfaction, here are a summary of the changes across the County:

Blaby	Pre-book appointment only face to face Wednesday 9.30am late start on phonenumber
Charnwood	Pre-book appointment only face to face
Harborough	Pre-book appointment only face to face Wednesday 9.30am late start on phonenumber
Hinckley & Bosworth	Reception/drop off only face to face
Leicester City	Appointment Only - Self Service - Tuesday & Thursday only 9.30 - 4.30 reduced phone line, restrictions on certain lines
Melton	Pre-book appointment only face to face Reduced phone line and appointments on Wednesday to 9am - 4pm
North West Leicestershire	Pre-book appointment only face to face Thursday 9.30am late start on phonenumber
Oadby & Wigston	Home visit upon request – face to face Closed at lunch between 12.30 -1.30pm each day (continue Wednesday 9.30am late start on phonenumber)

Phones are now the most popular point of contact for customers across all councils, here are last year's phones stats across the County for the period 1st January to 31st October 2021:

	Number of frontline CS Officers	Number of calls	Number of lines/service areas they take calls for	Average wait time	% calls answered	Customer Satisfaction Rating
Blaby	12.8	60,947	5	Not recorded	95%	63%
Charnwood	22.7	127,976	11	4:58 min	Data not available	Not answered
Harborough	2.5 general staff call centre delegated to another LA	39,938 *(April-Oct 21 only)	10	5:34 min*	79%*	Not measured
Hinckley & Bosworth	10.85	76,939	11	Not measured	72%	98%
Leicester City	57	319,691	13	11:57min	75%	Not measured
Melton	8.8	46,612	14	2:21 mins	90%	Good
North West Leicestershire	16	99,294	7	1:44 min	91%	85%
Oadby & Wigston	10	61,576	11	2.09 min	83%	96%

Admin Support

Some customer service team carry out addition processing work/admin task to support other service areas in their council, here is a list of tasks carried out across the council

Blaby	Setting up DDs Processing incoming and outgoing post Entering online forms, direct into back office systems Creating worksheets and job tickets
Charnwood	None
Harborough	Community hub and adhoc back office support to other services
Hinckley & Bosworth	Scanning post for Revenues and Benefits Tell Us Once

	<p>Manage room booking requests for HBBC and other partners based in The Hub. Manage post room to cover for absence.</p>
Leicester City	None
Melton	<p>Bill printing and folding Recovery folding Post opening and scanning</p>
North West Leicestershire	<p>Completion of a spreadsheet for Waste department recording kerbside round collection issues. Scanning of the incoming post to the majority of the organisation. Tell Us Once Daily Reception cover dealing with deliveries etc Adhoc Post Room cover.</p>
Oadby & Wigston	<p>Environmental Health- Raise jobs on uniform, send out diary sheets, process food registrations etc Housing options- prebook appointments for homeless and housing advice, processing, checking housing applications and all related admin. Waste- running all waste reports to instruct crews on things such as missed collections, new bin deliveries, large bin requests, clinical waste collections etc All garden waste admin, running/uploading reports to ensure sticker delivery Corporate assets- Football, bowls and cricket booking admin including invoicing Licensing- Taxi logging/processing/checking vehicle applications, booking competency tests Tell us once admin First contact notifications</p>