



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 H E Darling JP
Mrs L Eaton JP

F S Ghattoraya
Mrs S Z Haq
K J Loydall
Mrs S B Morris
R E R Morris

I summon you to attend the following meeting for the transaction of the business in the agenda below.

Meeting: Service Delivery Committee
Date and Time: Tuesday, 14 June 2022, 7.00 pm
Venue: Council Offices, Bushloe House, Station Road, Wigston, Leicestershire, LE18 2DR
Contact: Democratic Services
t: (0116) 257 2775
e: democratic.services@oadby-wigston.gov.uk

Yours faithfully

Council Offices
Wigston
06 June 2022

Mrs Anne E Court
Chief Executive



Meeting ID: 2231



It has cost **£5.61** to print, package and post this single agenda pack for this meeting.
A full cost breakdown for all agenda packs for this meeting is provided further down.

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/8kFvC1R4u48>

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

4 - 6

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

7 - 10

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. Council Performance Update (Q4 2021/22)

11 - 56

Report of of the Strategic Director (Former Head of Customer Service & Transformation)

8. Adoption of New Style of Council Performance Update Report (Verbal Update/Presentation)

Verbal Update / Presentation of the Strategic Director (Former Head of Customer Service & Transformation)

9. Installation of New Litter Bins and Litter Collection Programme

57 - 62

Report of the Assistant Corporate Asset Manager

You can access all available public meeting documents and audio-visual live streams and recordings electronically on:



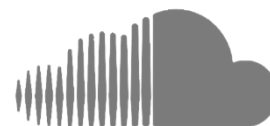
Our website **oadby-wigston.gov.uk** under 'Your Council' and 'Meeting Dates, Agendas & Minutes'



Your smart **iPad, Android** or **Windows** device with the intuitive '**Modern.Gov**' app



Our **YouTube** Channel available at **bit.ly/3vji3FY** or smart device with the '**YouTube**' app.



Our audio platform **soundcloud.com/oadbywigstonbc** or smart device with the '**SoundCloud**' app



The cost breakdown for printing, packaging and posting the agenda pack for this meeting (excluding any carbon footprint impact) is calculated as follows:

	This agenda pack (1)	All agenda packs (9)
Paper, ink and envelope (A4 white, colour, C4 envelope)	£3.37	£30.33
Postage (1st class, large, 500g)	£2.24	£20.16
Officer time (Pro rata hourly rate, 1.5 hours)	n/a	£15.47
Total cost(s)	£5.61	£65.96

Please contact Democratic Services to discuss the more cost-effective and environmentally-friendly options available for receiving this agenda pack, including any IT and/or training requirements.

Agenda Item 4

MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT THE COUNCIL OFFICES, BUSHLOE HOUSE, STATION ROAD, WIGSTON ON TUESDAY, 15 MARCH 2022 COMMENCING AT 7.00 PM

PRESENT

G A Boulter Chair
F S Broadley Vice-Chair



Meeting ID: 2092

COUNCILLORS

Mrs R H Adams
N Alam
L A Bentley
Mrs L M Broadley
D M Carter
Mrs L Eaton JP
F S Ghattoraya
Mrs S Z Haq
K J Loydall
Mrs S B Morris
R E R Morris

OFFICERS IN ATTENDANCE

T Bingham Strategic Director / Section 151 Officer
C Campbell Head of Finance / Deputy Section 151 Officer
J Carr Planning Policy and Development Manager
C Eyre Housing Manager
P Fisher Strategic Director
D M Gill Head of Law & Democracy / Monitoring Officer
S Wheeliker Democratic & Electoral Services Officer

43. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Mrs H E Darling JP.

44. APPOINTMENT OF SUBSTITUTES

None.

45. DECLARATIONS OF INTEREST

None.

46. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on 30 November 2021 be taken as read, confirmed and signed.

47. ACTION LIST ARISING FROM THE PREVIOUS MEETING

In relation to the Sports Facilities Update, the Head of Law and Democracy advised that there is currently no budget provision for a 3G pitch at Blaby Road Park, so the consultation has been put on hold, while further assessment is conducted with the agreement of the Committee.

By affirmation of the meeting it was

UNANIMOUSLY RESOLVED THAT:

The Action List arising from the previous meeting held on 30 November 2021 be noted.

48. PETITIONS AND DEPUTATIONS

None.

49. CORPORATE PERFORMANCE UPDATE (Q3 2021/22)

The Committee gave consideration to the report as set out on pages 7-37 of the agenda, which asked it to note the update on progress achieved during the third quarter against achieving the Council's Corporate Objectives.

A number of questions and requests for further information were raised by the Committee in relation to services covered in the report, including the boiler replacement programme, common diseases affecting the Borough's trees, climate change initiatives, litter bin replacements and leisure centre membership figures. Officers present at the meeting noted the requests and where applicable, items requiring more detailed reporting have been recorded on the action list arising from the meeting.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The content of the report be noted.

50. VIRTUAL CUSTOMER SERVICE CENTRE - LUNCHTIME OPENING HOURS

The Committee gave consideration to the report as set out on pages 38 – 44, which asked it to review the background information, benchmarking analysis and results of a consultation regarding whether the virtual Customer Service Centre should re-instate lunchtime opening hours.

A number of Members raised concerns about how Council services are communicated to residents and stated their objection to the current absence of any paper-based communication with households. The Head of Customer Service and Transformation advised that a Communications Strategy is currently in development which will review in full how the Council engages with its residents.

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

UNANIMOUSLY RESOLVED THAT:

(i) The content of the report be noted;

- (ii) The reopening of the virtual Customer Service Centre during the lunchtime period be approved with effect from 1 April 2022; and
- (iii) Customer Service awareness sessions for Members would be organised by the Head of Customer Service and Transformation.

THE MEETING CLOSED AT 9.05 pm



Chair / Vice-Chair

Tuesday, 14 June 2022

Printed and published by Democratic Services, Oadby and Wigston Borough Council, Council Offices, Station Road, Wigston, Leicestershire, LE18 2DR

SERVICE DELIVERY COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 15 March 2022

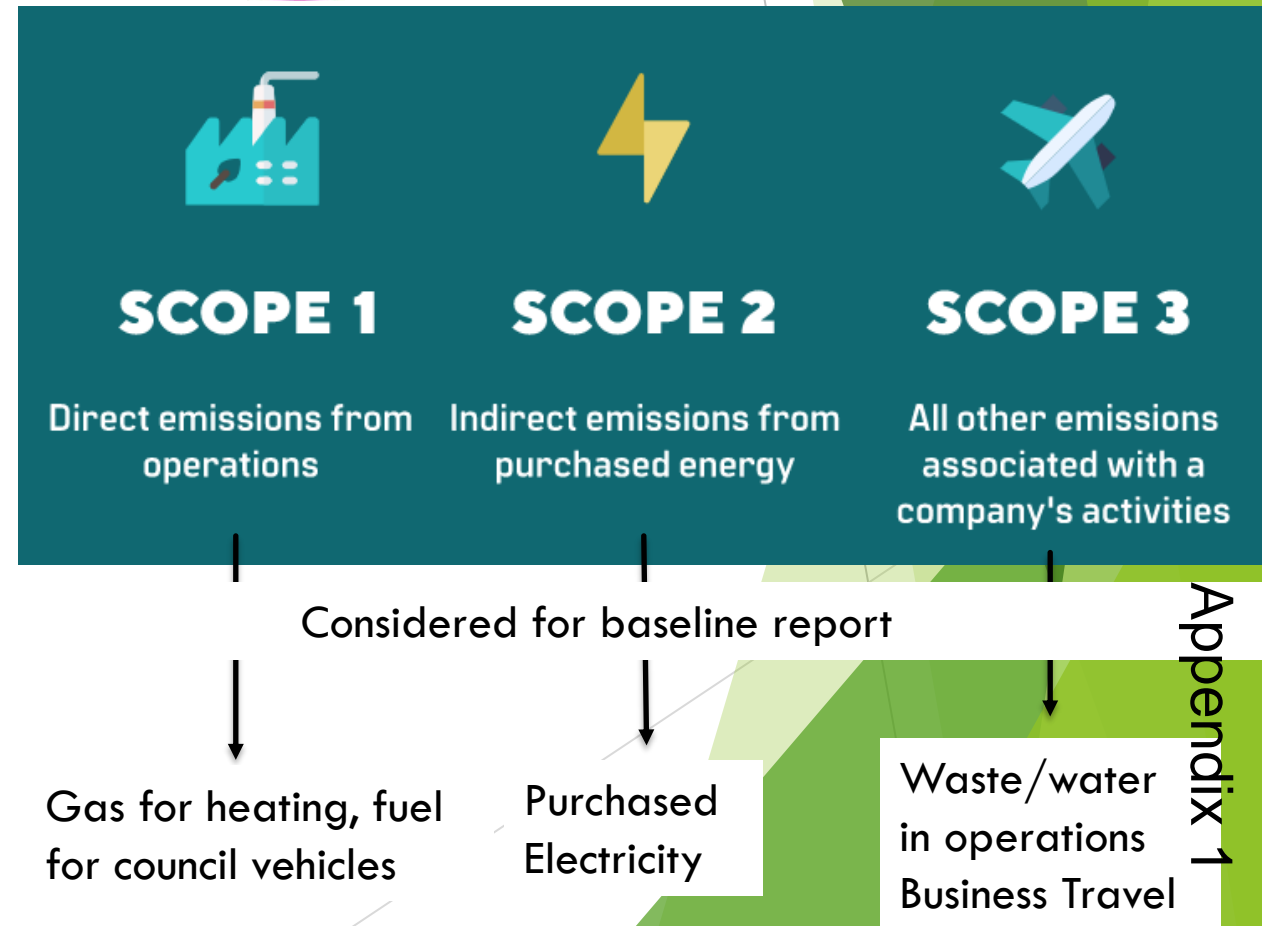
No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
1.	Corporate Performance Update (Q3 2021/22)	The Committee requested an update on current work being undertaken by the Council to combat climate change. <i>Due by Jun-22</i>	C Harrison	Complete (See Below & Attached)
		The Council is currently carrying out a Climate Change Baseline Study. The Environment Working Group is being provided with regular updates of the progress by our Climate Change Officer. The attached document sets out the scope of this baseline work and provides an update on progress.		
2.	Corporate Performance Update (Q3 2021/22)	The Committee requested an update on the replacement of public bins, including the timeframe for their replacement. <i>Due by Jun-22</i>	M Kind	Report Update (Agenda Item 9)
3.	Corporate Performance Update (Q3 2021/22)	The Committee requested the inclusion of the leisure centre membership figures for 2020 and 2021 in the next report. <i>Due by Jun-22</i>	A Dingley	Complete (See Below)
		<p>Membership Figures (Year Ending March)</p> <p>2019/20 – 5,066 2020/21 – 3,545 2021/22 – 4,827</p> <p>* It must be noted that during this period there were several closure periods due to the pandemic. The leisure provider (SLM) has also provided an update for the fourth quarter which can be seen in the update section of Community and Wellbeing.</p>		
4.	Corporate Performance Update (Q3 2021/22)	The Committee requested a more comprehensive report on the impact of diseases on the Borough's tree stock. <i>Due by Jun-22</i>	M Bennetto	Report Update (Agenda Item 7)

* | 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).

Carbon reporting baseline study



- Baseline study in partnership with Melton Borough Council
- Consultant - APSE Energy
- To understand our scope 1,2 & 3 emissions
- Carbon reporting from baseline year **2019/20**
- **Outputs used to -**
 - set emission reduction targets
 - Develop/prioritise actions
 - improve future monitoring
- **Annual monitoring proposed**



Carbon reporting baseline study - progress

1. The **data gathering** process has been **challenging** because of its disparate nature with different providers and energy usage data required for over 120 sites

Page 10 ~

Dec 21

2. Access is **not viable** to all data – such as emissions from **purchased goods and services** (Scope 3) which remain the toughest to measure and tackle for organisations

Feb 22

3. However, most data **required for the baseline has been collected** including the large amounts of British Gas electricity data and that from Corona gas.

April 22

4. Data still required - energy data from leased assets – Everyone Active

5. Baseline data collated on spreadsheet for OWBC

June 22

6. APSE will analyse data to **produce a baseline carbon footprint** for the council's operations

7. Going Forward - with **subsequent emissions reporting** further data is expected to be added to provide a more **complete carbon footprint** for council operations

Agenda Item 7



Service Delivery Committee	Tuesday, 14 June 2022	Matter for Information
---------------------------------------	----------------------------------	-----------------------------------

Report Title: **Council Performance Update (Q4 2021/22)**

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

Purpose of Report:	To provide an update on progress during Quarter 4 of the 2021/22 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in 2021. The report combines updates on key service delivery achievements coupled with the Council's key performance indications in a single report.
Report Summary:	There are 96 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system. There are two other ranks, a "blue" ranking and this is for indicators where work has yet to begin and a "white" ranking system where it is outside the control of the Council for delivery, and therefore cannot be ranked. Out of the 96 indicators, 84 were due for reporting as at the end of Quarter Four of the 96, 66 were green status, 14 were amber status, and 4 were red status. This equates to 79% Green, 14% Amber and 4% Red status.
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):	Anne Court (Chief Executive / Head of Paid Service) (0116) 257 2601 anne.court1@oadby-wigston.gov.uk Philippa Fisher (Strategic Director) (Former Head of Customer Service & Transformation) (0116) 257 2677 philippa.fisher@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 (Q4 2021/22) 2. Lightbulb Performance Dashboard (Q4 2021/2022) 3. Customer Service Centre Statistical Analysis (Q4 2021/22) 4. Bi-Annual Complaints Report (Oct 2021- March 2022)

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.

2.0 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.

- 2.2 Out of the 96 indicators, 84 were due for reporting as at the end of the financial year. Although we have started to recover from 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 there is some impact on reporting KPI's and the ability to deliver is recorded and the ability to deliver on these which have fallen into the white and blue categories.

Of the 84:

66 were green status

14 were amber status

4 were red status

This equates to 79% Green, 17% Amber and 4% 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 third quarter of 2021(October, November and December) completed the year with percentages as follows 78% Green, 18% Amber and 4% Red.

Performance Chart One – Corporate and by Objective

Quarter Four 2021/22	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	66	79%	14	17%	4	4%
Corporate Priority						
Building, Protecting and Empowering Communities	25	81%	6	19%	0	0%
Growing the Borough Economically	13	88%	1	6%	1	6%
Providing Excellent Services	28	76%	6	16%	3	8%

Performance Chart Two – By Department

Quarter Four 2021/22	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	66	79%	14	17%	4	
Department						
Built Environment	27	93%	2	7%	0	0%
Customer Service & Transformation	12	92%	1	8%	0	0%
Finance & Resources	7	55%	4	30%	2	15%
Law & Democracy	20	69%	7	24%	2	7%

3.0 Built Environment Update

3.1. 2020-21 Housing Capital Programme

The kitchen and bathroom improvement programme has ended, and in this respect all of 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)

The financial summary covering quarter 4 of the HRA Capital Programme is provided in **Appendix 1**.

3.2. **Housing Options and Homelessness**

The homelessness position has increased to 31 households (03/04/22) being accepted by the Council as Homeless and in temporary accommodation. The following summarises the composition of the applications:

- 2 households in emergency accommodation in response to Covid 19
- 15 singles persons in temporary accommodation
- 14 family households in temporary accommodation

We are working closely with these households to find them suitable settled accommodation.

The number of homeless acceptances remains generally stable with an average of 2 to 3 new applications being made on a weekly basis.

The average number of applicants presenting as homeless is currently 2.66 per week. During the course of the year there had been a spike in the number of applicants presenting as homeless around November 2021 when the average was around 9 per week which the team attribute to the end of the moratorium on rental evictions.

3.3. **Lightbulb**

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

12 DFG's have been completed in quarter 4 with a total spend for the year at £385,168. In addition, there are jobs that have not got to approval stage but are being processed and these are estimated to be at the value of £378,963 at the end of quarter 4.

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. This is reviewed on a regular basis.

3.4 **Impact of Diseases on Tree Stock in the Borough**

At the Service Delivery Committee Meeting on 15 March 2022 an update was given to Members regarding disease on Mountain Ash trees in the borough. Further information was therefore requested about the whole borough tree stock.

There are three main causal agents; fungi, bacteria and insects. Tree health is a complex matter and trees have evolved to have a good and helpful relationship with many fungi and insects (for example, pollination).

Priority pests and diseases to look out for:

- Emerald Ash Borer
- Longhorn Beetle – Asian and Citrus
- Sweet Chestnut Blight
- Xylella fastidiosa
- Chestnut Gall Wasp
- Oak Processionary Moth

Useful websites for the Forestry Commission and observatree will be placed on the Council's website to support residents with information.

3.4. 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	Quarter 4 Commentary	Forecast
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.	Officers have continued to work with the consultants, Gleeds, to finalise the viability report. A revised report is still awaited. There is continued engagement with partners about the project including the CCG, with a meeting being arranged to discuss the consultants report once received.	Amber
Providing Excellent Service PES 1	We will ensure all Council properties are compliant with gas and fire safety requirements	100% Compliance	99.66% 4 Households in legal remedy process	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 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. All applications must be decided by

April 30th. Resource has been moved from other areas to support with delivery. There are currently 95 applications outstanding.

482 payments have been made totalling £241k.

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 delivered excellent service across the annual billing period, answering 86% of calls despite receiving double the enquiries. Current focus is on the delivery of the £150 Council Tax Rebate to over 20,000 residents. 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 payment of the Omicron and ARG grants, and are currently developing the Covid Additional Relief Fund policy to deliver a further £900k to business affected by Covid-19.

4.3. **Collection Rates**

Collection rates for Council Tax and Business Rates both finished below target for the financial year 2021/22. There is an issue nationwide with the Department for Levelling Up, Housing and Communities launching an inquiry into council tax collection which starts on 6 June 2022. National collection rate statistics for 2021/2022 will be published on 22 June 2022. Of the 9 authorities in Leicestershire, only 3 hit the collection target for business rates, with 4 achieving the council tax collection target.

As was the case in Q3, the gap between the "target collected" and "actual collected" has continued its reduction trend and is now at its lowest figure since Q1 for business rates down to 4% from a high of 12% in August. Both the business rates and recovery teams have worked tirelessly to identify and collect large amounts outstanding, and the progress since August is tremendous. The 8% improvement is worth over £350,000 in revenue to OWBC.

Restrictions in recovery action following the COVID pandemic has added to the gap in target areas.

OWBC is in a similar position to other Leicestershire authorities with only 3 achieving the business rates target and 4 achieving the council tax target. Collection rates are down nationwide with the CAB estimating that over 3.5 million people were behind with their council tax in January 2021, with 51% of those not behind prior to the pandemic.

Target setting post pandemic is extremely difficult, and is further complicated by the cost of living crisis. This is the case for both current year and prior years targets, with a lot of uncertainty around the ability of residents to pay.

The Revenues and Benefits Manager will be working with Senior Officers in recovery, council tax and business rates to develop the approach to current and prior year collection, with a focus on ensuring initial bills are correct and follow-up action is taken without delay.

Percentage of Debit Collected (Cumulative)	Jan %	Feb %	Mar %
Council Tax			
Actual Collection Rate	93.08%	94.85%	95.35%
Target Rate	94.42%	96.76%	97.5%
Actual Collection Rate 2020/21	92.34%	94.15%	95.12%
National Non-Domestic Rates (NNDR)			
Actual Collection Rate	81.73%	88.48%	94.39%
Target Rate	90.23%	94.52%	98.5%
Actual Collection Rate 2020/21	83.64%	85.57%	87.06%

4.4. Property Statistics

March saw a 2.5% increase in direct debit take-up due to the imminent energy rebate payments. It is expected that this number will reduce in June as customers revert to manual payments once the rebate is received, but is likely to remain above February levels.

	Jan	Feb	Mar
No of Council Tax properties	23,789	23,803	23,817
No of Council Tax Direct Debits	17,926	17,940	18,385
No of Single Person Discounts	7,503	7,511	7,536
No of Businesses	1,418	1,418	1,419
No of Businesses in receipt of Small Business Rates Relief	655	657	658

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	Quarter 4 Commentary	Forecast
Providing Excellent Service PES 9	Reduce former years arrears for Council Tax (debt not in recovery)	Below 3.5% of annual debit	4.55%. 1.05% short of 3.5% target. Completion of grant work brings resource back to Recovery team. Q1 2022/23 focus on recovery strategy for aged debt.	Red

Providing Excellent Service PES 20	Reduce former years NNDR (debt not in recovery)	Below 4.5% annual debit	8.19%. 3.69% short of target. Completion of grant work brings resource back to Recovery team. Q1 focus on recovery strategy for aged debt.	Red
Providing Excellent Service PES 14	Average time taken to process Housing Benefit and Council Tax support claims	15 Days	16.85 days based on 62 new claims.	Amber
Providing Excellent Service PES 17	Post COVID achieving or exceeding Council tax collection rate target	97.50%	95.35% actual collection against target of 97.5%. Difference 2.15% End of Test and Trace returns resource to Council Tax allowing target account reviews resulting in the faster identification of liable parties to increase recovery.	Amber
Providing Excellent Service PES 18	Post COVID achieving or exceeding NNDR Collection Rate target	98.50%	94.39% actual collection. 4.11% short of 98.5% target. 8% improvement against position in August. Completion of grants work (excluding CARF) returns resource to business rates.	Amber
Providing Excellent Service	Maintains a culture of prompt	95% of suppliers paid within 30 days	The Council received a total of 992 invoices	Amber

PES 42	payment by paying suppliers with a specified time	of receipt of invoice	and paid 930 within the 30 day target - I.e. 93.8% of suppliers.	
--------	---	-----------------------	--	--

5.0. Customer Service & Transformation Update

5.1. Customer Service Statistics

A detailed statistical analysis is attached in **Appendix 3**, giving a breakdown of call volumes, Complaints and customer satisfaction surveys undertaken across the Council.

5.2. Bi-Annual Complaints Report Analysis

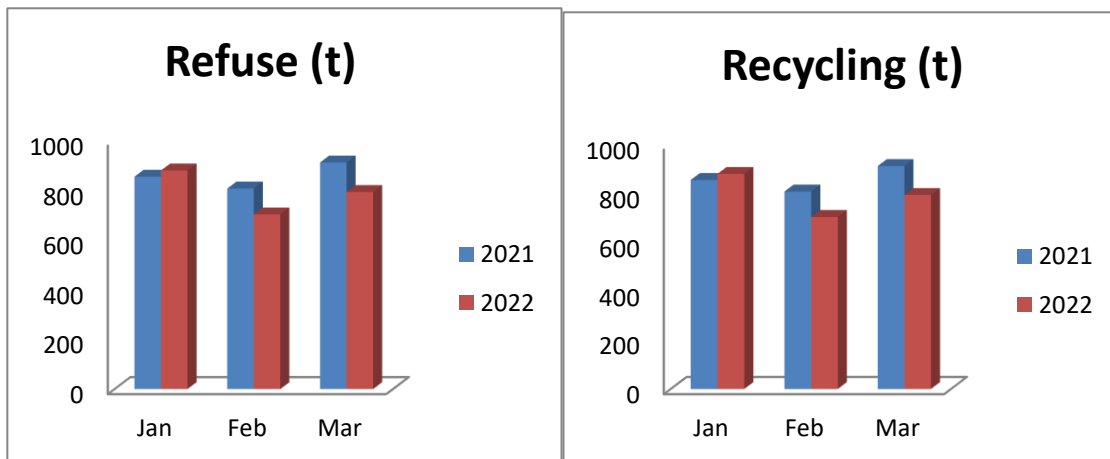
At the Service Delivery Committee in November, Members requested a Bi-Annual Report with greater detail relating to the complaints received within the Council. This is attached in **Appendix 4**.

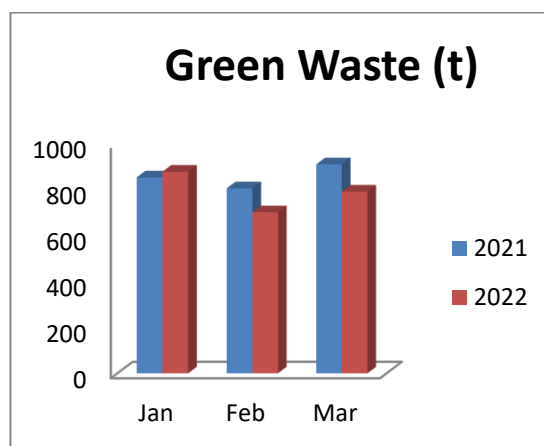
5.3. Refuse, Recycling and Garden Waste

Refuse and Recycling

Over Quarter 4 there has been an overall reduction in tonnages of some 8% of refuse waste collected. In respect of the recycling tonnages there was an overall reduction of just under 14% compared to the previous year.

For the green waste, there was a 20% increase in collection over January. However, during February and March there has been a reduction of 16% and 19% respectively, leaving an overall reduction of 13.65%.





5.4. 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 continues to undertake 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.

In January 2022, a survey on our waste service provision was launched and results will be available by the end of June 2022 on our website.

5.5 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	Quarter 4 Commentary	Forecast
Building, Protecting and Empowering our communities BPE 5	To continue to increase the amount of materials recycled by borough residents, through educational programmes	To deliver educational programmes via Borough Forms and promotional opportunities in order to achieve a minimum recycling rate of 45%.	No Educational sessions were held due to COVID but these will recommence for 2022/2023. The overall recycling rate for 2021-22 will be confirmed by DEFRA in December 2022.	Amber

6.0. Law and Democracy Update

6.1 Corporate Assets

Car Parks – Charging for parking at 14 Council car parks came into force on 4 January 2022. Drivers have a number of options for paying for their parking across including pay and display (card or coin), paying by telephone or purchasing a parking permit. January was extremely busy for Corporate Assets staff whilst the charges were embedded. Drivers were given a 4 'grace' period where warnings were issued for non payment of the parking charge with live enforcement starting on 7 February 2022. Customer Services Staff have been trained to assist with the majority of straightforward enquiries and they successfully dealt with an initial influx of calls and emails as the new system was implemented. Full information on the parking arrangements can be found on the councils' web site together with a link to the permit purchasing portal.

During the quarter 120,374 individual parking sessions were paid for via pay and display; 11,491 individual parking sessions were paid for by telephone transactions and 2,923 permits were issued.

Transfer of Clean and Green Staff to Corporate Assets – The councils' public cleansing and grounds maintenance functions transferred to Corporate Assets during the quarter along with 15 staff. The Assistant Corporate Asset Manager has invested time with each member of staff to develop improvements to the programmes of maintenance and duties carried out.

A programme of litter bin installations (see separate report) through the Binrastructure Grant has run alongside the transfer of staff with the grant funding being spent by the deadline of 31 March 2022 and all reports filed with the funder. A stock of regularly used spare parts for play equipment have been purchased to enable staff to get play equipment back into use faster and discussions have been held with play equipment providers on upgrading and repairing equipment at Brocks Hill Country Park.

Cemetery – there has been some issues during the quarter with the installation of unauthorised kerb edgings to graves. As Members will recall, the Lawn Cemetery Policy (which did not allow kerbs at all) was rescinded in early 2020 and a standard cemetery policy of allowing the installation of authorised kerbs was introduced. Authorised kerbs are installed by a qualified memorial mason who has the necessary public liability insurance to carry out work on the cemetery. In order to obtain the authorisation, the council needs to give its' approval and a fee is involved for this process. Despite explaining this to deed holders a number of graves have had unauthorised kerbs installed during the quarter leading to Cemetery staff writing to deed holders to explain the situation and allowing deed holders a choice between removing the kerb edgings themselves or requesting the council does this on their behalf.

Allotments – the allotment waiting list which was closed to new applicants for around 12 months has now re-opened and at 31 March 2022 there were 66 people waiting for a plot. At the end of the quarter there was 5 plots vacant at Wigston Road site and 11 vacant at Aylestone Lane site. Letters have been sent out to waiting list applicants offering the vacant plots and responses are awaited. Two of the vacant plots on Wigston Road are in a poor state but now that grounds maintenance is managed by the Corporate Assets Section there is opportunity to use the grounds staff to bring these back into use. At the Aylestone Lane site, the council is working closely with Aylestone Lane Allotment Association on keeping any vacant plots clear whilst they are between tenants and this arrangement is working well. An 'open day' is being planned between the council and the allotment association for late April at which prospective tenants can look at vacant plots and gain advice on allotment gardening before taking on a plot. There were no vacant plots at Brabazon Road or Manchester Gardens at the end of the quarter.

Other work carried out by the section during the quarter includes installation of a new boiler and repairs to the floor covering at Uplands Park Pavilion, installation of a new sewage

pumping system at Blaby Road Pavilion, repairs to the Hearse House at Oadby Cemetery and the replacement of edging boards around the bowls green at Blaby Road Park.

6.2 Environmental Health and Licensing

During Q4, COVID advice for large events (particularly those with over 5000 attendees) was given, however this will not be necessary moving from April 2022 onwards as all regulations are revoked.

Food work is on track with all high-risk premises inspected in accordance with the Food Standards Agency (FSA) recovery roadmap. The work has been supported by colleagues from another authority as we are still unable to recruit to the Environmental Health Officer vacancy. A large percentage of the new food businesses established during the pandemic have now ceased (particularly home caterers). The Food Service Plan for 2022/23 will be considered at the Licensing and Regulatory Committee in June 2022.

Due to staff absences some license applications are not being processed as they should. Temporary external support has been necessary to address this and ensure we effectively regulate all our licensed businesses. One of the key tasks in the coming year will be refreshing our policies to ensure they are up to date and relevant.

There will be an update report on air quality to the Licensing and Regulatory Committee in June 2022. The air quality monitoring station along Blaby Road, South Wigston will be fully commissioned and in operation from April 2022, the delay arising from the installers.

The Selective Licensing Scheme (SLS) and the LAD (Local Authority Delivery) grant scheme (for fuel poverty across our borough) have been priorities for the private sector housing team. Considerable progress with the SLS means we now 89% engagement with the focus from April 2022 onwards on inspections and chasing those who have not engaged.

The Local Authority Delivery Programme 2 (LAD2) is now back on track following the challenges posed when the original selected contractor withdrew. From April 2022 the £300,000 scheme will progress.

The Council has made a bid for the LAD 3 scheme which is worth £580,000.

6.3 Electoral and Democratic Services

At its meeting on 21 December 2021, the Council approved adoption of the LGA model Code of Conduct with local amendments with effect from 1 April 2022. Under the authority delegated to the Head of Law & Democracy at the same meeting, all consequential amendments to the Council's Constitution have now been made and an updated version has been published on the Council's website (PES 35). Mandatory training for all Members on the new Code has been provisionally arranged to take place on Wednesday 11 May (PES 35).

The Elections Bill continues to progress through Parliament and currently sits at the House of Lords report stage. Based on current progress, it is anticipated that the Bill will receive Royal Assent in May 2022, with statutory instruments made in November 2022 and a 'go-live' date for Voter ID cards in December 2022.

6.4 Community and Wellbeing

Community Safety - At the end of Q4 all Partners reported satisfactory progress against their Tactical Actions within the agreed 2021-22 Delivery Plan. There were a number of Actions that were not possible to deliver, primarily related to 'in school' outputs, but this was anticipated by all partners including the OPCC. Forward planning to 2022-23, although with no

confirmed budget or criteria currently from the PCC, will reflect the potential for these school related barriers to still be present, with a focus on engaging with young people to be placed on 'in community' methods instead. With the support of the Council's Youth Engagement Officer, however, some barriers to 'in school' delivery are expected to be mitigated, with this route still to be referenced against some actions in the 2022-23 Delivery Plan.

In terms of Crime and Disorder the Borough did see increases (+15%) in line with national statistics, particularly around violence and sexual offences, but these are attributed to the untypical low figures in preceding years due to Covid. It has been noted by Police partners that most crimes of this nature are occurring in private addresses, so not easily patrolled, and feature a male perpetrator and a female victim. Offenders are typically white males aged 30-39. Other types of disorder, such as neighbour disputes and noise nuisance, have seen reductions as all Covid restrictions lift and people can move about the Borough more freely.

Young People / Youth Provision

Youth provision remains a core concern with the Community & Wellbeing Team, with the sector still not showing any significant signs of recovery, particularly in terms of generic youth work. As per previous updates, much of the youth provision that is operating is targeted, and accessible only to young people who have been specifically referred to it for varied reasons, including a disrupted home life, risk of entrance into the criminal justice system, health related reasons, or specialist support. This is largely outside of the scope of services OWBC can offer or commission, being the lower-tier authority, and is not reflective of the greater perceived need for youth provision in the Borough.

The work of the Council's Youth Engagement Activator is providing initial consultation opportunities with young people to help shape the offer of generic provision locally, with the officer being one of the few external bodies to be able to deliver work directly on a school campus. These early engagements with young people are anticipated to build into a wider process and feed through into the redevelopment of the Borough's Youth Council.

Leisure Contract Services

The information below relates to January to March 2022, which is normally the busiest quarter of the year for the leisure centres, when customers bring their New Year resolutions and health kicks to the fore.

Starting to see the return to 'normality' post covid with restrictions disappearing and many activities coming back to the centres it is pleasing to see that the leisure centres can still look to play a pivotal role within the community and for the health and wellbeing of the local people.

An average of over 63,000 customers per month coming through the doors was pleasing to see with a range of activity sessions taking place. Swimming certainly regaining its popularity from prior to COVID and a good range of pool sessions available to all of the community has been one of the main successes.

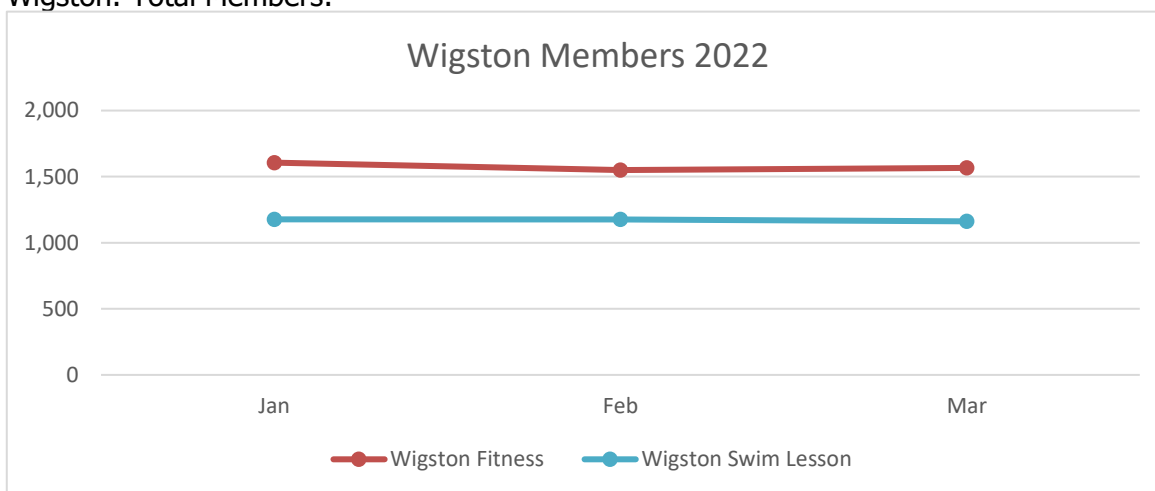
Description	Jan	Feb	Mar	Total
Swimming	22,016	21,440	23,458	66,914
Gym/Fitness Classes	26,222	25,146	28,227	79,595
Sports/Activities	3,573	3,690	2,784	10,047
Activity Total	51,811	50,276	54,469	156,556
Spectators	10,800	10,592	11,919	33,311
Events	120	616	192	928

Education	0	0	0	0
Grand Total	62,731	61,484	66,580	190,795

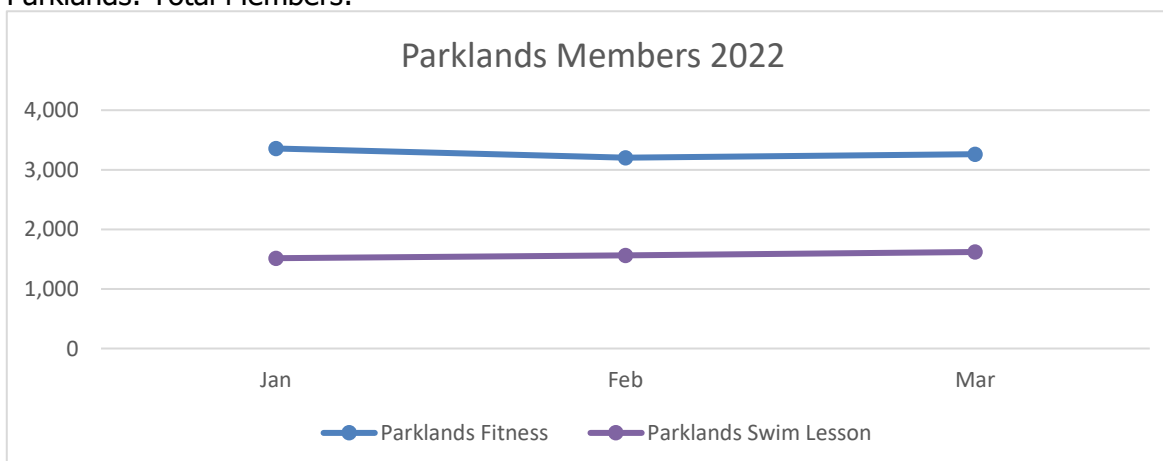
Membership	Jan	Feb	Mar	Ave
Gym	4,963	4,753	4,827	4,848
Swim Lessons	2,693	2,739	2,782	2,738
Total	7,656	7,492	7,609	7,586

Following significant growth month on month last year for fitness membership numbers, a plateauing effect recently along with a slight reduction coming into the New Year. Swimming Lesson numbers have grown and continue to do so, which is pleasing.

Wigston: Total Members:



Parklands: Total Members:



6.5 Helping Hands – Service Delivery Update

Client numbers continue to increase – 31% up on last period and 60% up on last year. Support now in place with Leicester South Foodbank –providing benefit and debt advice. 4 new volunteers onboarded in recent months. Successful audit for Advice Quality Standard (AQS) accreditation – no corrective actions.

6.6 Anti-Social Behaviour

The Council have recorded and investigated a total number of **17** new anti-social behaviour (ASB) reports in Q4 2021/22. **9** in January, **7** in February and **1** in March.

Of these 17 reports, issues relating to individuals shouting and swearing have been most commonly reported with **4** being received. Of these 4 reports, 3 specifically relate to complainants reporting issues with neighbours. This is relevant as the Council also logged **3** ASB reports relating to noisy neighbours.

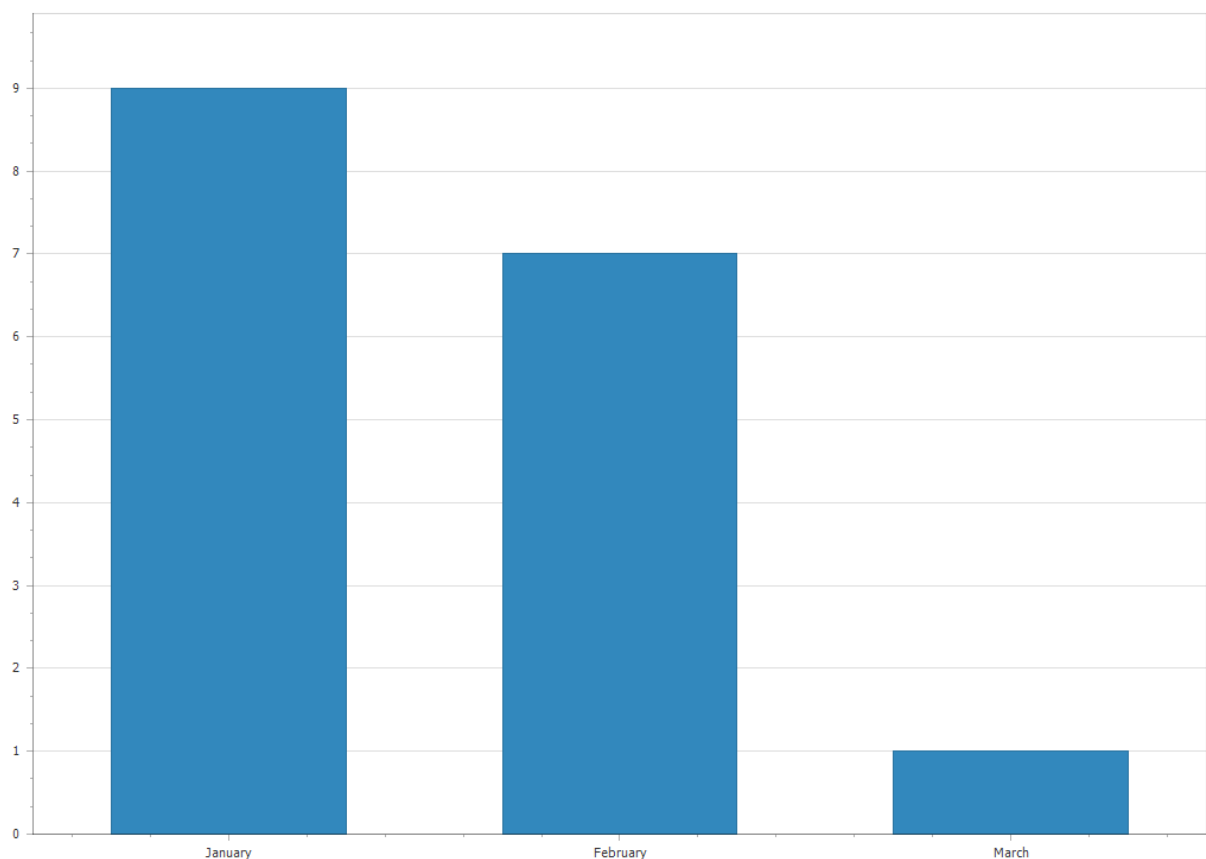
As a result of these reports, the Council took appropriate steps to address the issues which has involved issuing identified perpetrators disposals. A total number of **8** disposals have been issued either by the Council, or partner agencies. **1** identified perpetrator was given no further action (NFA).

1 Community Protection Warning Notice (CPWN) was issued under the ASB, Crime and Policing Act 2014 following a perpetrator targeting a neighbour. This case also involved Leicestershire Police. Issues subsided after the CPWN was issued.

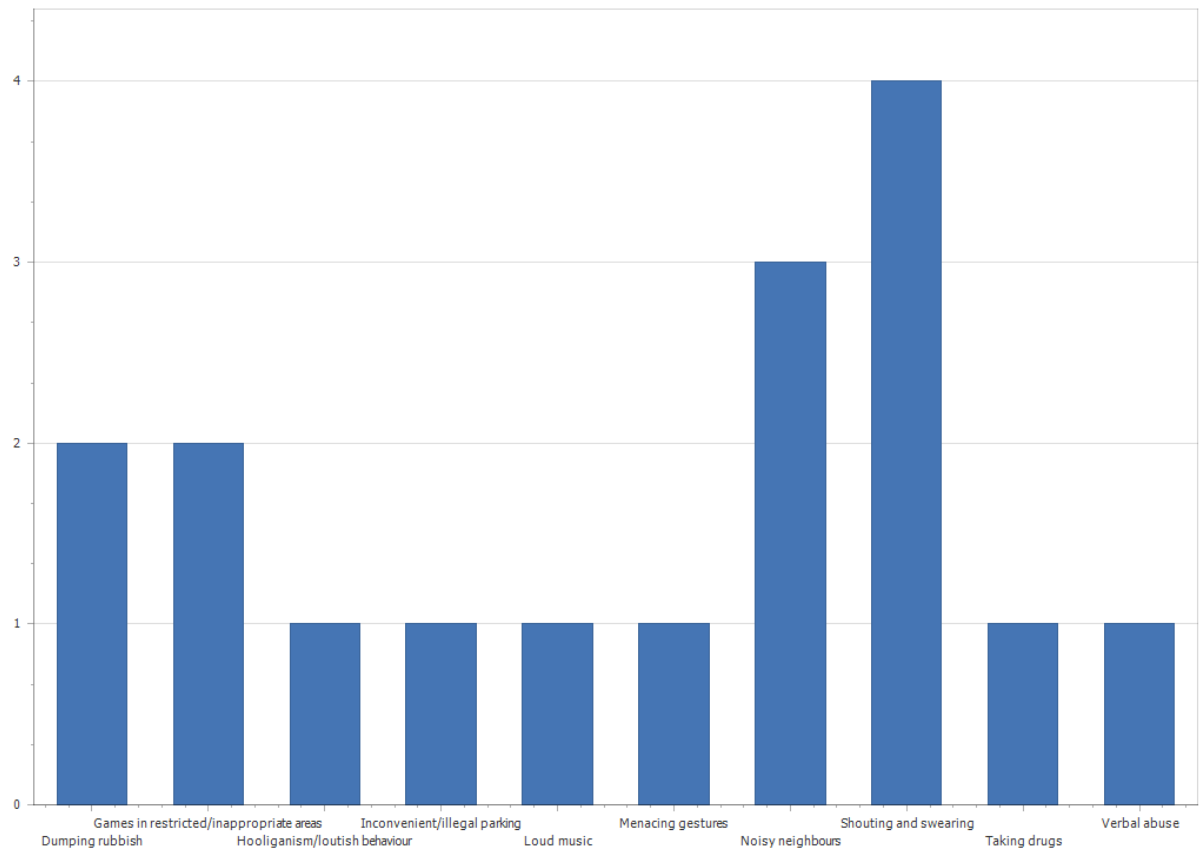
1 Community Protection Notice (CPN) was issued after the perpetrator breached his CPWN served in Q3. The Council were arranging evidence in conjunction with Leicestershire Police in order to take the perpetrator to court for breaching the CPN, however the landlord evicted their tenant prior to this taking place. This ultimately solved issues for the complainant therefore, the Council did not make an application to the courts.

The Council also advised **4** perpetrators for their behaviour, and verbally warned **1** following ASB best practice model.

ASB reports 2021/22 Q4



Types of ASB 2021/22 Q4



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.

Corporate Objective	Measure Activity	Target	Quarter 4 Commentary	Forecast
Growing the Borough Economically GBE 17	To review the provision and standards of the parks and open spaces across the borough	Produce a Parks and Play Strategy that outlines maintenance and upkeep, but also identifies aspirational goals that the authority can work toward by September 2021	Timeline has slipped due to concentration on incorporating Clean and Green into Corporate Assets Section Draft will be circulated for comment by 30 April 2022	Red
Providing Excellent Service PES 37	Obtain the best value from the Council assets	Undertake a review of asset strategy by December 2021	Start delayed due to work on implementing parking charges - work to	Red

			commence March 2022.	
Building, Protecting and Empowering our Communities 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	With the position of a Youth Engagement Activator now filled within the Community & Wellbeing Team, and the Officer having dedicated 'in school' working days, a new approach to youth engagement taking advantage of this job role is being developed.	Amber
Building, Protecting and Empowering our communities BPE 14	Continue to improve the quality of Private Sector Housing Rentals in South Wigston.	Implement a Landlords Forum to provide advice and support	Landlords Forum currently on hold. This will be run once Team Leader vacancy is recruited to	Amber
Building, Protecting and Empowering our communities BPE 15	Improve Air Quality in the Borough	Installation of real time air quality monitoring equipment across the borough by December 2021	Delivery date confirmed for April 22	Amber
Building, Protecting and Empowering our communities BPE 16	Improve the Air Quality in the Borough	Post installation of air quality monitoring equipment develop a remedial action plan by March 2022	Work are to be reprioritised for 2022/23 when an update will be given to Licensing and Regulatory Committee in June 22	Amber
Building, Protecting and Empowering	We will seek opportunities to bid for external	We will submit a bid for a Green Homes	Agreed a way forward with the funding	Amber

our communities BPE 20	funding to support the installation of energy efficiency improvements in residents' homes	Grant by May 2021 and implement the scheme by December 2021	providers for retrofits and the LAD2 programme. Awarded additional funding for LAD3. Measure mix adjusted and Project Plans accepted	
Growing the Borough Economically GBE 12	Ensure houses of multiple occupancy are licenced	100% of properties are licenced	Work re-prioritised for 22/23, Q1/Q2	Amber
Providing Excellent Service PES 33	Ensuring all Licensing Act 2003 applications are dealt within statutory timescales	100% compliance	There is currently a backlog in dealing with applications	Amber

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

Annual Programmes Included Each Year	Budget	Actual Expenditure to Fourth Quarter	Total Projected Expenditure Full Year	Status
Central Heating and Boiler Replacements	£111,000	£79,331	£79,331	Underspend
	An adjustment from quarter three has been made to remove the committed expenditures that have not been fulfilled in the financial year – in effect this means all of the required work has been undertaken in 22-23 with an underspend on the budget. The team have been delivering an emergency and urgent boiler replacements only. Our boiler replacement programme remains suspended due to the need to consider renewable energy boilers and the possibility of grant funding being made available to support our programme. However, we are continuing to replace boilers that are beyond economic repair or where total boiler failure has occurred.			
Door and Window Replacement Programme	£9,800	£39,342	£39,342	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 and is scheduled to be completed by the end of quarter 2. Overspend will be met by shortfalls in spending from other HRA Capital Programme areas.			
Major Adaptations	£100,000	£51,583	£51,583	On Track

	The Council has received a major adaptation request to extend a property to accommodate a disability in a family which is currently undergoing consideration by the occupational therapist. As soon as the outcome from the occupational therapist is know we will be able to progress with this.			
	Budget	Actual and Committed Expenditure to Fourth Quarter	Total Projected Expenditure	Annual Programmes Included Each Year
Home Improvement Programme	£1,500,000	£1,162,835	£1,162,835	Underspend
	The programme to upgrade kitchens and bathrooms came to an end in December 2021. All kitchens and bathrooms are Decent homes compliant.			
Housing Block Improvements	£120,500	£109,146	£09,146	Underspend
	No change to Q3 position. New roofs and door entry system works completed.			

Lightbulb Qtr 4 2021/2022 Performance Dashboard

Chart 1: DFG Completion Times YTD by No of Weeks

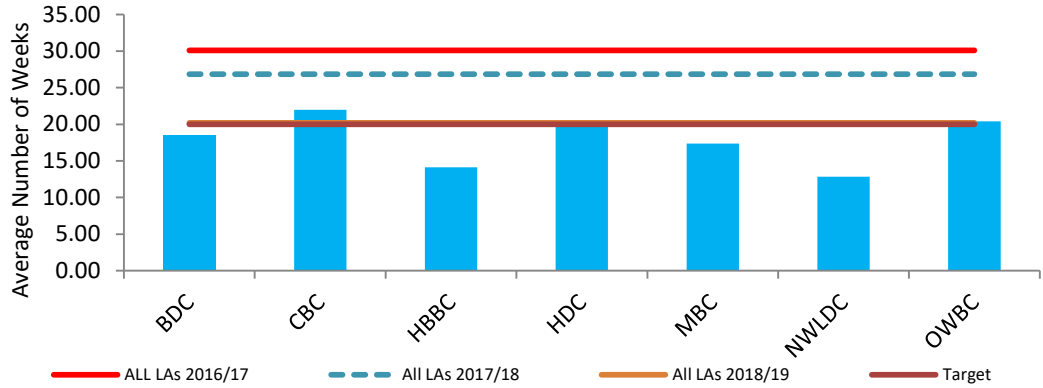


Chart 2: No of DFG's Completed by Cost by District YTD

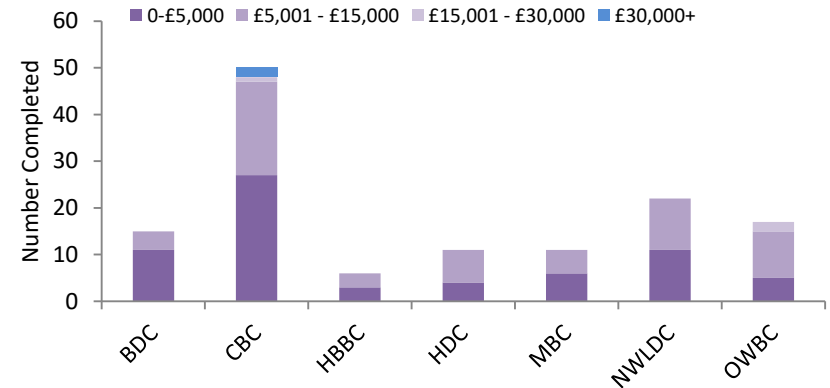


Chart 3: DFG Dropout % Over Time

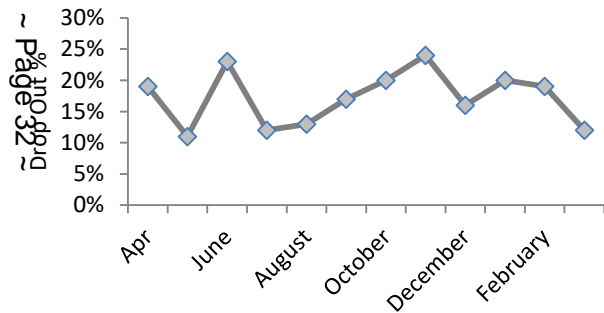


Chart 4: Reason for Dropout by QTR

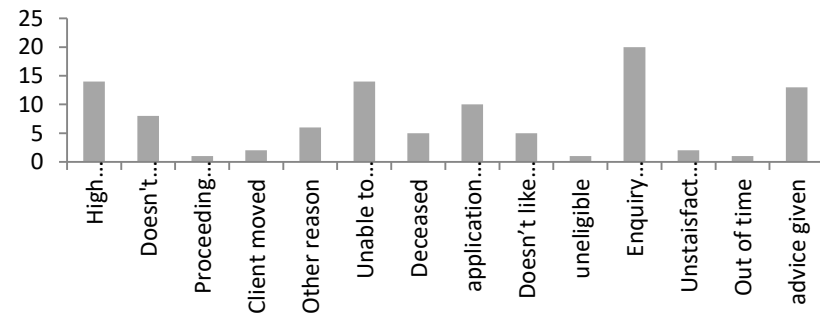


Chart 5: Customer feedback from scores on

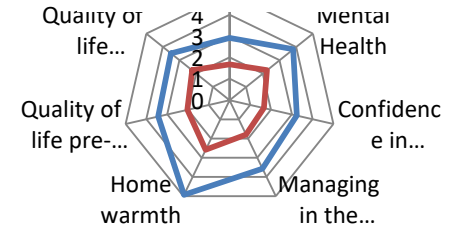


Chart 7: End to End Times - No of Weeks

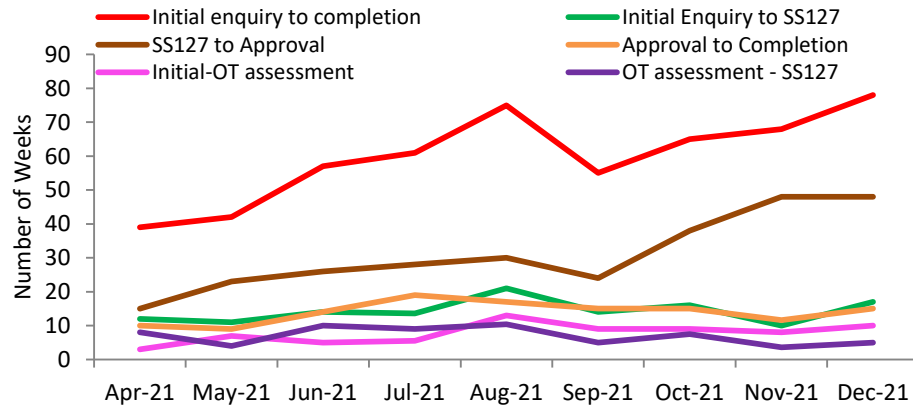
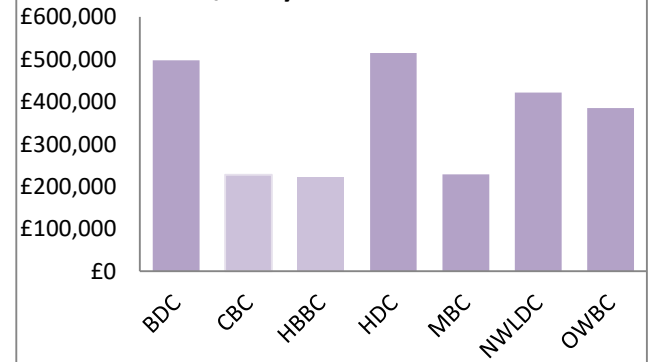
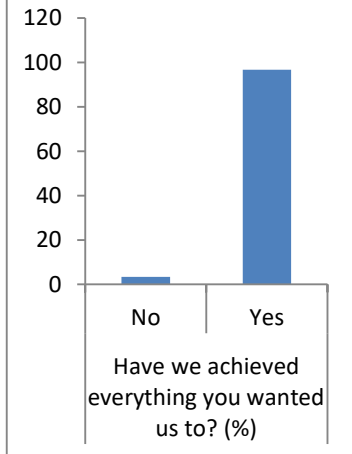


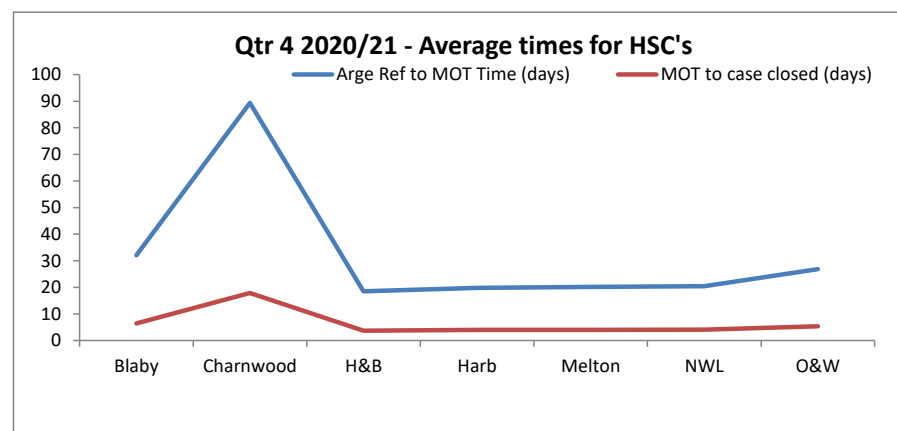
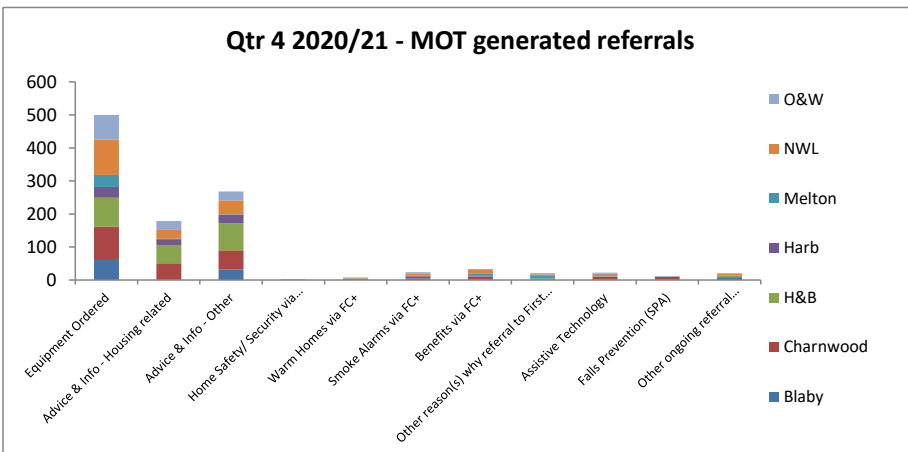
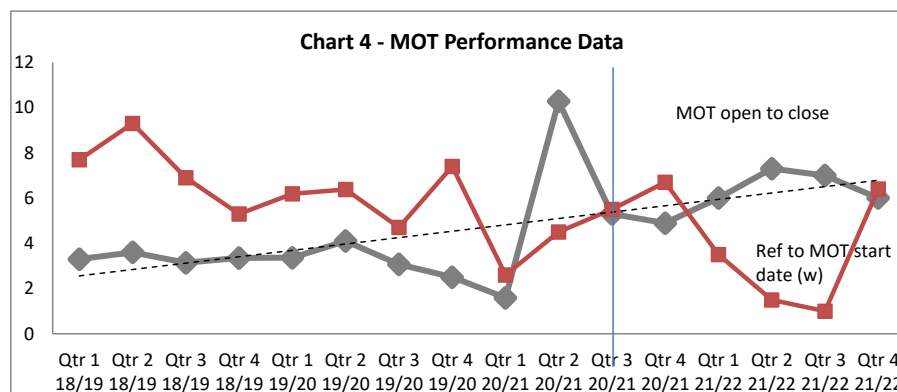
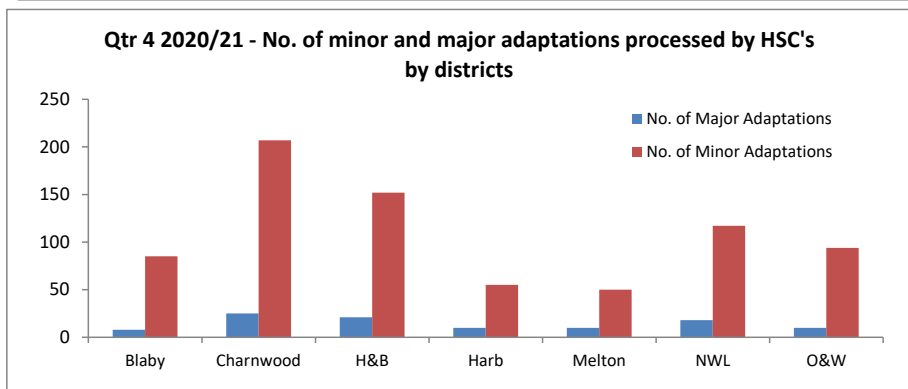
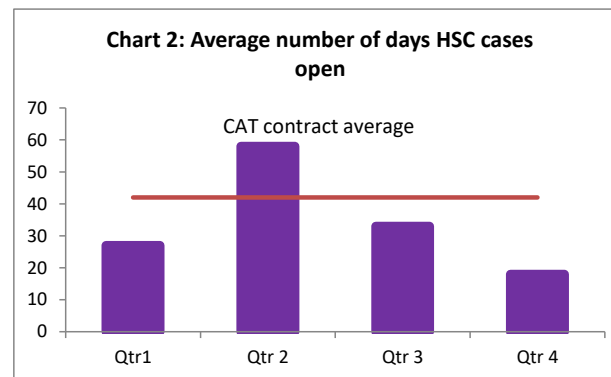
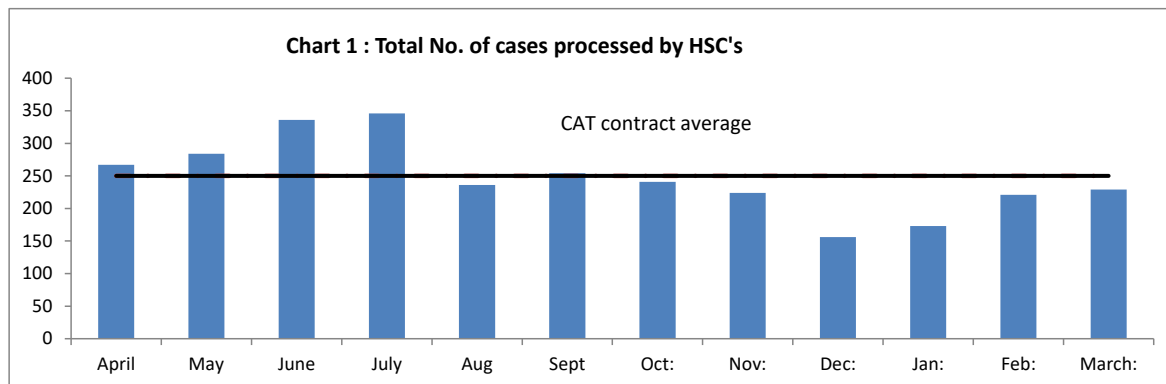
Chart 8: Total Value of DFGs paid in 21/22 by District YTD



Have we achieved everything you wanted us to? (%)



Lightbulb HSC Qtr4 2021/2022 Performance Dashboard



Appendix 3



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Statistical Analysis

Quarter 4 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 4	Jan	Feb	Mar
Number of emails	482	405	514
Number of contact us forms processed	165	170	231
Number of complaints triaged	23	15	12
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 4	Jan	Feb	Mar
Number of calls	4944	5346	8468
Number of calls answered	4635	5050	7493
Percentage answered	94%	94%	88%

Number of abandoned calls*	309	296	975
Average wait time before abandonment	1.51	1.43	2.13



Oadby & Wigston

BOROUGH COUNCIL

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 4	Jan	Feb	Mar
Number of Taxi vehicle app processed	38	32	34
Number of competency test booked	18	16	17
Number of EH admin tasks	67	57	64
Number of Waste reports run/processed	232	232	259
Number of Housing Apps processed	58	43	48
Number of Homelessness admin tasks	50	54	137
Number of First Contact Requests	3	2	3
Number of Tell Us Once Requests	49	37	53
Number of Sport Pitch Invoices raised	8	7	8
Number of Facilities email/contact forms	47	13	47



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Centre Team - Output summary

Quarter 4	Jan	Feb	Mar
Number of emails/online contacts answered	670	590	745
Number calls answered	4635	5050	7493
Number of admin work items processed	570	493	670

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 2021-2022.

Quarter 4	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
Jan 22	95%	99%	99%	99%	99%	99%
Feb22	96%	99%	99%	99%	99%	99%
Mar 22	89%	98%	98%	97%	98%	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



Oadby & Wigston

BOROUGH COUNCIL

Month	Number of Responses	Very Satisfied	Satisfied	Not Satisfied	Percentage Satisfied/Very Satisfied
Jan 22	13	13	0	0	100%
Feb 22	22	18	4	0	100%
Mar 22	33	31	2	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
Jan 22	21	14	2	5	76%
Feb 22	25	16	4	5	80%
Mar 22	30	16	8	6	80%

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

- Anti Social Behaviour in Council Properties – Housing Management
- Process of Collecting Empty Unwanted Garden Waste Bins to slow – Waste
- Length of wait for response on TPO poor - Planning
- Lack of Pest control, can't help with issue – Environmental Health
- Payments not showing on account – Revenues
- Issue not resolved relating to Bin Swops – Waste
- Response time too long – Revenues
- To slow in responding to enquiries x2 – Planning
- Not Happy with Garden waste Price x2 – Waste
- Issue with Parking Machines to difficult to use -Corporate Services

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.

Customer Service Centre – Statistical Analysis – Quarter 4 2021-2022
Service Delivery Committee – 14 June 2022.



Oadby & Wigston

BOROUGH COUNCIL

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
Jan 22	37	22	4	11	70%	4
Feb 22	31	12	7	12	61%	3
Mar 22	25	12	4	9	64%	5

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 ?
Jan 22	3	100% Fairly	100% Very/Satisfied	67% Very/Satisfied	100% Very/Satisfied
Feb 22	3	100% Fairly	100% Very Satisfied	67% Very/Satisfied	33% Very/Satisfied
Mar 22	5	100% Fairly	100% Very/Satisfied	100% Very/Satisfied	80% Very/Satisfied

Appendix 4 Annual Complaints Report

Oct 2021- March 2022

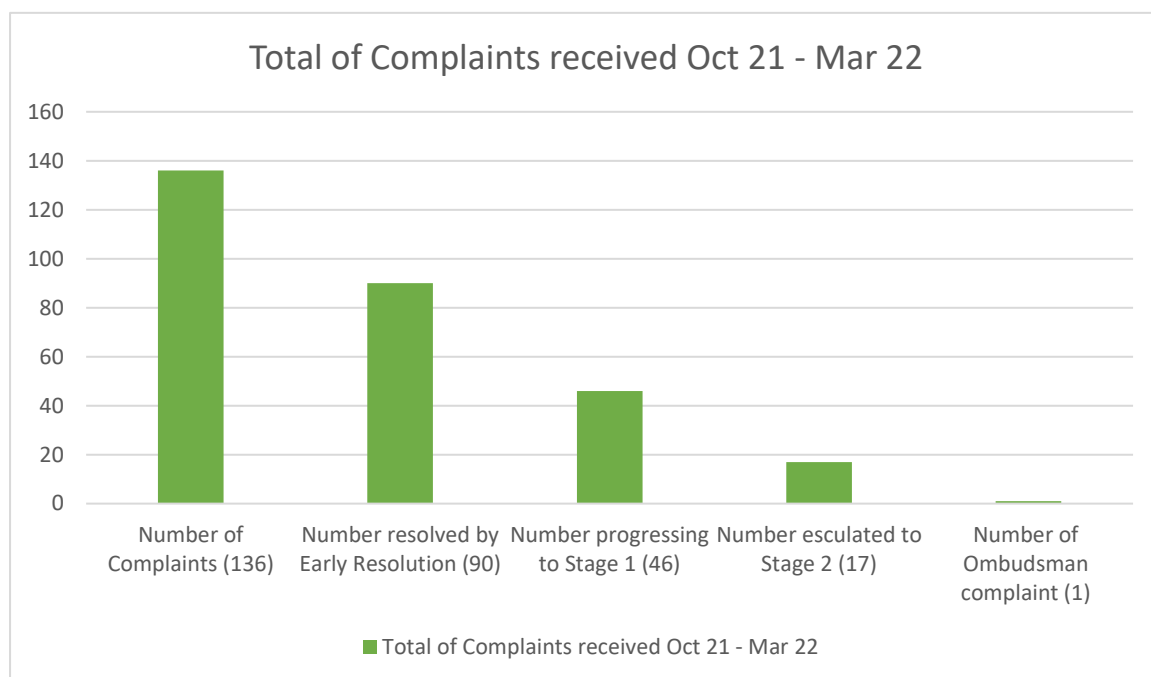


Introduction

The report summarises our complaints performance during the third and fourth quarter of 2021/22 covering the period from 1st October 2021 to 31st March 2022.

The purpose of this report is to review the operation of the complaints processes over a 6 month period, including statistical data, and to provide the local authority with the means by which it keeps itself informed about complaint themes and how effective its current arrangements are for handling customer complaints.

The Overall Picture



- The number of complaints received between 1st October 2021 to 31st March 2022 was 136.
- 90 of the 136 complaints were resolved at first point of contact by the Customer Service Team or resolved informally by Service Area Managers speaking to the customer early on and resolving the issue.
- 46 complaints went through the formal complaints process and were investigated as Stage one complaints
- 17 complaints were escalated to stage two
- 1 complaint was received by the Ombudsman

Monthly breakdown

The chart below shows the monthly breakdown of all complaints received:

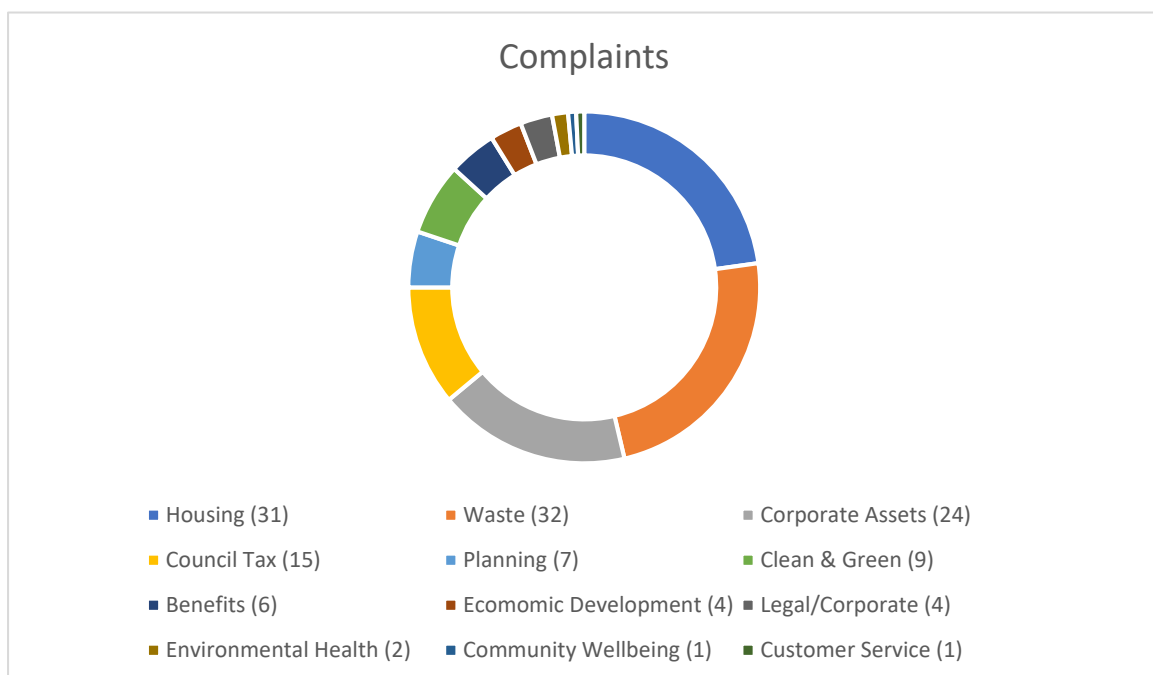
Complaints Received					
Month	Number of complaints Received	Early Resolution			Number of Stage 1 complaints
		Resolved at first point of contact (CSC)	Resolved by Manager	%	
Oct 21	14	7	4	79%	3
Nov 21	13	8	1	69%	4
Dec 21	16	8	1	56%	7
Jan 22	37	22	4	70%	11
Feb 22	31	12	7	61%	12
Mar 22	25	12	4	64%	9

The chart below shows the monthly breakdown of all stage two complaints received:

Stage 2 Complaints	
Month	Number
Oct 21	1
Nov 21	1
Dec 21	3
Jan 22	4
Feb 22	3
Mar 22	5

Departmental Breakdown

The chart below shows you the number of complaints received per department



Housing

Housing had a total of 31 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
2	Housing Allocations	Homelessness/allocation Issue	Customers unhappy with waiting time or suitable offer of accommodation	2 not upheld
22	Housing Repairs	Delays (6)	Various contractors delays to work	2 not upheld 4 upheld
		Failure to attend (2)	Various contractors not attending appointments	2 upheld
		Liberty Gas issue (11)	Delays, nonattendance, Contractor staff attitude, quality of work	1 not upheld 10 upheld
		Matthew & Tannert issue (1)	Quality of work	1 upheld
		Estate Repair Issue (1)	Numerous faults in housing block	1 upheld
		Customer Misunderstanding (1)	Customer mis-understood - advice given correct	1 not upheld
7	Housing Tenancy	Lack Of Communication (2)	Housing Officer not taking requested action	2 upheld
		Cleaning Issue (2)	Housing communal areas	1 not upheld 1 upheld
		Tenancy Parking Issue (1)	Unable to park	1 not upheld
		ASB / Lack of action (2)	Housing officer not taking action against Neighbours for ASB	2 upheld

5 complaints escalated to stage two:

Stage 2			
2	Housing Repairs	Not happy with Stage 1 response	2 upheld
3	Housing Tenancy	Not happy with Stage 1 response (2) Did not receive stage 1 response (1)	2 not upheld 1 upheld

Housing Manager - Commentary

In terms of Housing allocations there will always be complaints from those on the housing register that they are having to wait a long time. Unfortunately, the team will have no control over when property becomes available to let. What we can do to better inform tenants is provide information about average waiting times and the availability of properties.

Complaints made against the repairs team, are largely justified. The primary reason for a complaint is as a result of contractors not attending within an expected timeframe. The team are strengthening the contract arrangements with respect to contractor performance and delivery. For each contract there is an escalation process designed to assist the team in the management of complaints and there is an expectation that the Contractor will respond and learn from the complaint in the hope that similar complaints do not arise.

The tenancy and estate team have adapted and changed the processes and procedures in order to better respond to the needs and demands of the service and to meet the expectations of the tenants. Firm guidance has been issued in which the team are required to respond to tenants within agreed timescales.

Waste had a total of 32 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
19	Garden Waste	Reduction of winter month collections/ increase in additional bin charges (18)	Unhappy with price of service with reduced collections	18 not upheld
		Issue with online renewal (1)	Customer error – renewal completed over the phone	1 not upheld
4	Bin Issues	Variety of issues with bins	Bin delivery issue, bin being left blocking driveway, large bin assessment refusal, CCTV viewing request	2 not upheld 2 upheld
7	Collections	Missed bin collection	7 missed bin reports	4 not upheld 3 upheld
1	Service Failure	Real Christmas tree collection	Tree not collected	1 upheld
1	Miscellaneous	Christmas bin collection	Customer not happy that bins were not being collected on Christmas Eve	1 not upheld

0 complaints escalated to stage 2

Depot Manager – Commentary

The Waste Team carry out weekly collections for household and recycling waste for just over 24,000 domestic properties in the borough. They also collect Garden Waste and carry our Bulky item collections as a chargeable service. Due to the wide ranging nature of this service, complaints are inevitable.

18 of the complaints received during this 6 month period relate to the policy decision to reduce garden waste winter collections from 12 months to 9 months. Customers were unhappy the cost remained the same, whilst the service reduced. All 18 complaints were resolved by early resolution or stage 1 of the process, with customers accepting the Councils position.

The other complaints are all isolated issues, that have been largely addressed by contacting/visiting the customer as soon as the complaint is received. Our missed bin collections rate averaged at 0.4% and genuine missed bins are re-collected within 48 hours.

Corporate Assets

Corporate Assets had a total of 24 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
17	Car Parking	Permits (6)	Unhappy they are not eligible for resident's discounted permit, issue with online process, unhappy with terms of permit	6 not upheld
		Car Park Fees (4)	Unhappy Council made decision to introduce parking fees in all Council car parks	4 not upheld
		Resident parking issue (3)	Difficulties parking in their street since car parks charges	3 not upheld
		Ticket machine issue (2)	Customer error/machine fault	1 not upheld 1 upheld
		Penalty notice issue (2)	Customer paid for parking – issue with machine-Ticket cancelled	2 upheld
3	Cemeteries	Cemetery Issue	Damage/Vandalism of grave, maintenance of plots	1 not upheld 2 upheld
2	Council Buildings	Bushloe House Issues	Noise/light issue from Bushloe House, test centre staff noise/nuisance	2 upheld
1	Allotment	Allotment Issue	Delay to tree maintenance	1 upheld
1	Public Toilets	Closure of public toilets	Customer unhappy about decision to close public toilets	1 not upheld

1 complaint escalated to stage two:

Stage 2			
1	Car Parking	Not happy with Stage 1 response	1 not upheld

Corporate Assets Manager - Commentary

Car Parking charges were introduced on 4 January 2022. During the period to the end of March 2022 there has been over 120,000 individual pay and display transactions and just short of 3,000 permits issued. Inevitably there has been some complaints about the new system ranging from not agreeing with the introduction of charging in general through to specific complaints about machine faults or problems obtaining a permit. All specific complaints have been investigated and resolutions agreed with the complainant. Where there has been a claim that money has been lost in a machine a single use paper permit has been issued to compensate for the loss.

Cemetery complaints are always handled sensitively due to their emotive nature and, for the period in question, all relate to claims of items damaged on graves. Given that both cemeteries have open access 24 hours a day it is difficult to establish exactly what has happened in each case as there are a number of possible scenarios ranging from weather (particularly wind blowing items off or away from plots) through to cemetery staff catching memorials when operating in a tight space between graves. All of the complaints have been carefully investigated and where the council has been at fault the damage has been put right by cemetery staff to the satisfaction of the deed holder.

The council manages 4 allotment sites with over 300 plots. The complaint received related to boundary trees on one of the allotment sites overhanging into a neighbour's garden. The complainant has been contacted and work to the trees has been scheduled. As the Clean and Green team have now been incorporated into Corporate Assets work to the boundary hedges and trees at all of the allotment sites will now be included into the Clean and Green work schedules to minimise the likelihood of similar complaints in future.

Revenues & Benefits

The Revenues & Benefits Team received 21 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
5	Billing	Biling Issue (5)	Bill not sent/sent late direct debit not set up, billing errors	1 not upheld 4 upheld
5	Recovery	Incorrect Court Summons (2)	OWBC errors led to court summons being issued	2 upheld
		Bailiffs (1)	Unhappy at bailiff's actions	1 not upheld
		Financial Difficulties (1)	Unhappy court summons issued as customer had financial difficulty	1 not upheld
		Repayments received in error (1)	DWP still taking money from benefits despite OWBC advising debt written off, not OWBC Issue, customer advised	1 not upheld
7	Telephone Enquiries	Staff Attitude (4)	Rudeness of staff during phone enquiry	4 upheld
		Poor enquiry handling (2)	Wrong information given & lack of empathy	2 upheld
		Wait Time (1)	Waited 40 mins but call still not answered	1 upheld
4	Test & Trace	Delays (3)	Application took too long to process	3 upheld
		Application issue (1)	Application closed in error due to technical fault	1 upheld

4 complaints escalated to stage two:

Stage 2			
2	Billing	Not happy with Stage 1 response	1 upheld 1 not upheld
1	Recoveries	Not happy with Stage 1 response	1 upheld
1	Test & Trace	Stage 1 not received within SLA	1 upheld

1 complaint was taken to the Loal Government Ombudsman (LGO)

Overview	Outcome
Customer believed that her Council Tax has been miscalculated and she is owed a refund.	LGO advised that complaint will not be Investigated by them. Customer did not appeal to the Valuation Tribunal as she should have done, nor did she make her complaint within 12 months of the issue arising.

Revenues and Benefits Manager - Commentary

With around 24000 Council Tax bills sent out in the 6 months leading up to April 2022, 4 errors in this area equates to 0.01%, or 1 error for every 6000 bills. That said, I am seeking to build a 'right first time' culture in Revenues and Benefits, and expect that all bills should be correct before they are issued.

A review of training requirements in Council Tax is scheduled for Q1, which I hope will further drive down the number of errors of this type. Errors leading to court summons will also be reduced by this training.

The majority of the complaints received in Benefits are with regard to the Test and Trace scheme, specifically the amount of time taken to receive a decision. One of my first major projects upon starting as Revenues and Benefits Manager was to review the Test and Trace process. Additional resource was both hired and moved in from other teams, and changes were made to the collection and recording of information, and to the decision making process.

The demand on the Test and Trace team closely followed the peaks and troughs in Covid-19 figures, and the huge spike due to the Omicron variant meant a drop in average processing time caused by increased demand. During this time Revs and Bens worked with the Communications team to release a bulletin and video reassuring people that we were working through all applications and would deal with them as soon as possible, but asking for patience.

Complaints about staff attitude were addressed immediately by the relevant team leader, and in one case the Manager terminated the contract of a temporary officer after listening to the conversation with a customer. All team leaders are highlighting the importance of staying polite and professional in all situations, and all staff will be refreshing themselves on the putting the customer first training in May.

A bespoke customer service course is being developed with the Customer Service Improvement team for all temporary and permanent Revenues and Benefits staff, including new starters. This will further emphasise the importance of excellent customer service.

All team leaders will be revisiting the Complaints Handling training with a view to reducing the number of complaints that are escalated to Stage 2. The Manager reviews each escalated complaint with the officer that completed the initial response to look for things that could be addressed differently to avoid that escalation.

Clean & Green

Clean & Green had a total of 9 complaints in this period – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
1	Street Cleansing	Lack of communication	Lack of updates and communication about paint spillage in road	1 upheld
5	Dog waste bins	Removal of bin (2)	Unhappy that bins have been removed & not replaced quick enough	2 not upheld
		Overflowing bin (2)	Unhappy bins not emptied regularly enough	2 upheld
		Unable to access bin (1)	Green waste blocking bin access	1 not upheld
3	Litter bins	Removal of bin (1)	Unhappy that bins have been removed & not replaced quick enough	1 not upheld
		Overflowing bin (2)	Unhappy bins not emptied regularly enough	2 upheld

0 complaints escalated to stage 2

Corporate Assets Manager - Commentary

The Clean and Green Service (comprising public cleansing and grounds maintenance operatives and Brocks Hill Ranger) transferred to the Corporate Assets Section part way through the quarter.

The transfer has not been without its challenges and a great deal of time has been spent looking at operational standards and holding discussions with staff on ways the service can be improved.

Going forward, the operatives have themselves made suggestions for service improvements and these are being built into the daily operations.

An assessment of the Clean and Green operations at hand-over shows that the service had become very reactive with little information on costs of specific operations. This is being addressed and measures put into place to provide a pro-active service where the costs of individual operations are known so that informed decisions can be made on where resources are required.

The majority of complaints during the quarter relate to the emptying of litter/dog bins; this is being addressed by amending the operations to ensure that only a certain number of staff are off at any one time, that the known 'well used' litter bins are emptied more regularly and building time into the normal rounds to allow for dealing with ad-hoc operations that need urgent attention.

During the quarter some litter bins were removed to make way for larger bins in the same location. This unfortunately led to complaints about bins being removed for a short period before the new bins were installed. This work has now been completed.

Planning

Planning had a total of 7 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
7	Planning Applications	Delays (3)	Unhappy at length of time receive a planning application decision	1 not upheld 2 upheld
		Lack Of Communication (2)	Not enough updates/lack of response to emails/ no site visit	1 not upheld 1 upheld
		Consultation issue (1)	Unhappy with lack of consultation for Brocks Hill	1 not upheld
		Refusal of Permission (1)	Unhappy with refusal of planning application	1 not upheld

5 complaints escalated to stage two:

Stage 2			
5	Planning Applications	Not happy with Stage 1 response	5 not upheld

Planning Policy and Development Manager - Commentary

Given the nature of the Planning profession, complaints are always going to be received when applicants are aggrieved with the decisions that are being made, however, in the main, complaints are limited to the Development Control side of the Planning Department at the Council. Over the past few months, a handful of complaints have been received from applicants in relation to the decisions made, but also the amount of time that it has taken the Council to determine planning applications. In general, throughout the year, the Planning Department receives between 500 and 600 planning applications, however during 2021, not far off 700 applications were received by the Department to assess and determine. This significant increase combined with a number of longer term staff vacancies, has led to a back-log of planning applications and a delay in determination. But, in response to the significant back-log of planning applications, the Council has undertaken a review of its planning service, including the management structure and is focusing more resource where it is needed most, for example in the validating of planning applications and the assessing and deciding of planning applications. Although there are still delays within the processing and deciding of planning applications, I am confident that the changes that have been made are improving the efficiency of the planning service for our customers. It will however take the Department a number of months to reduce the backlog to a manageable level. Consequently, complaints relating to the time taken to determine planning applications should therefore reduce.

Economic Development

Economic Development had a total of 4 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
3	Town Centre Cleaning	One off street cleaning noise (3)	Residents woken by street cleaning vehicle in early hours	3 upheld
1	Shopping Area	Town Centre shopping area issue (1)	Complaint that Town Centre shops are unsightly	1 not upheld

1 complaints escalated to stage two:

Stage 2			
1	Town Centre Cleaning	Not happy with Stage 1 response	1 not upheld

Economic Regeneration Manager - Commentary

During February and March deep cleaning of all three town centre was commissioned from the Welcome Back Fund allocation. The work involved washing the town centre pavements, clearing mess and removing chewing gum, thus making the centres of Oadby, Wigston and South Wigston appear cleaner and more welcoming. In consultation with the supplier it was agreed, as elsewhere, to undertake the works at night, the area needed to be clear of people and vehicles to allow unimpeded access. It was acknowledged that there were residential parts that bordered the town centres and that these areas would be prioritised in the early evening/mornings so as not to disturb residents unduly. The works started in Oadby with no complaints received. When the works moved on to Wigston two complaints were received, the first was from a Public House on Bell Street it was not known that the landlord lived on the premises and an apologetic email was sent in response. A second complaint was received from a resident on Leicester Road to say they had been awoken on a number of consecutive nights.

As a result of these complaints, we worked with the contractor prior to them undertaking the works in South Wigston (as the District Centre has a number of residential dwellings). The timings of the works was amended to ensure minimal disruption. A further complaint was received from the South Wigston area but not relating to noise, this time it was from a business who had had 'splashback' of the dirt on their windows which then needed cleaning.

In future, should such works be needed again, a targeted approach to making residents aware of work and the timings of it will be employed which is a lesson learned for next time.

The other complaint received was in relation to the look and impact of a number of shops within Wigston Town Centre. The complainant wanted to know what the Council was doing to make the area more inviting. The Town Centre Manager contact the complainant directly to advise that whilst the Councils tools are limited, the Economic Regeneration team is seeking to build better relationships with businesses, landlords and tenants to work more proactively together on the look and feel of town centres, including ways to reduce vacancies. Whilst it may not be as a direct result of the enquiry, the premises in question did renew their shopfront.

Legal/Corporate

Legal/Corporate had a total of 4 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
3	Customer Misunderstanding	Remembrance Parade	Customers unhappy that there was no parade for Remembrance day Believed this to be an OWBC decision	3 not upheld
1	Complaints Process	Unhappy with response time	Not happy with length of wait for response to stage 2 complaint response was sent within 20 day timeframe	1 not upheld

0 complaints escalated to stage 2

Policy, Compliance and Data Protection Officer - Commentary

The Law and Democracy team had four formal complaints during this period none of which were upheld.

Three complaints related to the decision to cancel the Remembrance Day parade. This was made due to the Covid-19 situation at that time, something out of our control. We hope that as the pandemic gradually eases we would not have to do the same again; however, we will always put public health and safety as our top priority.

The Complaints process has been reviewed and a number of improvements identified. The complaint received about our response times was not upheld, as the response was provided within our set timescales, we continue to aim to try and respond to complaints as quickly as possible rather than on the due dates.

Overall the team are performing exceptionally well. We will continue to monitor and improve on our performance wherever we can.

Environmental Health

Environmental Health had a total of 2 complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
1	Telephone Enquiry	Staff attitude	Rudeness of staff during phone enquiry	1 upheld
1	Customer Misunderstanding	Lack of service	Customer unhappy we do not provide pest control service. Contact made, advice given and signposted to outside agency	1 not upheld

0 complaints escalated to stage 2

Senior Strategic Development Manager - Commentary

Environmental Health receive more than 500 requests per year for service from customers, a number which continues to increase year on year. Despite this, staff shortages and the challenges posed by the pandemic (led by the Environmental Health Team which on its own generated several thousand activities – from investigations, risk assessments, providing guidance to taking regulatory action), the Team have set ambitious standards for replying and have progressively improved our time to respond, give advice and action.

In the last six months we have received 2 complaints, one customer unhappy that we no longer provide a pest control service, (a service which was ceased by the Council in July 2020) and the other about staff attitude caused by a robust and abrupt approach taken by an Officer.

The Team continues to manage customer expectations particularly when dealing with neighbour disputes, review all our working practices and ensure customer services are involved in the process of referring service requests.

Community & Wellbeing

Community & Wellbeing had a total of 1 complaint:

Number	Area	Category	Overview	Upheld Y/N
1	Anti-Social Behaviour	Staff behaviour	False allegation made against officer Stage 1 response sent advising full investigation carried and not upheld.	1 not upheld

1 complaints escalated to stage two:

Stage 2				
1	Staff behavior	Not happy with Stage 1 response		1 not upheld

Community & Wellbeing Manager – Commentary

The Community and Wellbeing team engages with the community, residents, and external organisations in a wide range of work streams. This includes Anti-Social Behaviour, Community Safety, Community Engagement, Health and Wellbeing, Physical Activity and Sport, School Sport and Youth Engagement. A variety of programmes, pop ups and engagements were carried out for the financial year 2021/22, with 92 ASB incidents being logged and only 1 complaint (unfounded) and 2 community triggers (with only one meeting the review threshold) being raised.

In addition, as a team, lots of positive feedback has been received in relation to the variety of programme/pop up sessions delivered in the community with our reputation being significantly improved from both a community and partner organisation perspective. We will continue to monitor our performance and engagement with the community, residents, and external organisations to maintain this high level.

Customer Services

Customer Services had a total of 1 complaints in this period – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
1	Telephone Enquiry	Staff attitude	Complaint about being patronised by staff Member, customer accepted apology and feedback given to staff member	1 upheld

0 complaints escalated to stage 2

Customer Service Manager - Commentary

The Customer Services Team answered 28,544 calls and responded to 2535 customer emails between 1st October 2021 – 31st March 2022. One complaint was received due to an advisor over explaining a process and the customer misinterpreting this to be patronising. This was an isolated issue, the officer involved received feedback and has since only had positive comments from customers.

We regularly monitor our Customer Services staff and in addition daily Customer Satisfaction Surveys are carried out. The average satisfaction score for the Team in the same period was 97.5%

Reporting, monitoring and driving service improvement

The Customer Service Improvement Team together with the Compliance and Policy Officer reviews data on a monthly and quarterly basis to establish themes and trends.

Monthly Complaints Review meetings are held and Service Area Manager attend to discuss and review the complaints for their service area. Where a consistent theme or issue has been established, Managers are instructed to take action to prevent the poor service that triggered those complaints from being repeated.

Lessons learned are recorded and best practice is shared to improve customer experience.

The Customer Service Improvement Manager feedback to the Senior Leadership Team on a monthly basis.

Response Times

Response times for stage one and stage two complaints are monitored:

Month	Stage 1 (Target 10 days)	Stage 2 (Target 20 days)
Oct	18 days	9 days
Nov	9 days	23 days
Dec	12 days	18 days
Jan	9 days	4 days
Feb	11 days	3 days
Mar	8 days	TBD

The Customer Service Improvement Manager will be running face-to-face training sessions on Complaints Handling and Investigations. All Managers and members of the Senior Leadership Team will be required to attend. The training will be run in addition to the current E Learning training course to help support managers further and help them to provide a higher quality of response letters and avoid complaints escalating to stage two of the process.

The training will also re-iterate the importance of providing responses to complaints in a timely fashion. This will help to further improve response times.

Complaints Surveys

In 2021 we made the decision to survey complainants. The survey is conducted once their complaint has reached its conclusion.

The Customer Service Improvement Officer calls customers that have indicated they wish to be surveyed. The complainants are asked them a range of questions about their experience of the complaints handling process.

A question is also asked to see if they are happy with the outcome of their complaint. We recognise that not all customers will be happy with the outcome, but by measuring their satisfaction on our other questions we can ensure we are providing a good service and managing complaints effectively.

Between October 2021 and March 2022 a total of twenty customer were surveyed, see the survey results below:

Ease of making complaint



100% of customers surveyed felt it was easy to make their complaint (20/20)

Treated Fairly



100% of customers surveyed said they were treated fairly during their complaint (20/20)

Helpful & Polite



95% customers surveyed felt that staff were helpful and polite during their complaint (19/20)

Complaint Outcome



75% customers surveyed were happy with the outcome to their complaint (15/20)

Complaints Handling



80% of customers surveyed felt satisfied with the overall handling of their complaint (16/20)

Positive Comments

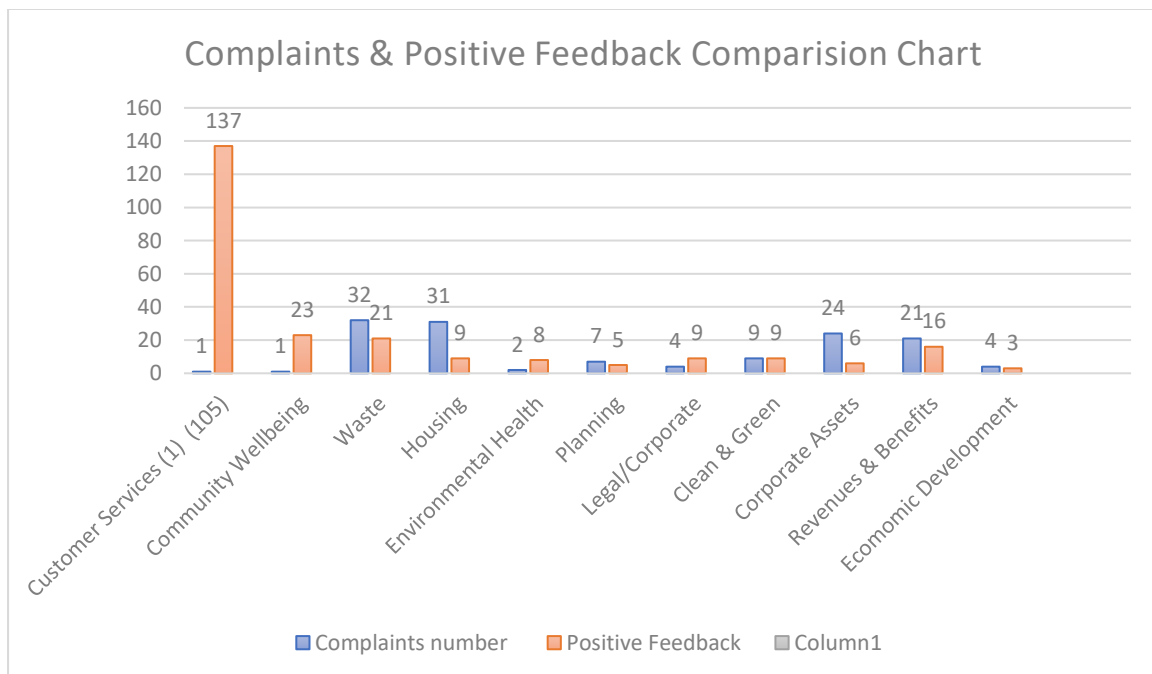
Between Oct 21 and March 22 there was 251 positive feedbacks/compliment/comments received.

The Customer Services (137) and Community Wellbeing Teams (23) received the highest number of positive feedback due to the frontline nature of their services.

We have recently reviewed the definitions of compliments and positive feedback and the decision made to combine all positive feedback to recognise that it should be celebrated.

Positive customer feedback is recorded and shared with Line Managers/staff involved. This is recognised at service level through team briefs/ meetings and individual ‘one-to-one’s. The Customer Service Improvement Team also award “Thanks badges” to staff/Teams that have received positive feedback or have gone above and beyond.

The chart below highlights the positive feedback against the number of complaints received for each directorate.



In addition the following Teams received positive feedback and no complaints:

- Licensing Team 3 positive feedback comments
- Communications Team 1 positive feedback comment
- Democratic & Electoral 1 positive feedback comment

Here are some examples of positive feedback received:

ASB Team

“Right from the first call from ■■■ I couldn't believe how pro-active his service was. I was expecting the process to be long winded & drawn out but it was the opposite. ■■■ has really changed my perception of the council”

Planning

“Overall service was good, mainly due to ■■■ Out of all the councils I work with all over the country he has been the best I have come across for working together with me. He kept me up to date as well. It was refreshing as well that your council did not blame Covid for anything because that excuse can't be made any more, but plenty still make it. Yes ■■■ was working remotely but that didn't affect his service.”

Waste Team

“Bin men are so friendly, nice and always so helpful, they have been great throughout these tough times, well done”

Customer Services

“Great experience on being a new resident in the area. First call to the council after purchasing new home and moving into the area, blown away. Above and beyond. Thank you”

Selective Licensing

“■■■ was a walking encyclopaedia and very caring. He has been there every step of the way. He was sensitive to my needs and my children's needs. Always prompt when I asked for a call back. He was like an angel and worked over and above his job description”

Housing Options

“Outstanding service. I have anxiety but they were understanding and very sensitive to my family's needs”





Service Delivery Committee	Tuesday, 14 June 2022	Matter for Information and Decision
-----------------------------------	------------------------------	--

Report Title: **Installation of New Litter Bins and Litter Collection Programme**

Report Author(s): **Stuart Marbrook (Assistant Corporate Asset Manager)**

Purpose of Report:	To provide Members with information on litter bins and the litter collection service across the Borough.
Report Summary:	To provide Members with operational information on the litter collection service and to agree a moratorium on the installation of new litter bins.
Recommendation(s):	<p>A. That the content of the report be noted.</p> <p>B. That the current numbers of bins in the Borough be noted at being at the optimum limit and the introduction of a moratorium on the installation of bins in new locations be approved;</p> <p>C. That bin replacement types as upgrades from either post to floor mounted single bins, or single bins to doubles bins be approved; and</p> <p>D. That a review of the town centre litter bins be carried out (as set out at paragraph 6.10.3 of this report) is approved.</p>
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Philippa Fisher (Strategic Director) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law & Democracy / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Margaret Kind (Corporate Asset Manager) (0116) 257 2832 margaret.kind@oadby-wigston.gov.uk</p> <p>Stuart Marbrook (Assistant Corporate Asset Manager) (0116) 257 2852 stuart.marbrook@oadby-wigston.gov.uk</p>
Corporate Objectives:	Providing Excellent Services (CO3)
Vision and Values:	Teamwork (V3) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	The financial implications are outlined in the report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1)

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:	None.
Appendices:	None.

1. Background

- 1.1 At the Service Delivery Committee on 15 March 2022, Members requested a report be brought back to the next committee on litter bins and the litter bin collection service.
- 1.2 The Corporate Assets Section took over the Clean and Green Service in mid-February 2022, with the staff, plant, vehicles, and resources transferring in full.
- 1.3 The Clean and Green Service consists of the former ground's maintenance and public cleansing services. The 'green' element of the service includes some litter collection and litter bin emptying on parks and open spaces as well the usual grounds maintenance duties. The 'clean' element of the service covers all aspects of street cleaning operations which includes litter collection and litter bin emptying on the public highway.
- 1.4 It should be noted that the report does not cover cemetery operations where, at present, the litter bins are dealt with by cemetery staff.

2. Information

- 2.1 Across the Borough there are a total of 543 litter bins (at 1 April 2022). These range from floor mounted single and double bins as well as post mounted litter bins and dog waste bins.
- 2.2 Of the 543 total, there are:
- 72 litter bins in the town centres (emptied once per day, 6 days per week)
 - 471 litter bins across the rest of the borough (emptied between 1 and 3 times per week, depending on the location)
- 2.3 Of the 471 non town centre bins:
- 261 are sited on streets and make up the street cleansing part of the service

- 210 bins are within parks and open spaces
- 2.4 In a typical week the number of litter bin emptied is 1,354 broken down as:
- Highway street bins 908
 - Parks and open spaces bins 446
- 2.5 Within the clean team, the service is broken down into a number of operations in order to deliver a service within the resource allocated.
- 2.6 One member of staff is dedicated mainly to the highway bin emptying service (streets and town centres).
- 2.7 Each of the three town centres has a dedicated member of staff working on foot attending to litter and cleanliness (not bins). These staff are contracted to work Tuesday to Saturday.
- 2.8 Two staff cover parks and green spaces, the roles being to both empty bins and litter pick. These members of the team also attend to neighbourhood street litter across the borough on an 8-week cycle.
- 2.9 There is one large road sweeper machine and operative for the streets.
- 2.10 There is also one small street sweeper and operative for the pavements.
- 2.11 Other operations such as graffiti removal, washing and miscellaneous other duties are allocated between the team above on an ad-hoc basis.
- 2.12 In addition to the regular bin emptying, the service also removes much of the litter collected by the South Leicestershire Litter Wombles. In April 2022, the number of bags generated by the Litter Wombles that were removed by the clean team across the borough was in excess of 400.

3. Costs of the Service

- 3.1 For 2021-22 the annual revenue cost of the whole clean service was £347,463 excluding depreciation.
- 3.2 The unit cost of emptying a single bin under the current staffing and vehicle arrangements is approximately £1.20.
- 3.3 The capital cost of new bins is funded through the residents' forums – but no revenue provision is allocated for the cost of the ongoing maintenance and emptying.
- 3.4 The unit cost of a new installed single floor mounted litter bin is £400.
- 3.5 When a new (additional) bin is installed in the borough, there is no automatic increase in the revenue budget for the service to provide the resource to empty it, instead it is merely added to the scheduled list and the operatives expected to pull it into the regular round.
- 3.6 Often some of the newer bins have been installed as part of new developments which invariably are on the outskirts of the borough which require additional time to service due to the distances involved.

4. Impacts on the Service

- 4.1 On taking over the service, the Corporate Assets Section identified that the round schedules are based on demands and priorities that existed when the schedules were created in 2015/16 with very little adjustment taking place over the intervening years to reflect the changing nature of the Borough.
- 4.2 In addition, the current budgets do not include provision for the employment of agency staff or casual ad-hoc staff cover.
- 4.3 In order to maintain the bins service with as much continuity as possible, the 'cover' for leave and sickness of any staff in the clean team has to be picked up from the 'Green' (grounds) team with the short-term impact primarily affecting their front-line grounds maintenance service delivery, particularly during peak season.
- 4.4 It has also been identified that some local residents and commercial premises may be using street litter bins to dispose of their own household or commercial waste. This reduces the capacity of the street litter bins and results in litter bin emptying requirements in a particular area being out of synch with the schedule. It also means the operative is collecting more than just highway street litter if the bin contains household, commercial, private or other domestic waste. Where an offender can be identified via examination of the waste a warning letter will be sent to them requesting that they stop this practice.
- 4.5 The primary times when staff would like to take leave is similar to that of members of the public wanting to use their leisure time in parks and open spaces, but also shopping and using other local facilities. Expectations and use of these spaces at these times is clearly higher too.
- 4.6 Perceptions of the level and standard of the service provided are varied between Members and the public across the Borough.
- 4.7 Often by the time a complaint is received, the bin may have been emptied.
- 4.8 Reactive response to enquiries often leads to a delay in the present-day bins being emptied. Time delays of someone passing a message on are the most common reason for this knock-on effect and reactive responses.
- 4.9 Collection of the additional rubbish generated by the South Leicestershire Little Wombles (SLLW) fills up the collection vehicles and slows down the overall collection of bin rubbish that needs to be collected in line with original schedules.
- 4.10 Bins/bags left by the Wombles are perceived to be 'dumped' rather than awaiting collection. Collection times for these bins/bags aren't adjusted to take account of excess bags – hence reactive responses delaying other parts of the schedules.

5. Binrastructure Grant

- 5.1 The recent Binrastructure grant of £21k awarded to OWBC was executed prior to the end of March in the 2021/22 year.
- 5.2 45 bins were bought as part of the grant application. As a result of the price of the bins, a total of 46 were secured. Broken down as;
 - 17 Wide aperture bins

- 15 Single bins
 - 11 Double bins
 - 3 single bins with Seagull flaps (flaps to stop birds and animals from pulling out litter) for Brocks Hill
- 5.3 The bins were installed in line with the qualifying application submitted by OWBC.
- 5.4 The wide aperture bins were installed to take larger sized litter (with a focus on takeaways/Pizza style boxes).
- 5.5 The seagull flap bins were installed to replace one and add two additional bins at Brocks Hill.
- 5.6 The single bins were to either replace current post mounted bins or to install at additional locations.
- 5.7 Double bins have replaced single bins at hotspot litter locations. These do not include a separate compartment for recyclable waste as, where split litter and recycling bins have been installed previously, the volume of 'contamination' (i.e., non-recyclable waste) being placed into the recycling compartment meant that the waste could not be recycled.
- 5.8 Where bins were removed to allow for replacements, these will be used to replace other existing bins when they fall into disrepair or need replacing.

6. Moving Forward;

- 6.1 The schedules currently being used by the operatives were compiled in 2015/16. Therefore, the Corporate Assets section is reviewing these and working to adjust them to take into consideration changes and trends that have taken place in the intervening years, particularly with regard to litter hot spots. This work should be completed and operational by the end of June 2022.
- 6.2 Corporate Assets are also reviewing the most effective way of covering schedules in the event of staff leave so as not to affect other services.
- 6.3 Staff training for ensuring that more staff have the appropriate driving classification for vehicles required to empty bins is being arranged.
- 6.4 Going forward Customer Services will take details from the customer of the last observed time of the bin being full so that the service request can be compared against the schedules to ensure that we are not reactively responding to an enquiry that is not current.
- 6.5 Staff have been working with the South Leicestershire Litter Wombles to develop a synergy and understanding between the roles of each stakeholder, including closer working arrangements and areas of focus. This work also includes promoting local business responsibility towards keeping their own premises clear of litter.
- 6.6 We are also intending to work with the SLLW to develop a local education package to educate people about their responsibilities in relation to the disposal of litter.
- 6.7 We continue to provide litter pickers, bags and bag holders for active members referred by the SLLW.

- 6.8 Bin capacity can be a problem in some locations. This has generally been offset by increasing the frequency of emptying. However, whilst the increased frequency of emptying has been sufficient on most average days, the capacity of the town centre bins is much smaller, the bin design has proved difficult to use and, due to their design they are causing some health and safety issues for users and the bin emptying operations team. At times of increased footfall, such as events or seasonal demands these bins fill quickly with the added impact of evening takeaway rubbish causing them to overflow before they can be emptied the following day.
- 6.9 We recognise that events in town centres need to be communicated better to ensure that the provision for litter and bin emptying is taken into account before the event rather than being reactive following an event.
- 6.10 To support a consistent strategic attempt to address bins and bin emptying, the following considerations could apply;
- 6.10.1 Members agree that the current numbers of bins in the borough is at the optimum limit vis a vis available resources and introduce a moratorium on the installation of bins in new locations.
- 6.10.2 Bin replacement types will be as upgrades from either post to floor mounted single, or single bins up to doubles.
- 6.10.3 With Members' approval it is Officer's intention to review the current town centre bin provision and installed locations with a view to replacing existing bins with bins which remain aesthetically pleasing, but are safer to use, easier to empty, provide an increased capacity and installed in locations that are more convenient for emptying.
- 6.10.4 Continue to develop partnerships with the SLLW to maximise synergies of working across the Borough.