



**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, 29 November 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  
**21 November 2022**

**Mrs Anne E Court**  
Chief Executive



**Meeting ID:** 2275



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**ITEM NO.**

**AGENDA**

**PAGE NO'S**

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**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**

**6. Petitions and Deputations**

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

**7. Corporate Performance Update (Q2 2022/23)**

**8 - 56**

Report of the Head of Customer Service & Transformation

**8. Litter Strategy (2022-27)**

**57 - 71**

Report of the Corporate Asset Manager

**9. Service Review Approach**

Presentation of the Strategic Director

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**Service Delivery Committee**

Tuesday, 29 November 2022, 7.00 pm

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# Agenda Item 4

**MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT/BY  
COUNCIL OFFICES, BUSHLOE HOUSE, STATION ROAD, WIGSTON, LEICESTERSHIRE,  
LE18 2DR ON TUESDAY, 6 SEPTEMBER 2022 COMMENCING AT 7.00 PM**

## **PRESENT**

G A Boulter                      Chair  
F S Broadley                      Vice-Chair



Meeting ID: 2253

## **COUNCILLORS**

N Alam  
L A Bentley  
J W Boyce  
Mrs L M Broadley  
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  
D M Gill                        Head of Law & Democracy / Monitoring Officer  
T Gwam                         Interim Head of Finance / Section 151 Officer  
T Hatton                        Head of Customer Service & Transformation  
A Thorpe                        Head of Built Environment  
S Wheeliker                     Democratic & Electoral Services Officer

## **10. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Mrs R H Adams and Mrs H E Darling JP.

Subsequent to the meeting an apology for absence was received from Councillor D M Carter, this was not received prior to the meeting due to the email not being sent successfully.

## **11. APPOINTMENT OF SUBSTITUTES**

None.

## **12. DECLARATIONS OF INTEREST**

None.

## **13. MINUTES OF THE PREVIOUS MEETING**

By affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The minutes of the previous meeting held on 14/06/2022 be taken as read, confirmed and signed.**

**14. ACTION LIST ARISING FROM THE PREVIOUS MEETING**

By affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The action list from the previous meeting held on 14 June 2022 be noted.**

**15. PETITIONS AND DEPUTATIONS**

None.

**16. CORPORATE PERFORMANCE UPDATE (Q1 2022/23)**

The Committee gave consideration to the report as set out on pages 10 – 66, which asked it to note the update on the progress achieved during the first quarter against achieving the Council's Corporate Objectives.

Members raised queries in relation to various parts of the report, including the schedule of Local Plans, the "Homes for Ukraine" scheme, signage around Brocks Hill Country Park, allotment waiting lists, activities for young people like the "Supersonic Boom" event, processes around chasing and writing off small balances, business grants and a possible business forum.

The Committee requested that figures for the rate of calls taken and abandoned in the Revenues team be included alongside percentages in the next report and the Committee also requested that the ratio between refuse and recycling collected in the borough be included in the next report. Members also requested figures be provided for the number of unbanded council tax properties. Officers noted these requests and agreed to provide the information at the next committee meeting.

By affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The performance of the Council against its Corporate Objectives in delivering services be noted.**

**17. LITTER STRATEGY (2022-27)**

The Committee gave consideration to the report as set out on pages 67 – 76, which asked it to approve the Draft Litter Strategy (2022-27).

The Chair proposed the item be deferred and requested that a Draft Action Plan and costings be included when the item is brought back to the Committee.

It was moved by the Chair, seconded by Councillor J W Boyce and

**UNANIMOUSLY RESOLVED THAT:**

**The item be deferred to a subsequent meeting of the committee.**

**THE MEETING CLOSED AT 7.58 pm**



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**Chair / Vice-Chair**

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**Tuesday, 29 November 2022**

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## SERVICE DELIVERY COMMITTEE

### **ACTION LIST**

**Arising from the Meeting held on Tuesday, 06 September 2022**

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
<b>1.</b>	<b>Appendix 1 - Operational Updates – Quarter One – 2022 – 2023</b>	The Committee requested figures for the rate of calls taken and abandoned in the Revenues team be included alongside percentages.  <i style="text-align: right;"><b>Due by Nov-22</b></i>	<b>TrHa PhFi</b>	Complete
		Figures will be included in the Revenues & Benefits operational update.		
<b>2.</b>	<b>Appendix 1 - Operational Updates – Quarter One – 2022 – 2023</b>	The Committee requested the ratio between refuse and recycling collected in the borough be provided.  <i style="text-align: right;"><b>Due by Nov-22</b></i>	<b>TrHa PhFi</b>	Complete
		Figures will be included in the Waste operational update.		
<b>3.</b>	<b>Appendix 5 - Collection Rate – NNDR and Council Tax Action Plan</b>	The Committee requested figures be provided for the number of unbanded council tax properties in the borough.  <i style="text-align: right;"><b>Due by Nov-22</b></i>	<b>TrBi</b>	Complete
		Figures will be included in the Finance Update.		

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

# Agenda Item 7



**Service Delivery  
Committee**

**Tuesday, 29  
November 2022**

**Matter for  
Information**

**Report Title: Corporate Performance Update (Q2 2022/23)**

**Report Author(s): Trish Hatton  
(Head of Customer Service & Transformation)**

<p><b>Purpose of Report:</b></p>	<p>To provide an update on progress during Quarter 2 of the 2022/23 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in the Corporate Plan 2019 - 2024. The report updates Members on the Council's key performance indicators with appendices for information on service updates, items of note from working groups and future events.</p>
<p><b>Report Summary:</b></p>	<p>In January 2022 the LGA conducted a Peer Review. Two of the key recommendations were for a new vision and corporate plan to be created by Members. The vision was signed off by Members in Full Council in July 2022 and it is proposed that the corporate plan will be presented to Full Council in February 2023. This report contains KPI's which relate to continuous improvement in line with our Corporate Plan 2019 – 2024 and statutory KPI's that have to be delivered as 'business as usual'.</p> <p>There are 44 Continuous Improvement Key Performance Indicators from our Corporate Plan 2019-2024. 41 are to be reported on in this Quarter 2 2022-2023.</p> <p>There are 24 are statutory key performance indicators.18 are to be reported for Quarter 2 2022-2023.</p> <p>For both continuous improvement and statutory reporting, the Key Performance Indicators are categorised by each objective and service delivery arm.</p> <p>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.</p>
<p><b>Recommendation(s):</b></p>	<p><b>That the performance of the Council against its Corporate Objectives in delivering services be noted.</b></p>
<p><b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b></p>	<p>Trish Hatton (Head of Customer Service &amp; Transformation) (0116) 257 2700 <a href="mailto:trish.hatton@oadby-wigston.gov.uk">trish.hatton@oadby-wigston.gov.uk</a></p> <p>Philippa Fisher (Strategic Director) (0116) 257 2677 <a href="mailto:philippa.fisher@oadby-wigston.gov.uk">philippa.fisher@oadby-wigston.gov.uk</a></p>



<b>Corporate Objectives:</b>	Building, Protecting and Empowering Communities (CO1) Providing Excellent Services (CO3) Growing the Borough Economically (CO2)
<b>Vision and Values:</b>	"A Stronger Borough Together" (Vision) Accountability (V1) Innovation (V4)
<b>Report Implications:-</b>	
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.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	None.
<b>Background Papers:</b>	Corporate Plan 2019 -2024
<b>Appendices:</b>	Appendix 1 - Operational Update Appendix 2 - Customer Service Statistical Analysis Appendix 3 – Lightbulb Partnership Highlight Report Appendix 4 – Disabled Facilities Grant Performance Reports Appendix 5 – Working Groups Update Appendix 6 - Forward Planning Events Calendar Appendix 7 - Bi-annual Complaints Report

## **1. Introduction**

In January 2022 the LGA conducted a Peer Review. Two of the key recommendations were for a new vision and corporate plan to be created by Members. The vision was signed off by Members in Full Council in July 2022 and it is proposed that the Corporate Plan will be presented to Full Council in February 2023.

As a transition to the above Members agreed a new reporting approach on the Council's performance which was presented at the June 2022 Service Delivery Committee and members agreed to.

As part of the Council's ongoing development to service performance management and reporting, 2022/23 sees us report on KPI's in two different ways. Firstly, continuous improvement in line with our Corporate Plan 2019 – 2024 and statutory KPI's that have to be delivered as part of legislative or legal duty as a Council. (alongside the standard Finance Framework).

- 1.1. The Council has produced 44 new Continuous Improvement Key Performance Measures for 2022/23, and these measures relate to each of the Council's three Corporate Objectives as part of the Council's five-year Corporate Plan (2019-2024). These will be reviewed once the new corporate plan is approved.
- 1.2. The Council has produced 24 Statutory Improvement Key Performance Measure for 2022/2023, these measures relate to each of the Council's three Corporate Objectives as part of the Council's five-year Corporate Plan (2019-2024). Statutory KPI's refer to those that the Council has to report and measure from a legislative, legal or need to report to a particular body. These will be reviewed once the new corporate plan is approved.
- 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.

## **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 Corporate Objectives in the current Corporate Plan (2019-2024).
- 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 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system.

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

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

**Amber** Indicator is in danger of falling behind target

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

2.4 **Continuous Improvement Key Performance Indicators** - Out of the 44 indicators, 41 were due for reporting as at the end of Quarter 2 2022-2023.

Of the 41

**38** were green status

**3** were amber status

**0** were red status

This equates to 93% Green, 7% Amber and 0% Red status. The following table identifies the Council's performance, by objective and service delivery section.

In comparison the first quarter of 2022 (April, May, June) the percentages were as follows 85% Green, 15% Amber and 0% Red status

**Performance Chart One – Continuous Improvement - Corporate and by Objective**

Quarter Two 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	38	93%	3	7%	0	0%
<b>Corporate Priority</b>						
Building, Protecting and Empowering Communities	11	100%	0	0%	0	0%
Growing the Borough Economically	4	80%	1	20%	0	0%
Providing Excellent Services	23	92%	2	8%	0	0%

**Performance Chart Two – Continuous Improvement - By Service Area**

Quarter Two 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	38	93%	3	7%	0	0%
<b>Department</b>						
Built Environment	13	93%	1	7%	0	0%
Customer Service & Transformation	6	86%	1	14%	0	0%
Finance & Resources	9	90%	1	10%	0	0%
Law & Democracy	10	100%	0	0%	0	0%

2.5 **Statutory Key Performance Indicators**

Out of the 24 indicators, 18 were due for reporting as at the end of Quarter 2 2022-2023.

Of the 18

17 were green status  
 1 were amber status  
 0 were red status

This equates to 94% Green, 6% Amber and 0% Red status.

In comparison the first quarter of 2022 (April, May, June) the percentages were as follows  
 90% Green, 5% Amber and 5% Red status.

The following table identifies the Council's performance, by objective and service delivery section.

### Performance Chart One - Statutory Key Performance Indicators – Corporate and Objective

Quarter Two 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	17	94%	1	6%	0	0%
<b>Corporate Priority</b>						
Building, Protecting and Empowering Communities	5	100%	0	0%	0	0%
Growing the Borough Economically	0	0%	0	0%	0	0%
Providing Excellent Services	12	92%	1	8%	0	0%

### Performance Chart Two - Statutory Key Performance Indicators – By Service Area

Quarter Two 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	17	94%	1	6%	0	0%
<b>Department</b>						
Built Environment	7	100%	0	0%	0	0%
Customer Service & Transformation	0	0%	0	0%	0	0%
Finance & Resources	4	80%	1	20%	0	0%
Law & Democracy	6	100%	0	0%	0	0%

## 3.0 Built Environment Update

### 3.1 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.

#### Continuous Improvement Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
Growth the Borough Economically GBE 3	Develop Housing Site Projects	Deliver Horsewell Lane & SWRC	Officers are now engaged with the LGA's One Public Estate programme on the SWRC	Amber

			scheme. Management resource previously deployed on the Brocks Hill project will now be diverted to the Horsewell Lane scheme and a full resource and timetable for bringing the site forward is under development.	
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#### Statutory Key Performance Indicators

There are no exception reporting for Quarter 2 2022- 2023

### **4.0 Finance Update**

#### **4.1 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 Finance section.

#### Continuous Improvement Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
Providing Excellent Service PES 25	Maintains a culture of prompt payment by paying suppliers with a specified time	95% of suppliers paid within 30 days of receipt of invoice	The Council received a total of 837 invoices and paid 755 within the 30-day target - i.e. 90.2% of suppliers.	Amber

#### Statutory Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
Providing Excellent Service PES 15 (s)	Council Tax Collection Rates	97.5%	As at the end of September, this measure was 1.31% short of the 57.31% target. Work is up-to-date in Council Tax and the collection rate improvement plan is progressing, with a review completed of all accounts that have a hold on recovery preventing further action, and the procedure for applying and monitoring these holds also completed. Although collection rates are short of target, the performance	Amber

			against other Leicestershire authorities has improved, indicating that other authorities are seeing a greater decline in council tax collected as the cost-of-living crisis continues to affect households.	
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## 5.0 Customer Service & Transformation Update

### 5.1 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.

#### Continuous Improvement Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
Providing Excellent Service PES 13	To continue to increase the amount of materials recycled through educational programmes	To achieve a minimum recycling rate of 45%.	Recycling rate is 43.7%. A recycling roadshow was held at Wigston town centre as part of the Great Big Green Week to help increase recycling and meet target by the end of the year. Further presentations are planned for the remainder of the year at Residents Forums.	Amber

#### Statutory Key Performance Indicators

There are no exception reporting for Quarter 2 2022- 2023

## 6.0 Law and Democracy Update

### 6.1 Exception Reporting – Law and Democracy

In order to highlight potential areas for improvement, this section details the targets that have been given a 'Red' or 'Amber' status for Law and Democracy.

#### Continuous Improvement – Key Performance Indicators

There are no exception reporting for Quarter 2 2022- 2023

#### Statutory Key Performance Indicators

There are no exception reporting for Quarter 2 2022- 2023



## **Service Delivery Committee Operational Updates – Quarter Two – 2022 – 2023**

### **BUILT ENVIRONMENT UPDATE**

#### **Planning**

In recent months there has been a significant increase in customer satisfaction in relation to planning applications and decision making. Initial customer satisfaction surveys undertaken in March 2022 highlighted a 62 per cent satisfaction in the service provided. This has now increased to over 80 per cent customer satisfaction in the latest September surveys. The team is committed in continuing the upward trend in customer satisfaction. In addition, during this 2<sup>nd</sup> quarter, all of the statutory Government targets have been exceeded as well as local Key Performance Indicators, with 89 per cent of all non-major planning applications determined in time against the Government target of 70 per cent.

#### **Economic Regeneration**

Economic Growth continue to engage with business enquiries promptly and well above the five-day target – currently averaging 1 day to respond. An internal measure to capture traffic going to the new InvestOW microsite ([www.investow.co.uk](http://www.investow.co.uk)) is being set up, currently the site has had over 1000 views; as more information is included on the site and it is promoted it is anticipated that traffic to it will increase. The site has been used to assist with the UK Shared Prosperity Fund consultation and will be developed further over coming months and work has been undertaken to prepare for the release of this funding.

Furthermore, the Levelling Up Fund Round II proposal for the Paddock Street car park and town centre work was submitted and an outcome awaited. Work on bringing a resolution forward for the future of the Oadby Pool site is also progressing.

#### **Town Centre Management**

In terms of town centre management, we continue to monitor on a retrospective quarter the footfall and vacancy rates. Footfall in Wigton increased in Quarter 2 compared to Quarter 1 but remains below levels of 2021. Footfall monitoring in Oadby will commence in Quarter 3 as the equipment is now in place, and thereafter in South Wigston as the equipment is yet to be installed. Vacancy rates in all three towns were below the national average of 11.7% being respectively 11.1% in Wigston, 5.3% in Oadby and 5% in South Wigston.

As we move towards the Christmas period, we will be inviting all local businesses to enter their displays into our Shop Front Window Competition. The Competition will run through all of December, with judging and winners announced taking place on the week beginning the 19<sup>th</sup> December.

There will be a light switch on in each town centre, please see the events calendar in the appendices for more information.



## **Housing**

### **Housing Capital Programme**

The team is currently preparing and delivering on compliance projects. During Quarter 2 and ongoing this includes carrying out domestic electric installation inspections and upgrades; Fire Risk Assessment works to communal areas and blocks; and upgrading smoke and carbon monoxide detectors. This work includes:

- 500 Domestic electrical installation tests
- 28 Block electrical upgrades at Boulter Crescent
- 500 Carbon Monoxide and Smoke detectors installations

To support the Housing Team in the delivery of these works we have procured a number of major contracts through the EEM Procurement service. These include;

- **Dodd Group** to provide electrical installation services, facilities management, and major works project delivery.
- **UK Gas Services** to deliver a void property repair services.
- **Arron Services** to deliver gas service, heating repairs and maintenance and heating replacement projects

Arron Services have taken over from Liberty Gas as the Council's gas and heating contractors. The takeover on the 3<sup>rd</sup> October 2022 has been a relatively smooth transition.

Day to Day Repairs -The team is also working on the contract for the delivery of the Day-to-Day repairs service as agreed at Policy, Finance and Development in December 2021.

This is being procured through a tender process with the administration being carried out by the Council in partnership with Welland Procurement. The target date for contract implementation is April 2023. Through this procurement process local based contractors will have the opportunity to bid for the day-to-day repairs contract.

Stock Condition Survey - The team is working to procure the services of a surveying contractor to carry out a full stock condition survey. The last stock condition survey was carried out in 2011 and this survey will provide a clearer understanding of the condition of the Council's housing and capture important information to enable the planning of future capital investment programmes, low carbon heating projects insulation of homes as well as kitchen and bathroom replacements. This will be funded through the Housing Revenue Account 2023-24. It is expected that work will commence in April 2023 and will be completed by June 2023.

### **Housing Options and Homelessness**

Rough Sleeper Initiative (RSI) At the end of Q2 there was one person confirmed as sleeping rough in the Borough. This person was picked up by the RSI Outreach Team and referred through to the Council's Housing Options Team. This person was offered B and B accommodation, but this was refused. Since this interaction in July 2022, we have had no further interaction with the person as they are no longer rough sleeping however, they continue to bid for properties that become available to let.





Homelessness at the end of Q2 - The average number of households applying to the Council as homeless per week was 4.23. This is comparable to the same period last year.

The number of households in temporary accommodation is 31. Of this number 15 are single/couple households and 16 are families. The team is working closely to support households to secure accommodation both in the social and private sector.

Also, the team is monitoring the number of applicants applying direct to the housing register who are declaring the reason for applying for housing is due to financial reasons associated with the Cost of Living situation. At this stage there is no significant increase in the number of applicants applying for housing assistance.

As part of the Council's response to supporting people experiencing financial difficulties, the Housing team have launched a Private Sector Letting Scheme. The scheme is designed to encourage private sector landlords to work with the Council to provide accommodation to people who have a housing need. The scheme aims to create private sector tenancies and to support those tenancies going forward to ensure they succeed for both the tenant and landlord.

Private landlords can benefit from letting their property to people who have approached the council for housing assistance. The scheme offers landlords:

- Free services (which would normally be at cost through an agent)
- Free tenant matching
- Free advice and support
- Free welfare checks on your property
- Stable long-term tenancies
- Non-payment intervention

### **Homes for Ukraine**

There are two schemes designed to help and support people fleeing the Ukraine.

The Ukraine Family Scheme is for families already resident in the UK and who have family members fleeing to the UK and the Homes for Ukraine Scheme was established for residents who have volunteered to take in and accommodate families fleeing the Ukraine.

The number of households in the Borough who have volunteered to house Ukraine guests is 10.

8 of these households are accommodating families from across the Ukraine which include 8 Adults and 6 Children.

Council Officers have been carrying out property inspections to ensure that the accommodation being offered is suitable. The officers have been providing advise and signposting hosts and guests to wider support service being provided by the County and the Voluntary sector.



## **Disabled Facilities Grants**

### **Lightbulb**

The Quarter Two Partnership Highlight Report and Disabled Facilities Grant Performance Reports are included in the appendices **(03 and 04)**

In summary the second quarter performance show that 10 DFG works have been completed.

The average number of weeks to complete these is disproportionately high due to one case taking 64 weeks to complete. This was largely due to matters and issues connected with Covid. All longstanding cases are subject to Lightbulb management processes in which cases are managed and scrutinised to identify barriers and implement solutions to achieve outcomes.

Setting this one case aside the average completion time for the nine completions was 18 weeks.

The total spend at Quarter Two was £273,000.

There are 22 grant requests that have been processed and are awaiting contractor sign off. The commitment for these works is £218,000.

There are 4 cases that are still waiting to be financially assessed.

In the second quarter four applications have been withdrawn. Three applicants did not qualify for works and were referred to housing. The remaining applicant failed to respond to lightbulb despite numerous attempts to establish contact.

The Home Gadgets Project continues to provide a range of housing support solutions, aiming to help older and vulnerable people stay safe and well in their own home for as long as possible.

Examples of equipment include:

- A digital calendar displaying the date and month
- Remote control blinds
- Smart hub
- Pill dispenser
- Pen reader

Safe Spaces supports people affected by hoarding. The project's aim to help achieve and maintain a safer and less cluttered home environment. In the first quarter one case from within the Borough was referred through to the scheme.



## **FINANCE UPDATE**

### **Revenues and Benefits**

#### **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. A key focus in this period has been the Discretionary Housing Payment scheme which supports those most vulnerable with their housing costs. Award criteria have been amended to look in much more detail at the wider circumstances of residents, including the longer-term sustainability of the tenancy and what steps they should be taking themselves to improve their financial situation. Awards are now much shorter, particularly in cases where the tenancy is not deemed to be sustainable. There is also a greater emphasis on providing signposting and support alongside financial help. Lots of work has been done to ensure that the right people are supported through the cost-of-living crisis, with members of the team integral to the cost-of-living focus group and associated report. Processing of change of circumstances documents by the team remains the fastest in Leicestershire.

#### **Revenues**

The Revenues team is responsible for administering and collecting £34.6m of Council Tax and £12.2m of National Non-Domestic Rates which is done on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service, Central Government, and Oadby and Wigston Borough Council.

Two major projects have been completed in the last quarter, the main scheme energy rebates have seen almost £3m awarded to residents to support with their energy costs, and the Covid Additional Relief Scheme has provided almost £1m of relief to businesses affected by the pandemic. Both of these schemes have been administered within the Revenues team, with 89% of over 4200 calls answered in Q2, and all customer service performance indicators met.

At the end of September there were 17 unbanded properties awaiting banding by the Valuation Office Agency.

The table below is included for the first time following a request from members at the last Service Delivery Committee meeting. This information will be shared in every report moving forward, with trend analysis included also.

#### **Revenues Calls**

Quarter 2	July	Aug	Sept
Number of calls	1543	1487	1176
Number of calls answered	1358	1301	1068
Percentage answered	88%	87.5%	91%
Number of abandoned calls	185	186	108



Average wait time before abandonment	4:55	3:20	4:16
--------------------------------------	------	------	------

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.

### Collection Rates

Collection Rates for Council Tax were 1.31% lower than the target and 0.31% lower when compared to the previous year. Circa £85,000 was credited to council tax accounts at the end of September, adding approximately 0.2% to the collection rate. This remains the biggest focus in Revenues, the collection rate action plan action is now underway, a review of held accounts and associated procedures has been completed, and business rates empty property reviews have started.

Business Rates collection is up by 2.82% when compared to the target and up 13.81% compared to the previous year. Covid Additional Relief Fund (CARF) payments of around £950,000 were made to eligible businesses in September, adding around 4.6% to the collection rate.

Percentage of Debit Collected (Cumulative)	July	August	September
<b>Council Tax</b>			
Target Rate	38.71%	47.95%	57.31%
Actual Collection Rate	37.63%	46.80%	56.00%
Actual Collection Rate 2020/21	38.11%	47.19%	56.31%
<b>National Non-Domestic Rates (NNDR)</b>			
Target Rate	38.05%	46.83%	55.92%
Actual Collection Rate	36.56%	44.71%	58.74%
Actual Collection Rate 2020/21	26.37%	34.69%	44.93%

### Property Statistics

Direct debit take-up remains high due to the energy rebate payments, which reduces the work required to collect payments. The drop in DD take-up expected post energy rebate has not materialised.

	July	August	September
No of Council Tax properties	23,909	23,919	23,946
No of Council Tax Direct Debits	18,679	18,613	18,671
No of Single Person Discounts	7,587	7,576	7,590
No of Businesses	1,420	1,419	1,420
No of Businesses in receipt of Small Business Rates Relief	672	671	677



## **CUSTOMER SERVICE AND TRANSFORMATION UPDATE**

### **Customer Service Improvement**

Work continues on the development of the Customer Experience Strategy. A proposal has now been drafted and consultation on this will run from 2 November 2022 – 14 December 2022. All returns will be considered along with our existing information to form our Customer Experience Strategy.

Part 2 of our Customer Care training “Connecting with our Customers” is in development and will be rolled out to staff across the council in Q3.

Evidence gathering and preparation for the Customer Service Excellence award continues, and the assessment date has been set for Tuesday 6<sup>th</sup> December.

### **Communications and Marketing**

Summary of GovDelivery email subscription service success when benchmarked against national average:

<b>Measure</b>	<b>Oadby &amp; Wigston</b>	<b>UK average</b>
Total subscriptions	4,506	22,735
Subscriptions per subscriber	2.2	1.9
% of audience reached in past 90 days	86.7%	64.2%
Engagement rate (past 90 days)	75.3%	64.5%
Open rate	47%	38%

The benchmarking figures above demonstrate Oadby & Wigston is performing above average in all benchmarking measures using data supplied by Granicus. This includes the number of topics subscribers are signing up to, reach of the bulletins sent out, open rate and engagement rate. The only figure where we are behind is the total number of subscribers, which isn't comparable due to our recent acquisition of GovDelivery and the fact our population is one of the lowest in the country.

### **Bulletin/Email Data**

Bulletins sent (since launch)	119
Emails sent (since launch)	61,317
O&W population (as of 2018)	57,700
OWBC households	23,500

### **Our Topics & Subscribers**

Citizen's Panel	109
Community & Voluntary Sector	927
Consultations & Surveys	1,101
Council News & Information	1,165
Health, Wellbeing, Sport & Leisure	2,499



News for Businesses	638
News for Council Tenants	279
Private Sector Housing News	569
Recycling, Refuse & Bin Collections	998
Sports Clubs	13
What's On & Events	1,072

### **Press Releases – July 1 to September 30**

The following links are to press releases sent by the authority during this time period.

[Innovative Oadby & Wigston council office move gets green light](#)

[Oadby and Wigston aim for Gold in East Midlands in Bloom competition](#)

[New electric vehicle charging points installed in South Wigston](#)

[Oadby & Wigston parks land Green Flag award for 15th time](#)

[Service of Commemoration and Thanksgiving for Her Majesty Queen Elizabeth II](#)

[Gold for Oadby & Wigston in East Midlands In Bloom competition](#)

### **Social Media**

Our main social media presence is through Facebook and Twitter, where our accounts receive a lot of engagement and are vital for spreading news to local residents.

We currently have 3,700 followers on Facebook, and 2,536 on Twitter. This has increased from 3,500 and 2,500 respectively since April 2022.

It is also possible for people who don't actively follow us to see our posts, either by just browsing our pages or by seeing our content which their friends and family have interacted with or shared.

Our total post 'reach' for Facebook between 1 July and 30 September was 27,000.

This means that over 27,000 **unique** people have seen at least one of our Facebook posts during the last three months.

The team sent out 138 individual posts on Facebook during this time period.

### **IT Team**

Throughout Q2 the IT team have completed some core changes to the infrastructure, but also have been able to focus on our day-to-day performance targets.

The most notable achieved target is the overall system uptime being at 100% and average response times to tickets being within 1 working day, something we are striving to maintain throughout Q3. See key information of service delivery below:



	<b>Type</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>
Number of contacts	Phone	12	10	9
	Walk-in	22	8	25
	Email	96	93	154

<b>Standard</b>	<b>Target</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>
Response time for urgent issue	Within 1 day	Less than 1 day	Less than 1 day	Less than 1 day
Response time for routine issue	3 working days	1.4 days	0.9 days	1.1 days
Turn-around time for new starters set up	5 working days	All within 5 days	All within 5 days	All within 5 days
Overall system uptime	99.9%	100%	100%	100%
Monitoring of system/software issues to drive improvements	Monthly Monitoring completed	Yes	Yes	Yes

	<b>July</b>	<b>Aug</b>	<b>Sept</b>
Major changes completed by IT team	Orchard planning VPN work / Remote desktop & Terminal servers	Sophos Anti-virus / Building Control Partnership	SFTP / VPN site to site work carried out for Orchard

### **Refuse and Recycling**

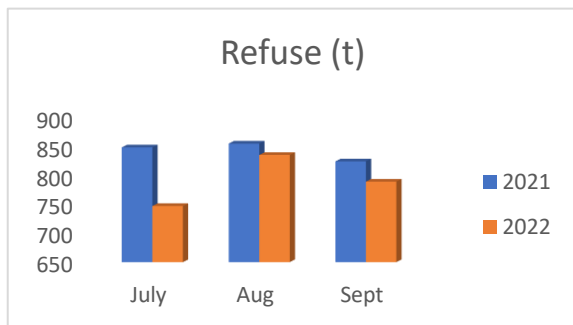
There has been an overall reduction of 156 tonnes in the refuse collected, this is a 6.2% reduction compared to Q2 2021.

For the recycling tonnages, there has also been a reduction of 65 tonnes in Q2 2022 compared to Q2 2021. This translates to a 5.3% reduction of recycling collected between these periods.

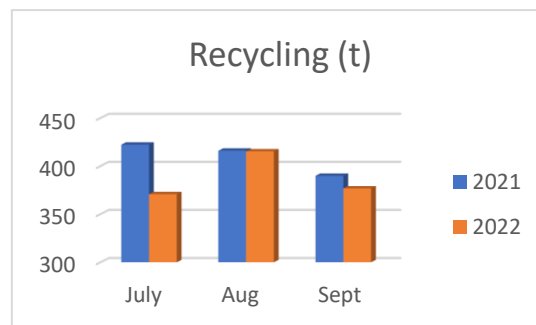
Finally, the amount of green waste collected has also reduced by 460 tonnes over the same period. Compared to Q2 2021, there was a 39.4% reduction.



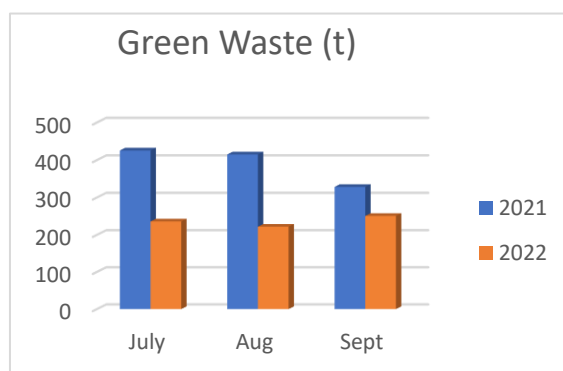
### Refuse



### Recycling



### Green Waste



## Ratio Materials for Q2

The chart below shows the breakdown of tonnage of the total waste collected per month.

Waste Type	Jul 22		Aug 22		Sept 22	
	Weight (t)	%	Weight (t)	%	Weight (t)	%
Green Waste	235.9	16.84	221.8	14.56	250.9	17.10
Recycling	370.74	26.47	415.32	27.27	376.72	25.68
Refuse	746.92	53.32	835.16	54.84	789.00	53.78

## LAW AND DEMOCRACY UPDATE

### Regulatory Services

#### **Environmental Health**

Food inspections continue with the support of Officers from Harborough District Council. Focus is on high-risk premises, non-compliance, the continued triaging of new businesses and investigating increasing numbers of food complaints. A Food Standards Agency (FSA) 'temperature check' will take place in October 2022. Progress so far is positive; we are ahead of the FSA requirements and the broadly compliant rate (those that are satisfactory and higher) is 92%. It is important to note that premises are still awaiting an inspection (those categorised as low risk at the time of the last visit), and early indications are that standards have generally fallen for those who have missed an inspection during the pandemic.





Recruitment to the vacant post has been successful with the new starter already a fully trained and competent food officer. She will start at the end of November 2022 to provide much needed capacity and resilience within the Environmental Health Service generally, particularly food work. In addition, this will afford the opportunity for the service to move forward. We are looking to recommence sampling and examining the possibility of offering food courses (in different languages) both as a possible low level income stream but also to improve competency levels and standards with businesses.

Day to day work was busy and wide ranging from dealing with a body found in a house through to investigating vibration complaints associated with a large construction project, to handling the day-to-day work such as fly tipping cases, community protection issues, odour complaints, providing consultations to our planning team on development proposals and taking emergency prohibition action to prohibit occupation of a fire damaged flat. As a result of several construction site dust and noise complaints a construction management plan guide has been produced by the team. This will help developers minimise impacts.

The Midland Mainline electrification project was formally consented under the Control of Pollution Act 1974 which sets out controls and mitigation measures to minimise the impact from any construction.

The Annual Status Report 2022 submitted in July 2022 was approved by DEFRA who stated, 'the report is well structured, detailed, and provides the information specified in the Guidance'. It also supported and acknowledged our list of measures to further improve air quality.

Air quality data from our two 'real time' air quality monitors is scheduled to be hosted 'live' on a public website during Q3 and the Blaby Road project is scheduled to commence from April 2023 onwards.

The dog warden service currently provided by Animal Care Services under contract will expire on 31 March 2023. Work will commence during Q3 to invite quotations and procure a new contract.

### **Private Sector Housing**

A full review of all existing HMOs commenced which will include an inspection schedule. An HMO policy will be prepared during Q3 to allow OWBC to manage HMOs more efficiently and achieve a higher standard of compliance whilst doing so.

Joint working continues with the Anti-Social Behaviour Officer and Police to tackle anti-social behaviour issues in the area, with one case in the vicinity of Blaby Road where a partial closure order is being considered to address problems with a tenant.

The first Private Sector Housing newsletter was issued during Q2 to over 500 recipients and members. Feedback has been positive with many commenting on how helpful this has been as a way of keeping informed of upcoming regulatory changes.

The Local Authority Delivery (LAD) programme continues with 29 properties identified for measures which include solar, cavity wall insulation, loft insulation and external wall insulation. We are exploring possible Home Upgrade Grant (HUG2) funding and the viability of this project due to the funding needing to be spent on off gas properties. Also due to the success of the



current projects we are in talks with the Hub to request additional funds to allow us to deliver more measures to meet demand.

There are in the region of 49 on going cases for the team which relate to empty homes, filthy and verminous properties, general condition complaints and some pest related.

### **Selective Licensing Update**

<b>Q2</b>	<b>Licenses issued</b>	<b>Income</b>
Number of rented properties - 818	Pending – 103 (13%)	£547,194.01
Number of applications received - 744	Issued – 620 (83%)	
Number of Exemptions - 1	Withdrawn – 21 (2%)	
Number of empty properties /undergoing major works - 14		
Total % Engagement – 92%		
Total % Applications – 90%		

### **Licensing**

Policies are now all updated to ensure they reflect the latest legislation and guidance.

A service review will take place during Q3 to better understand demand and review our working practices and systems within the team. As part of this work, performance measures will be examined along with a review of all our fees and charges. The next stage will be to check all who are registered and those who required to be licensed are.

Workloads remain reasonably constant at 40 requests per month of which 75% relate to taxis and hackney carriages.

### **Corporate Assets**

#### **Allotments:**

An agreement has been made with Aylestone Lane Allotment Association for association members to show prospective tenants around the site to speed up the letting of allotment plots; this is working well.

#### **Cemeteries:**

- Twenty-six burials, 38 interment of ashes and 6 scatterings have taken place across the two cemeteries during the quarter.

#### **Car Parks:**

- Yellow lines and additional signage have been installed on Washbrook Lane, Oadby to prevent drivers parking on the access road and grass verges to Parklands Leisure Centre.



- Countesthorpe Road Car Park has been re-lined
- On the ground wording has been added in front of the electric vehicle charging point bays at Wigston Pool to make their designation clearer.

### **Clean and Green:**

- Brocks Hill Country Park and Peace Memorial Park successfully retained their Green Flag status for the 15<sup>th</sup> time.
- East Midlands in Bloom judging took place in July and received a Gold Award and an improved score on previous years.
- In July, Brocks Hill Country park hosted a training exercise for new recruits to Leicestershire Search and Rescue.
- Capital works to carry out floor repairs and replace carpets at Oadby Depot were completed during the quarter.

### **Community and Wellbeing**

#### **Leisure Services**

This report covers the Third quarter of the contract year, where SLM expect to see a small increase from the previous quarter as they get busier from casual users coming through the door during the summer months.

As the leisure centres are now fully operating in the new post COVID world SLM are starting to see how users access their sites including frequency and regularity.

It is pleasing to note 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 as SLM look to increase its offerings to aid access to all users including those without the financial power to do so.

#### **Review Supplied by SLM**

This review is based on the leisure centres operating for the whole quarter and no closures or incidents compared to the previous year which although operating in similar circumstances still had a number of participants being cautious due to COVID.

An average of 63,172 customers per month came through the doors, down just under 1000 users per month over the previous quarter and was disappointing to see with a range of activity sessions taking place with increased operation in activities such as casual swimming during the summer.

Swimming continues to remain popular and continue its recovery from last years closures. It is pleasing to note that the free disabled swim sessions being offered at both pools are now starting to attract more users with just shy of **600** coming in during the period an increase of 500% on the previous quarter, however even more pleasing was that we were able to provide **3,500 FREE UNDER 16** Swims over the summer holidays.



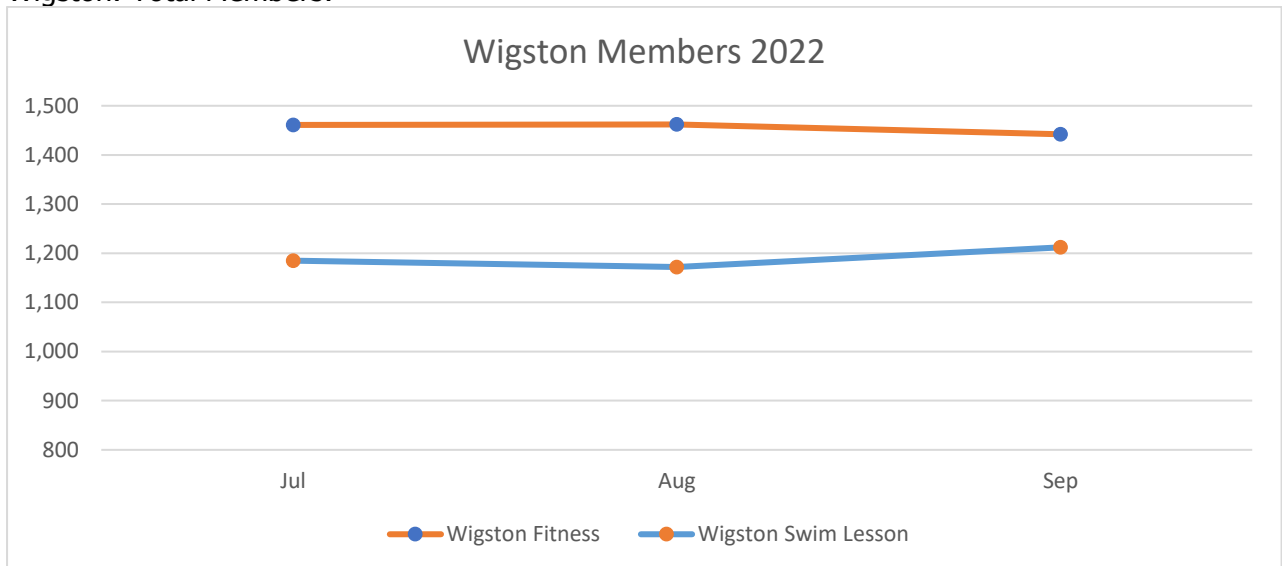
Contract Yr8				
Description	Jul-22	Aug-22	Sep-22	Total
Swimming	25,335	29,050	26,387	80,772
Gym/Fitness Classes	23,113	25,161	21,182	69,456
Sports/Activities	5,195	4,808	6,564	16,567
Activity Total	53,643	59,019	54,133	166,795
Spectators	7,028	6,427	9,107	22,562
Events	120	40	0	160
Education	0	0	0	0
Grand Total	60,791	65,486	63,240	189,517

### Membership Numbers:

Following significant growth month on month last year for fitness membership numbers, we have recently continued to see a plateauing effect along with a slight reduction since the new year and into the summer period.

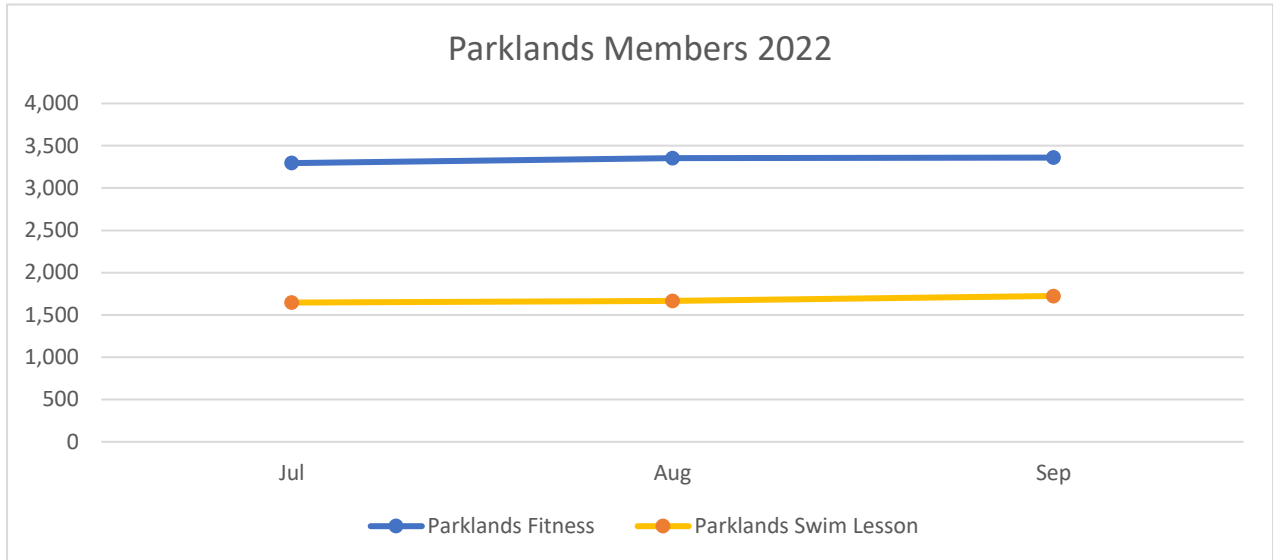
Swimming Lesson numbers have grown and continued to do so, which is pleasing but as we know is directly in relation to the fact that there is a missing generation that did not have lessons due to covid closures and these need to be mopped up along with the standard year on year turnover, so what we are seeing is almost a two-tier aged joiners with about 18 months in between starting lessons from scratch.

### Wigston: Total Members:





### Parklands: Total Members:



### Community Well-Being:

The Leisure Centres have been very busy this Quarter looking to deliver on the first part of the years Community Well Being Plan and this has included:

- Free Weekly Children’s soft play sessions for the Menphies Charity Group.
- Free Family Activity Sessions in partnership with Children’s and Family Well Being Service and OWBC
- Free Coffee for VASL Carers
- Free Memberships for Care Leavers (2 participants referred)
- Free Memberships for PARS
- Free Memberships for Ukrainian Refugees
- Free Memberships for Parkinsons Sufferers and their Carers
- Free Swimming Sessions for Disabled Swimmers. (just under 600 over the quarter)
- Free Childrens summer holiday swimming with over 3,500 swims being taken.

We have also delivered sessions for 8 Schools and over 300 children with Pond Dipping and Den Building Sessions in the country park, along with over 250 children from Cubs / Scouts groups etc on our climbing walls.

It is pleasing to be able to offer these activities / memberships at small to no cost across the community as we identify the value that this brings to increase the health and wellbeing benefits of the whole community.

### General:

We are pleased with how busy the centres are but note as in previous reports also that from history that we could be busier.

There are a number of factors that has caused us not to return to numbers that we once hit pre COVID, including a change in society attitude to fitness and finding alternative ways to be fit rather than the traditional leisure centres and Gyms.



We are continuing to explore how we can attract users back through the door and our extensive community well being plan, although doesn't help in income generation, does help with increasing participation, and means that we can look to meet the needs of the vulnerable community members.

The next Quarter we are looking to encourage more people through the door on our mainstream and community well-being programs, working closely with the Boroughs in house team in identifying and delivering to groups who find access to fitness difficult must be one of our priorities and as a company we must continue to promote access and provide free memberships to Parkinson's sufferers, Ukrainian Refugees and other identified groups that could also be afforded the same opportunity.

### **Health and Wellbeing**

Quarter 2 saw the Active Oadby and Wigston team establish **4** new programmes in addition to those already running on a weekly or fortnightly basis. This included 'Get Moving Together', which is a free, family friendly programme utilising local parks to enable families to get active together. **61** families from all over the Borough engaged with these sessions. Ladies only rounders and netball programmes also took place with over **100** individuals attending. These sessions will continue to take place throughout the year. Furthermore, the Council have been working in partnership with the Canal and River Trust to facilitate wellbeing walks by the canal at Kilby Bridge bringing about foraging skills.

The Council has also supported events hosted by the Housing Department at Elizabeth Court as well as 'Get Moving Day Back to School Special' where staff from the company B-Buddies, who repair and maintain push bikes visited the Borough and fixed members of the public's push bikes free of charge.

Referrals continue to be received from GP's, physio's, First Contact and other health professionals for members of the public in need of support with exercise which caters for a diverse range of needs, including 'Seated Activity' for those who are unsteady on their feet.

### **Youth Engagement**

In Q2 the Council provided youth and wellbeing sessions on a weekly basis for 11 to 19 year olds at the Freer Centre. This drop-in session ran each Tuesday from 3pm. The objective was to provide a safe space for young people suffering from mental health problems allowing them to build confidence and new relationships through games and physical activities. The young people attending the sessions were signposted either through their school, Children and Family Wellbeing Service or charities. The sessions attracted a wide variety of young people, some of whom had been diagnosed with autism or ADHD, some suffering from trauma with being bullied at school and others simply wanting to meet new people.

The most popular sessions were football, rounders, and dodgeball. Other activities included arts and crafts, indoor cricket table tennis and soft archer.

Evaluation of the sessions provided some positive feedback, including increased confidence levels and the opportunity to make new friends. Some however stated that these sessions although enjoyable, did not make them worry less in the day to day lives.



## **Community Safety**

The Partnership’s funding position, including the PCC’s decision on previous year’s underspend, was agreed at the end of Q2 enabling the Partnership to begin the development of its annual Delivery Plan. Funding arrangements and strategic priorities at an LLR level are also being discussed now by the OPCC with CSP’s to ensure that the delays experienced this financial year are avoided in 2023-24.

Partner Agencies continue to work effectively within their own remits, as well as in multi-agency approaches such as the successful ‘Safety First’ events held Wigston Liberal Club and Oadby Library this year. At each of these events members of the public engaged with various services under a community and wellbeing focus, receiving advice on warm homes, crime and disorder, anti-social behaviour, fire safety, substance misuse, and other community initiatives.

Crime statistics in the Borough continue to track the national picture, and local seasonal trends, with relevant agencies putting in place forward plans to address these and make the most of available resources.

## **Anti-Social Behaviour**

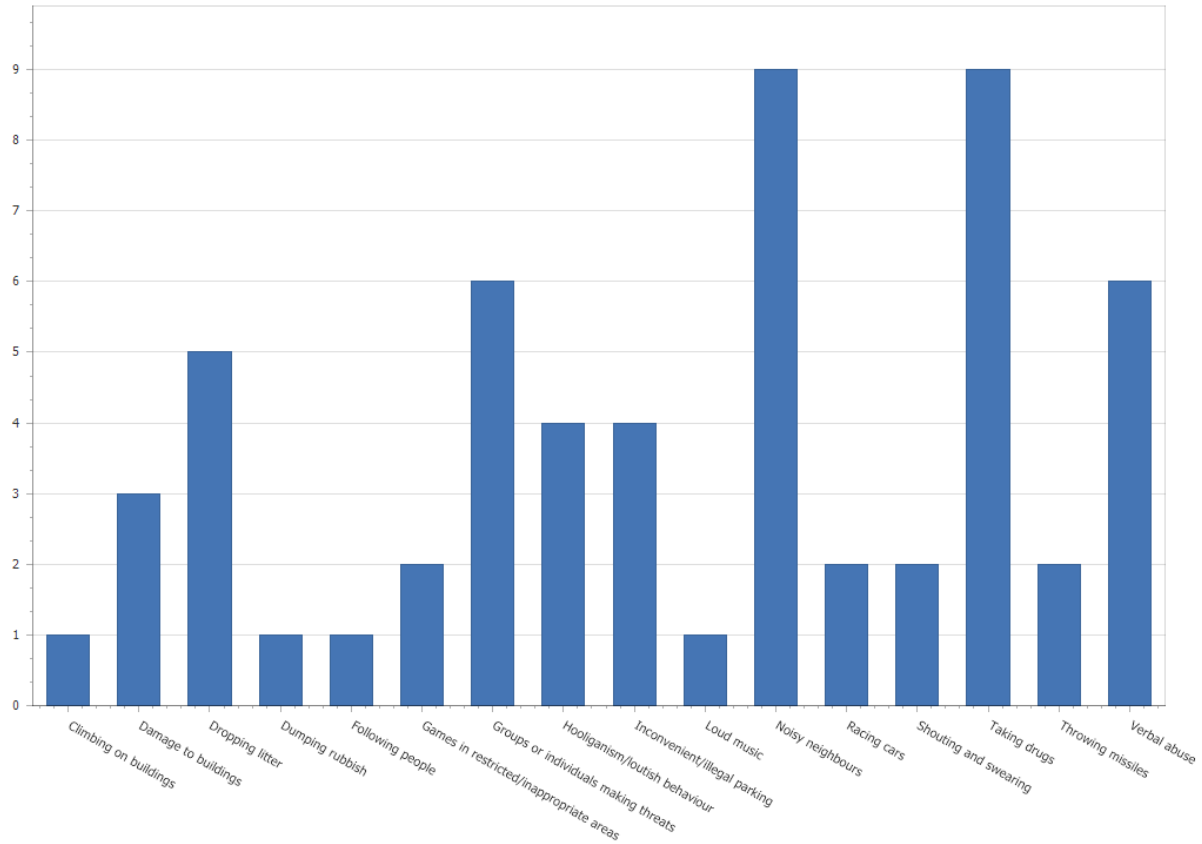
The Anti-Social Behaviour (ASB) Officer has logged and investigated **34** reports of ASB in Q2, please see chart below for monthly breakdown:

<b>Q2</b>		
Number of ASB logged/investigated by ASB Officer: <b>34</b>		
Number of incidents per month		
Jul 22	Aug 22	Sep 22
7	15	12

Of these 34 ASB reports, issues relating to ‘Noisy neighbours’ and ‘Taking drugs’ were the most frequently reported with **9** each. This was followed by reports of ‘Groups or individuals making threats’ and ‘Verbal abuse’, both of which received **6** reports.



### Types of ASB Logged by ASB Officer



Investigations into each report lead to:

- **12** perpetrators being identified
- **7** perpetrators after investigations took place received no further action
- **4** perpetrators received advise\*
- **1** Community Protection Warning Notice\*\*

\*One of the perpetrators was visited by Officers from Leicestershire Police on two separate occasions following linked reports of criminal allegations. These however were not pursued due to a lack of evidence.

\*\*The Community Protection Warning Notice was served under the ASB, Crime a Policing Act 2014 prohibiting an individual from making excessive noise and drug use in their property. This investigation is in conjunction with housing provider, PA.

The Council's Housing Department continue to log ASB on the Sentinel system, please see chart below for monthly breakdown:

<b>Q2</b>		
Number of ASB logged on Sentinel by Housing Department: <b>17</b>		
Number of reports logged per month		
Jul 22	Aug 22	Sep 22
1	9	7

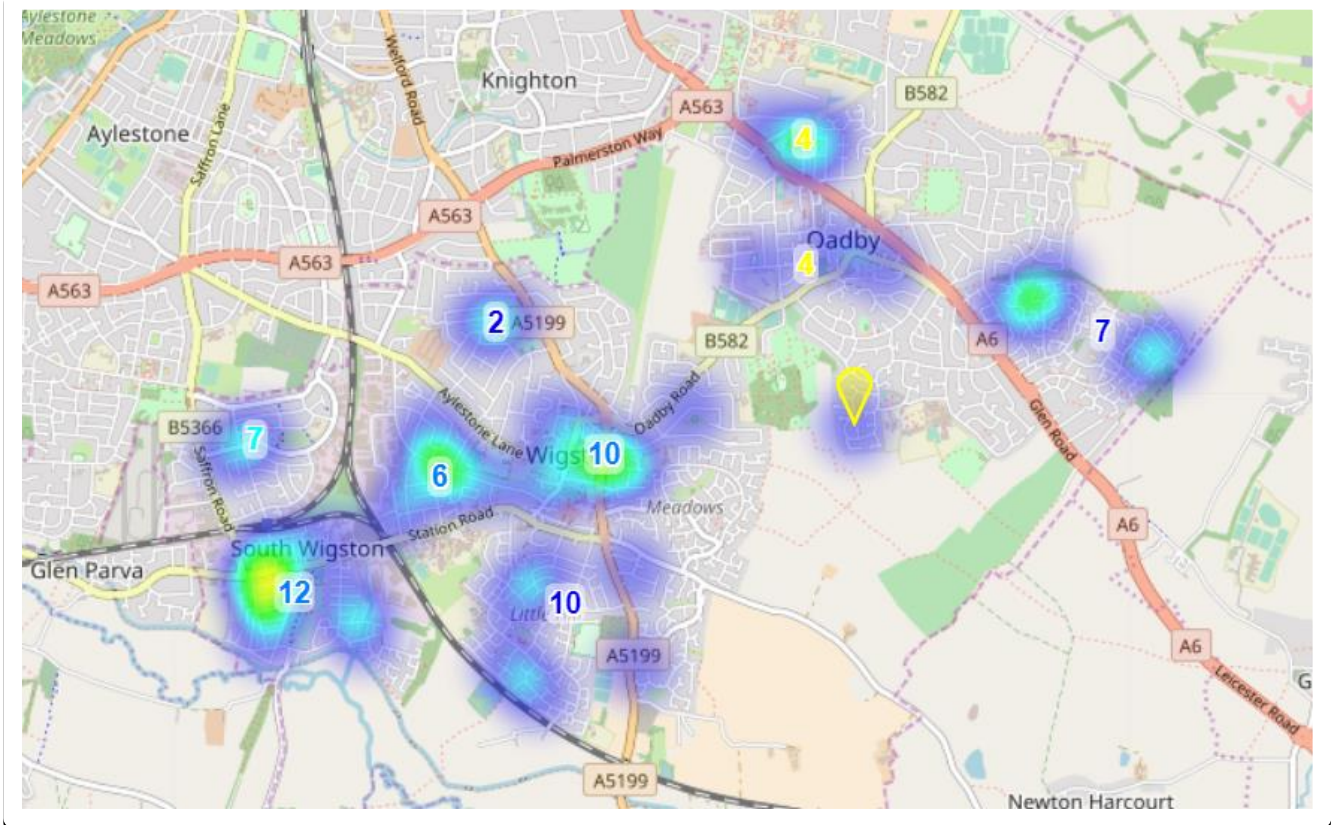




The Council therefore in Q2 2022/23 have recorded and investigated **51** reports of ASB, please see chart below for number per area breakdown:

<b>Q2</b> Total number of ASB reports: <b>51</b>		
Oadby	South Wigston	Wigston
13	13	25

Below is a heat map of the Borough where ASB incidents have occurred. The heat map also includes policing incidents too.



# Appendix 2



# Oadby & Wigston

## BOROUGH COUNCIL

### **Customer Service Statistical Analysis**

#### **Quarter 2 Results**

#### **Introduction**

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

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.

#### **Email/Contact Us Online**

The Customer Service team is targeted to acknowledge receipt of customer email and contact forms within 1 working day and to fully reply within 3 working days. The vast majority of online/email enquiries are answered the same day.

Quarter 2	July	August	September
Number of emails	324	360	348
Number of contact us forms processed	130	158	122
Number of complaints triaged	5	4	6
Average response time	1 day	1 day	1 day



# Oadby & Wigston

## BOROUGH COUNCIL

### Online forms

Our digital customer group continues to grow and we offer a range of online forms for customers to use to self-serve.

Online Forms Q2	July	August	September
Garden Waste Renewal	53	30	14
Garden Waste Sign up	15	12	9
Contact Us Form	130	158	122
Direct Debit Form	82	83	91
Council Tax Occupation Form	98	77	58
HB & CTS Application	58	55	57
Council Tax Vacation Form	32	36	25
Arrange Clinical Waste Collection	39	31	32
Taxi Vehicle Application	27	29	31
Single Person Discount	10	11	21
Other Council Tax Discount/Exemptions	7	10	15
Council Tax Moving within the Borough	16	15	12
ASB online report	9	30	13
DHP Application	19	16	24
Selective Licence Payment	5	7	3
Compliments, Comments & Complaints form	15	14	17
Book a Competency Test	10	17	12
Abandoned Vehicle Report	4	6	7
New Noise Complaint	8	8	3
Garage Waiting List Enquiry	3	3	2
Taxi Driver Renewal	5	10	10
HB Change of Circumstances	3	4	3
Electoral Job Enquiry	70	10	1

<b>Monthly Total</b>	718	672	582
<b>Q2 Total</b>	1972 online forms completed by customers in Q2		



# Oadby & Wigston

## BOROUGH COUNCIL

### 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.

Quarter 2	July	August	September
Number of calls	4346	4826	4084
Number of calls answered	4139	4389	3644
Percentage answered	95%	91%	89%
Number of abandoned calls*	207	437	440
Average wait time	0.44	1.18	1.27

### 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



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- Booking appointments/inspections for the Building control and Licensing team
- Raising invoices
- Processing applications for housing and taxi vehicles
- Acting upon referrals and information received via First Contact and Tell Us Once.

Quarter 2	July	August	September
Number of Taxi vehicle app processed	25	29	31
Number of competency test booked	10	18	13
Number of EH admin tasks	50	71	45
Number of Waste reports run/processed	241	250	254
Number of Housing Apps processed	48	31	39
Number of Homelessness admin tasks	118	90	48
Number of First Contact Requests	1	2	0
Number of Tell Us Once Requests	45	32	52
Number of Sport Pitch Invoices raised	9	5	10
Number of Facilities email/contact forms	55	39	34

### Customer Service Centre Team - Output Summary

Quarter 2	July	August	September
Number of emails/online contacts answered	459	522	477
Number calls answered	4139	4389	3644
Number of admin work items processed	602		526

### 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 2	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
July	94%	99%	99%	99%	99%	99%
Aug	98%	99%	99%	99%	99%	99%
Sep	95%	99%	99%	99%	100%	99%

Customer Service Centre – Statistical Analysis – Quarter 2 2022-2023  
Service Delivery Committee – 29 Nov 2022.





# Oadby & Wigston

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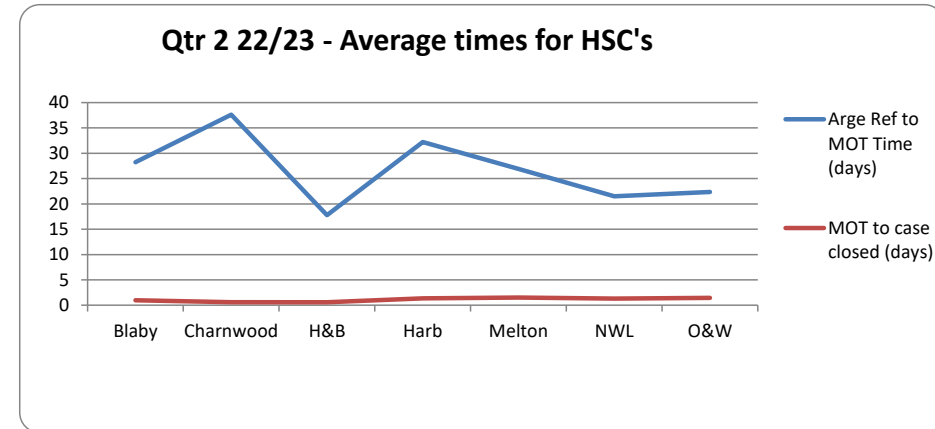
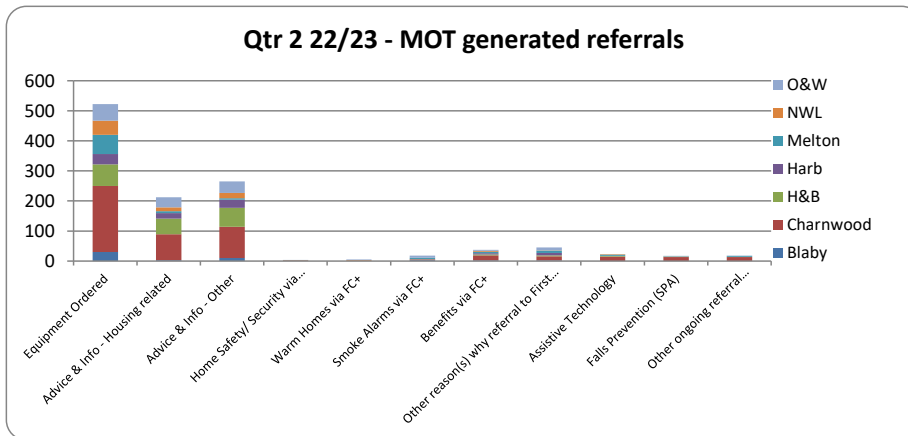
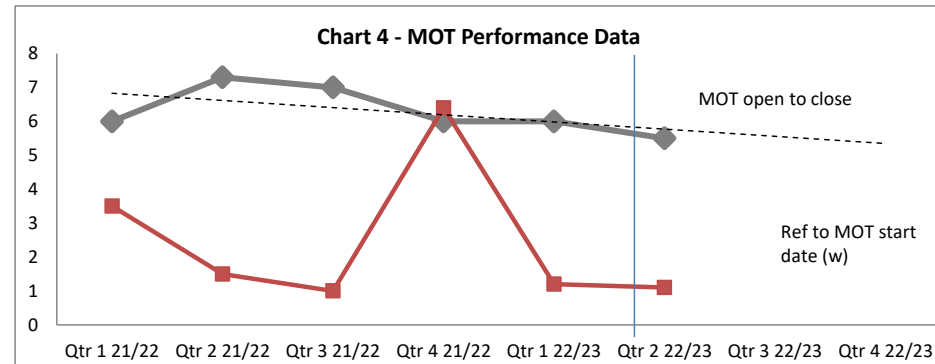
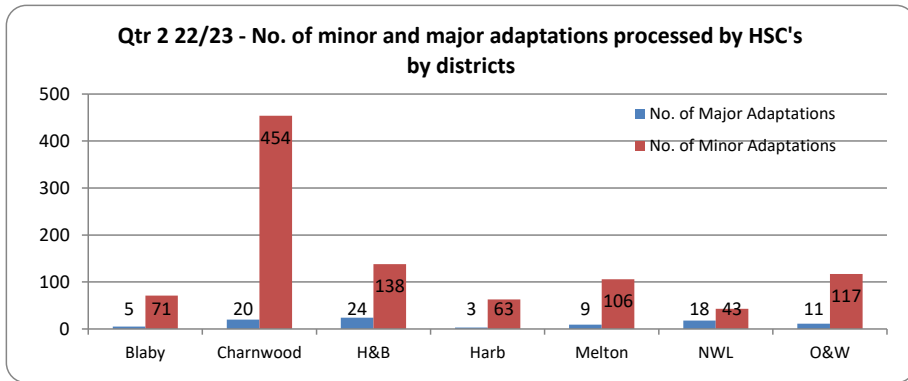
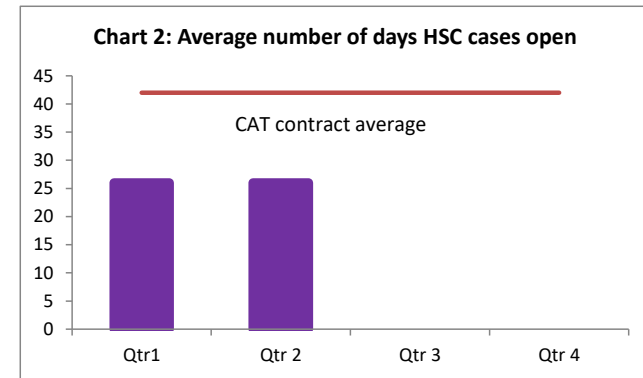
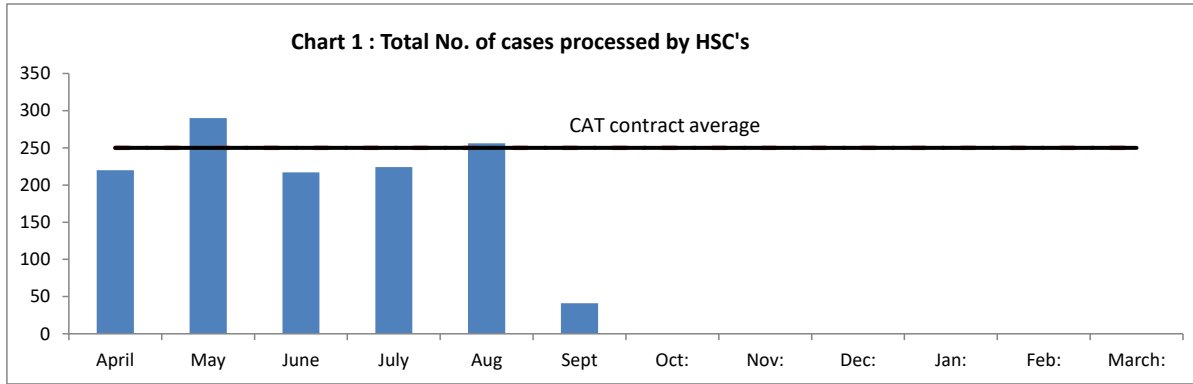
### Other Satisfaction Surveys

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

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

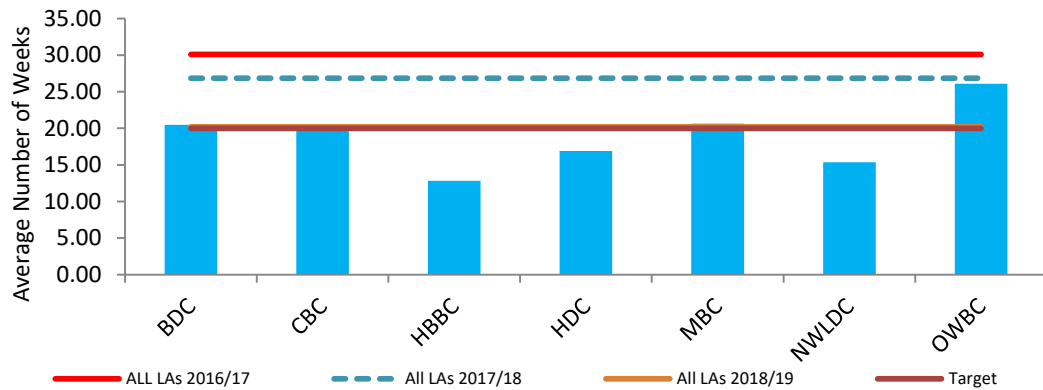
Month Q2	Number of Responses	Very Satisfied	Satisfied	Not Satisfied	Percentage Satisfied/Very Satisfied
July	25	25	0	0	100%
Aug	18	15	3	0	100%
Sep	17	16	1	0	100%

**Lightbulb HSC Qtr2 2022/2023 Performance Dashboard**

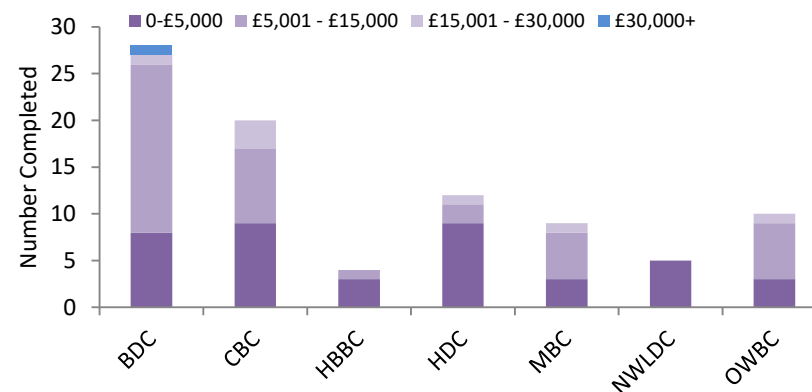


# Lightbulb Qtr 2 2022/2023 Performance Dashboard

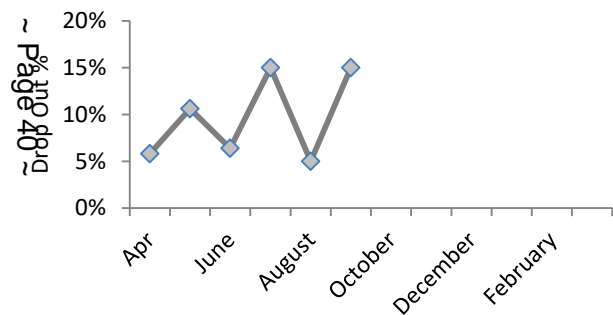
### Chart 1: DFG Completion Times YTD by No of Weeks



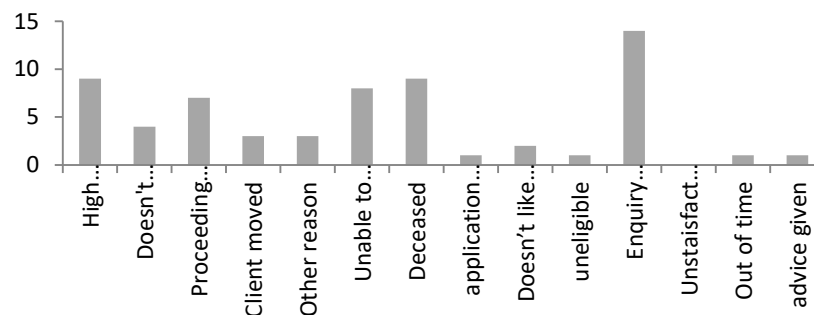
### Chart 2: No of DFG's Completed by Cost by District YTD



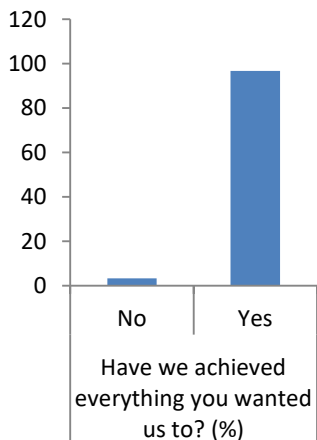
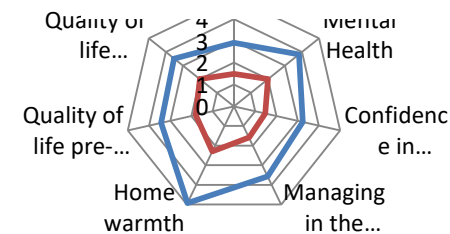
### Chart 3: DFG Dropout % Over Time



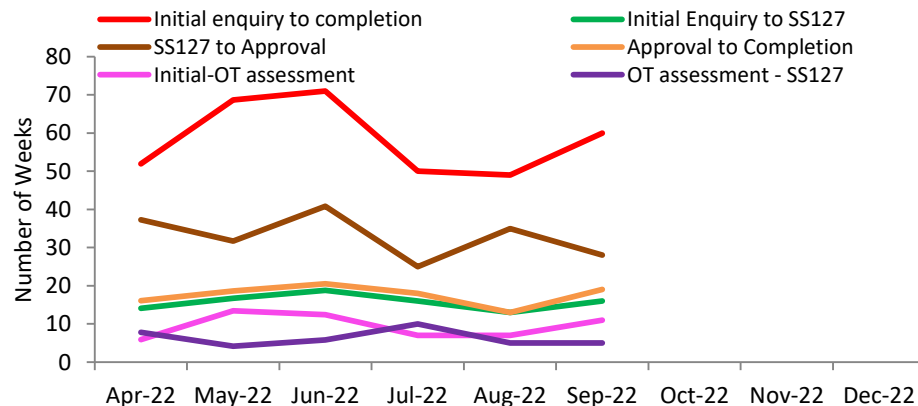
### Chart 4: Reason for Dropout by QTR



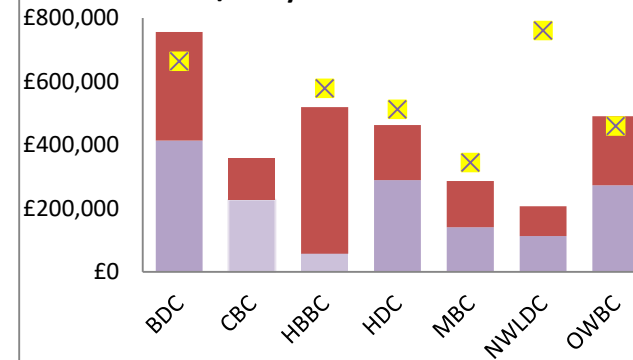
### Chart 5: Customer feedback from scores on



### Chart 7: End to End Times - No of Weeks



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







## **Service Delivery Committee Working Group Update – Quarter Two – 2022 – 2023**

### **ENVIRONMENT WORKING GROUP**

#### Update from Working Group Meeting

For the first agenda item there was a presentation given by Lucie Hoelmer (Senior Environmental Partnership Officer LCC) regarding the work of Tree Wardens established by the Tree Council as a practical response to issues faced by trees. The Arboricultural Officer is the Borough Council Tree Warden Co-ordinator for Oadby and Wigston with LCC being the Tree Council Co-ordinator organising training for Tree Warden projects. There are 7 registered with the LCC Tree Warden Network; 2 in Oadby and the remainder in Wigston and they have recently attended a hedge surveying course and came forward with planting location for trees. There may be further work opportunities around street trees.

The second agenda item concerned planning policy and climate change: The Principal Planning Policy Officer gave a presentation related to the Local Plan Update which seeks to address in a more prominent way environmental issues, such as tackling climate change and the biodiversity crisis. Policy wants to use the Local Plan as a platform in the Borough to inspire our community and stakeholders to think about the environment in all that we do. Members particularly raised concerns around improving the energy efficiency and sustainability of infrastructure for new builds. Planning Policy Officers noted that the Future Homes Standard (due 2023) will ensure that homes are future proofed without a need for them to be retrofitted and that Active Design and Travel guidance has recently been developed by Sport England we will ensure that these are incorporated in Policy. Best practice examples in this area were shared later with EWG Members.

The final agenda item was the Climate Change Officer Update: It was noted that the Parks and Green Space Strategy has been drafted and will subsequently go through the decision-making process. It has been agreed to use the Learning Pool to roll out carbon literacy training to all staff and Members. LGA training opportunities will also be circulated to staff and Members, and we will be making use of train the trainer opportunities. An update for the Baseline Study timeline was given which will involve a report to Environment Working Group in January 2023. Usage data was provided for our EV Chargepoints - currently usage is low, but it is going up, so in the right direction. Regarding Planters on Oadby Parade LCC Highways felled two trees that had died, and it was recommended that these are replaced by shrubs.

# Appendix 6



## OWBC Event Calendar 2022/23

Events			
Date	Overview	Type	Details
Friday 11 Nov 2022	Remembrance Day/ Armistice Day	Observance & Event	Remembrance Service in Peace Memorial Park
Sunday 13 Nov 2022	Remembrance Sunday	Event	Remembrance parades and services in Oadby, Wigston and South Wigston
Saturday 19 November 2022	Oadby Christmas Lights Switch On	Event	From 2pm to 7pm  Switch on at 6pm  Along The Parade  Fairground rides, food, stalls
Saturday 26 November 2022	Wigston Christmas Lights Switch On	Event	From 12pm to 7pm  Switch on at 6pm  Bell Street and Leicester Road  Fairground rides, food, stalls
Saturday 3 <sup>rd</sup> December	South Wigston Christmas Capers	Event	From 2pm to 7pm  Switch on at 5.30pm  Along Blaby Road  Fairground rides, food, stalls
Wednesday 14 December	Mayor's Christmas Carol Service	Event	More information to be released in due course
Friday 27 January 2023	Holocaust Memorial Day	Observance & Event	Service held at Peace Memorial Park



<b>Observance</b>		
<b>Date</b>	<b>Overview</b>	<b>Details</b>
31 Oct 2022	Halloween	Safely messaging & National Observance
5 Nov 2021	Guy Fawkes Day	Safely messaging & National Observance
11 -17 Nov 2022	Alcohol Awareness Week	National Observance
19 Nov 2022	Birthday of Guru Nanak	The celebration of the birth of Guru Nanak the founder of Sikhism, Observance
03 Dec 2022	International Day of Persons with Disabilities	National Observance
18-26 Dec 2022	First day of Hanukkah	Jewish holiday
25 Dec 2022	Christmas Day	National Observance
26 Dec 2022	Boxing Day	National Observance
31 Dec 2022	New Year's Eve	National Observance
1 Jan 2023	New Year's Day	National Observance
22 Jan 2023	Chinese New Year	Chinese holiday
8 March 2023	Holi	Hindu Holiday

# Appendix 7 Annual Complaints Report

## April 2022- September 2022

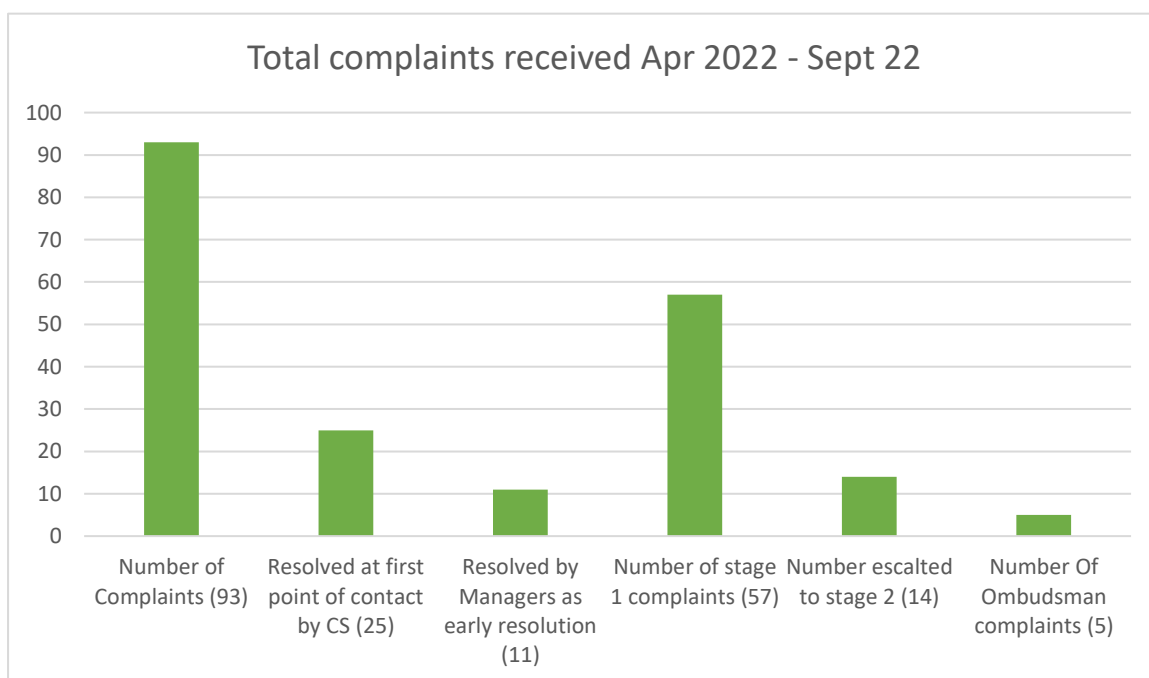


### Introduction

The report summarises our complaints performance during the first and second quarter of 2022 covering the period from 1<sup>st</sup> April 2022 to 30<sup>th</sup> September 2022.

The purpose of this report is to review the operation of the complaints processes over a six-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 1<sup>st</sup> April 2022 to 30<sup>th</sup> September 2022 was 93
- 25 complaints were resolved at first point of contact by the Customer Service team
- 11 complaints were resolved by managers as Early Resolution
- 57 complaints went through the formal complaints process and were investigated as Stage 1 complaints
- 14 complaints were escalated to Stage 2
- 5 complaints were received by the Ombudsman

### **Monthly Breakdown**

The chart below shows the Stage 1 complaint comparison from the last reporting period Q3 & Q4 (Oct 21 – Mar 22) and the current reporting period Q1 & Q2 (Apr 22 – Sept 22)

<b>Previous 6 months</b>		<b>Current 6 months</b>	
<b>Month</b>	<b>Stage 1 complaints received</b>	<b>Month</b>	<b>Stage 1 complaints received</b>
Oct 21	3	Apr 22	14
Nov 21	4	May 22	12
Dec 21	7	Jun 22	8
Jan 22	11	July 22	5
Feb 22	12	Aug 22	9
Mar 22	9	Sept 22	9
<b>Total</b>	<b>46</b>	<b>Total</b>	<b>57</b>

Although Stage 1 complaints are higher in the current reporting period, we do see a big reduction in the overall number of complaints. In Q3 and Q4 (Oct 21 to Mar 22) the overall number of complaints was 136, in this current reporting period overall complaints were 93.

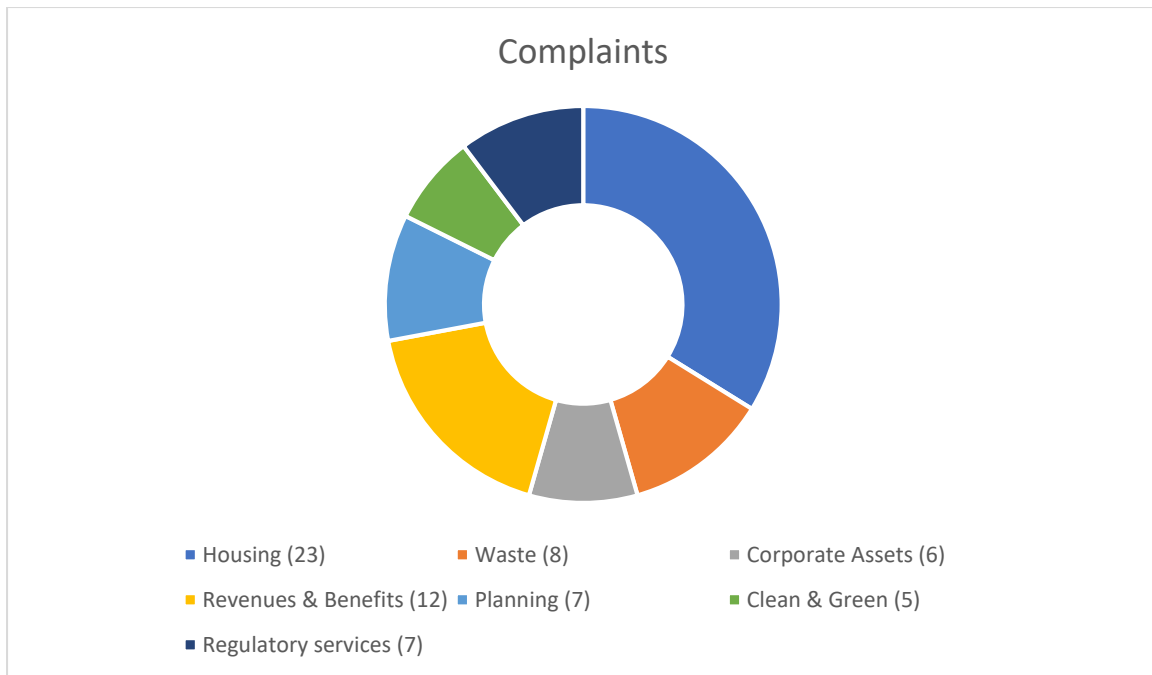
The chart below shows the Stage 2 complaint comparison from the last reporting period Q3 & Q4 (Oct 21 – Mar 22) and the current reporting period Q1 & Q2 (April 22 – Sept 22)

<b>Previous 6 months</b>		<b>Current 6 months</b>	
<b>Stage 2 Complaints</b>		<b>Stage 2 Complaints</b>	
<b>Month</b>	<b>Number</b>	<b>Month</b>	<b>Number</b>
Oct 21	1	Apr 22	4
Nov 21	1	May 22	2
Dec 21	3	Jun 22	3
Jan 22	4	Jul 22	0
Feb 22	3	Aug 22	3
Mar 22	5	Sept 22	2
<b>Total</b>	<b>17</b>	<b>Total</b>	<b>14</b>

Stage 2 complaints have been reduced in this current reporting period. Complaints Handing and Investigation training has been carried out with all managers in an effort to reduce unnecessary Stage 2 complaints.

### **Departmental Breakdown**

The chart below shows all the complaints received by departments. This includes both Stage 1 and Early Resolution complaints. Lessons can still be learned from complaints that are resolved quickly by managers, so we are reporting on all of these.



**Housing**

Housing had a total of 23 Stage 1 and Early Resolution complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
1	Housing Allocations	Lack of communication from housing options officer	Better communication could have occurred	Partially upheld
10	Repairs	Delay in getting works completed (3)	Housing repairs not taking action  Customer mis-understood - advice given correct	1 Partially upheld 1 Upheld  1 Not upheld
		Communal areas in a bad state	Lack of communication - called several times	1 upheld
		Poor quality of works from M&T	Quality of work	1 upheld
		Liberty Gas delays (4)	Customer mis-understood - advice given  Compensation given for delays	3 Not upheld  1 Upheld
		Possible Data breach	Explanation given	1 upheld
12	Housing Tenancy	Lack of communication (3)	Housing Officer not taking requested action	2 upheld 1 Partially upheld
		Tenancy parking issue (2)	Unable to park	1 Not upheld 1 upheld
		ASB / Lack of action (5)	Housing officer not taking action against	4 upheld 1 Not upheld

Number	Area	Category	Overview	Upheld Y/N
			neighbours for ASB	
		Tenancy mobility scooter issue (2)	Help given to try and resolve	1 Partially upheld 1 not upheld

Two complaints escalated to Stage 2:

Stage 2		
Housing	Not happy with Stage 1 response	2 Not upheld

Two complaints were taken to the Local Government Ombudsman (LGO)

Overview	Outcome
<p>Customer complaint about the landlord's response to:</p> <ul style="list-style-type: none"> <li>• His reports of a leak in his property</li> <li>• His reports of problems with parking on his estate</li> <li>• His reports that he has been unable to use his garage due to parking issues on his estate.</li> </ul>	Compensation Given
<p>Customer complained about the service charges over the period 1 October 2020 to 30 September 2021 for cleaning not carried out.</p>	Response not yet received at time of report publication

### Housing Manager - Commentary

Complaints (10) made against the Repairs team, are largely justified. The primary reason for a complaint is because of contractors not attending in the time that they have stipulated. The team have now informed contractors that failure to attend an appointment without notifying the tenant of the non-attendance will result in a service failure and it will be expected that the contractor will award the tenant appropriate compensation.

The number of complaints (12) against the Tenancy team is disappointingly high. Many complaints are repeat requests for updates or incomplete actions which the team had previously said that they would deliver. The team is currently being restructured and processes and procedures are being implemented to improve service delivery.

The team have currently responded to two ombudsman enquiries. The Ombudsman's determination and compensation award has been accepted without challenge. In terms of the investigation outstanding the team were made aware of certain information which materially altered the Council's original view and complaint decision, We have advised that we would like to reconsider our position and response to the tenant, and we are awaiting their determination on this matter.

### Waste

Waste had a total of eight Stage 1 and Early Resolution complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
3	Garden Waste	Reduction of winter month collections and increase in additional bin charges	Unhappy with price of service with reduced collections - pay in installments	2 Not upheld

		Issue with online renewal, had no bin	Customer error – wanted refund	1 not upheld
3	Bin Issues	Variety of issues with bins	Bins not being returned correct location  Coming before 7am  Bin not delivered in Timely manner	1 Upheld  1 Upheld  1 Partially upheld
2	Collections	Missed bin collection  Staff attitude	Contamination  Customer not happy with how binman Spoke to them	1 Not Upheld  1 Upheld

3 complaints escalated to Stage 2

Stage 2		
Garden waste issue (2)	Not happy with Stage 1 response	1 Not upheld 1 Not upheld (refund given as good will gesture)
Bin delivery issue	Not happy with Stage 1 response	1 Upheld

### Waste 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 out bulky item collections as a chargeable service. Due to the wide-ranging nature of this service, complaints are inevitable.

Out of the eight Stage 1 complaints received only three were upheld and one was partially upheld. These complaints related to one bin not being returned to the correct location, a crew member coming just before 7am, an issue with a bin not being delivered as quickly as usual and one isolated staff attitude issue. Relevant Collection staff have received feedback and issues have been addressed.

Two of the Garden Waste complaints related to the policy decision to reduce winter collections from 12 months to 9 months, both complainants escalated their complaints relating to this to Stage 2 as they would not accept the Council's policy position on this. The other Garden Waste complaint related to a customer's own error when making their renewal online.

### Corporate Assets

Corporate Assets had a total of six Stage 1 and Early Resolution complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
3	Cemeteries	Cemetery issue (3)	Lack of mowing being carried out Grave not dug	1 upheld  1 Upheld



			Rubble on grave/broken ornament	1 not upheld
2	Allotment (3)	Allotment issue (2)	Lack of maintenance	2 upheld
1	Play equipment	Poor maintenance	Improvements pending	1 upheld

Two complaints escalated to Stage 2:

Stage 2		
Cemeteries	Not happy with Stage 1 response	1 not upheld
Allotments	Not happy with Stage 1 response	1 not upheld

### Corporate Assets Manager- Commentary

A number of issues within the cemeteries service were identified as communication errors in the processes involved. These were addressed at the time to ensure they wouldn't happen again, but the systems and processes are to be further reviewed in the coming months to put further procedures into place.

We are challenged in terms of budgets for maintenance of the allotments as an overall service. As a result of the complaints/enquiries received over the period we were able to provide a redressing of the internal 'cart track' road surfaces to improve access in all areas. Further, we reviewed some external boundary lines following enquiries and were able to reduce some vegetation – which further revealed some possible encroachment of property boundaries adjoining the allotments sites.

Maintenance has been improved at play areas via a more robust approach to the system for inspection and subsequent reactive maintenance.

### Clean & Green

Clean & Green had a total of five Stage 1 and Early Resolution complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
5	Hedge maintenance (1)	Lack of communication	Lack of updates and communication	1 upheld
	Grounds maintenance (4)	Lack of work being carried out	Work to be completed soon	2 upheld 1 not upheld
		Lack of communication	Lack of updates and communication	1 upheld

Stage 2		
Grounds maintenance	Not happy with Stage 1 response	1 not upheld

## Corporate Assets Manager – Commentary

The Clean and Green Service (comprising public cleansing and grounds maintenance operatives and the Brocks Hill Ranger) transferred to the Corporate Assets section in February/March, just ahead of the period in question. Staff were briefed prior to the start of this six-month period on the expectations to both the cleansing and grounds works and we approached much of these operational works from a different perspective to other years/seasons.

Green operations have been impacted due to staff being moved to cover sickness and absence on the cleansing team. A number of long-term absences have been covered within the whole of the Clean and Green team over the six months.

The complaints were dealt with as part of the normal maintenance schedules. It was anticipated that the first stage response which led to the second stage complaint would be rejected due to perceptions of how we should carry out the work. As a matter of practice, we do not strim or manually weed areas but spray them with weedkiller, which in order to be effective requires us to allow some growth of the weeds in order to spray them.

Lessons have been learnt by the whole team this season with a view to further improved processes for next year.

### Revenues & Benefits

The Revenues & Benefits team received 12 Stage 1 and Early Resolution complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
6	Billing	Billing issue	Billing errors	4 not upheld 2 upheld
1	Lack of response	No reply to emails Lack of calling customer back	Lack of communication	1 Partially upheld
3	Recovery	Court Summons (1)	Outstanding amount to be paid	Not upheld
		Bailiffs (2)	Unhappy at bailiff's actions	2 not upheld
1	£150 rebate	Delays	Took too long to process	1 upheld
1	Business rates	Lack of response	Letters had been sent	1 Not upheld

One complaint escalated to stage two:

Stage 2			
1	Billing	Not happy with Stage 1 response	1 not upheld

Two complaints were taken to the Local Government Ombudsman (LGO)

Overview	Outcome
Customer complaining that the Council did not set up a council tax direct debit which led to him receiving a reminder. He also says the complaint responses were late.	Complaint not being investigated by Ombudsman. Council has provided a fair and proportionate response
Customer requested a face to face to discuss the accounts in question and amounts paid, customer believes arrears are lower than stated.	Complaint not being investigated by Ombudsman, as it is still on-going within the Council's internal complaint process.

### Revenues and Benefits Manager - Commentary

With around 24,000 Council Tax bills sent out in the six months leading up to April 2022 the time around annual billing is the busiest period in Revenues and Benefits, which sees an increase in calls and written/electronic correspondence. On top of this in 2022 we have administered the Council Tax rebate scheme which has seen close to 20,000 payments made. Whilst the majority of these were made without issue the scale of the task and short timescales involved have led to a number of cases where payment was not made as quickly as planned. A full debrief exercise will be carried out once the discretionary scheme has concluded, allowing us to learn from any mistakes ahead of future projects.

The majority of complaints were not upheld, but that does not mean there isn't learning to take from them. The process for accounts following a death has been updated to ensure a condolence letter is sent either with or before any other correspondence. Further information will be added to the website to provide clarity around empty properties and liability issues around the end of tenancies. Additional information around the split of Council Tax to be published at year end to explain where the payments go and what they are for.

All team leaders have revisited the complaints handling training and reduced the number of complaints that are escalated to Stage 2. I review each escalated complaint with the officer that completed the initial response to look for things that could be addressed differently to avoid that escalation.

### Planning

Planning had a total of seven Stage 1 and Early Resolution complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
7	Planning Applications	Delays (5)	Unhappy at length of time to receive a planning application decision	4 Upheld 1 Partially upheld
		Lack Of communication (1)	Alleged rudeness of staff member	1 Not upheld

		Not providing requested documentation (1)	Unhappy with no provision of officers report	1 Not upheld
--	--	---	--	--------------

4 complaints escalated to stage two:

Stage 2		
Planning Applications	Not happy with Stage 1 response	3 not upheld
Unhappy with staff advice	Not happy with Stage 1 response	1 not upheld

### **Planning Policy and Development Manager – Commentary**

Given the nature of the Planning profession, complaints may well 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. Since April 2022 a total of seven complaints have been received. In the main, the complaints related to historical planning applications that hadn't been decided within the statutory timescales. Such delays were due to a high turnover of agency staff during the earlier parts of the year, and an historical backlog of planning applications.

However, since the planning service restructure, more resource and time has been able to be focused where it is needed most, for example in the validating of planning applications and the assessing and deciding of planning applications. Consequently, the planning application backlog has decreased significantly and therefore complaints relating to the time taken to determine planning applications has reduced also.

### **Regulatory services**

Regulatory services had a total of Seven Stage 1 and early resolution complaints – see breakdown below

Number	Area	Category	Overview	Upheld Y/N
4	EH	Lack of communication	Diary sheets to be returned and noise	1 upheld
		ASB at public house	Investigation carried out/lack of action taken	1 upheld
		Cats in garden	Cannot be enforced as cats are nomadic	1 not upheld
		Rats in neighboring property lack of action	Sewers baited / pest control in attendance	1 not upheld
1	Joint Grant/Licensing	No processing of grant	Possible investigation	1 not upheld
1	Selective Licensing	Complaints of lack of license being issued	Licenses already issued	1 not upheld
1	Licensing	Loss of documents	Wanting compensation	1 upheld

No complaints escalated to Stage 2

### **Regulatory Services Manager- Commentary**

We have had three complaints upheld in six months from over 350 Environmental Health service requests received, over 500 private sector housing activities and 250 licensing and registration applications processed.

Two of those upheld were due to a delay in responding when set against our ambitious and challenging measure of responding within one working day. Staff continually work hard to ensure all our customers receive the best service they can despite continual staff shortages.

The loss of documents is something that we have pursued with Royal Mail and a new system to return documents has been introduced to prevent this from happening again.

### **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 Managers 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 feeds back to the Senior Leadership Team on a monthly basis.

### **Response Times**

Response times for Stage 1 and Stage 2 complaints are monitored:

<b>Month</b>	<b>Stage 1</b> (Target 10 days)	<b>Stage 2</b> (Target 20 days)
Apr	6 days	15 days
May	7 days	12.5 days
June	7 days	10 days
July	10 days	N/A no stage 2 complaints
Aug	8 days	13 days
Sept	8 days	4.5 days

The Customer Service Improvement Manager and the Compliance and Policy Officer led training sessions on Complaints Handling and Investigations at the start of November. All managers and heads of service attended. This training was 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 re-iterates the importance of providing responses to complaints in a timely fashion. This will help to further improve response times. It also covered topics such as improving communication as lack of it is the number one reason for complaints escalating to Stage 2.

## Complaints Benchmarking

We have carried out a benchmarking exercise against other local councils, and our performance compares well with our neighbouring local authorities. We have the lowest amount of complaints for both 2021 and 2022. The benchmarking also showed us that other councils are seeing a much higher increase in the number of complaints received in 2022 compared with the previous years. Work will begin to explore the reasons for this further.

## 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 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 April 2022 and September 2022, a total of 23 customers were surveyed, see the survey results below:

### Handling of their complaint



**96%** of customers surveyed felt satisfied with the handling of their complaint (22/23)

### Treated Fairly



**91%** of customers surveyed said they were treated fairly during their complaint (21/23)

### Complaint Outcome



**74%** customers surveyed were satisfied with the outcome to their complaint (17/23)

### Helpful & Polite



**96%** customers surveyed felt that staff were helpful and polite during their complaint (22/23)

## Positive Comments

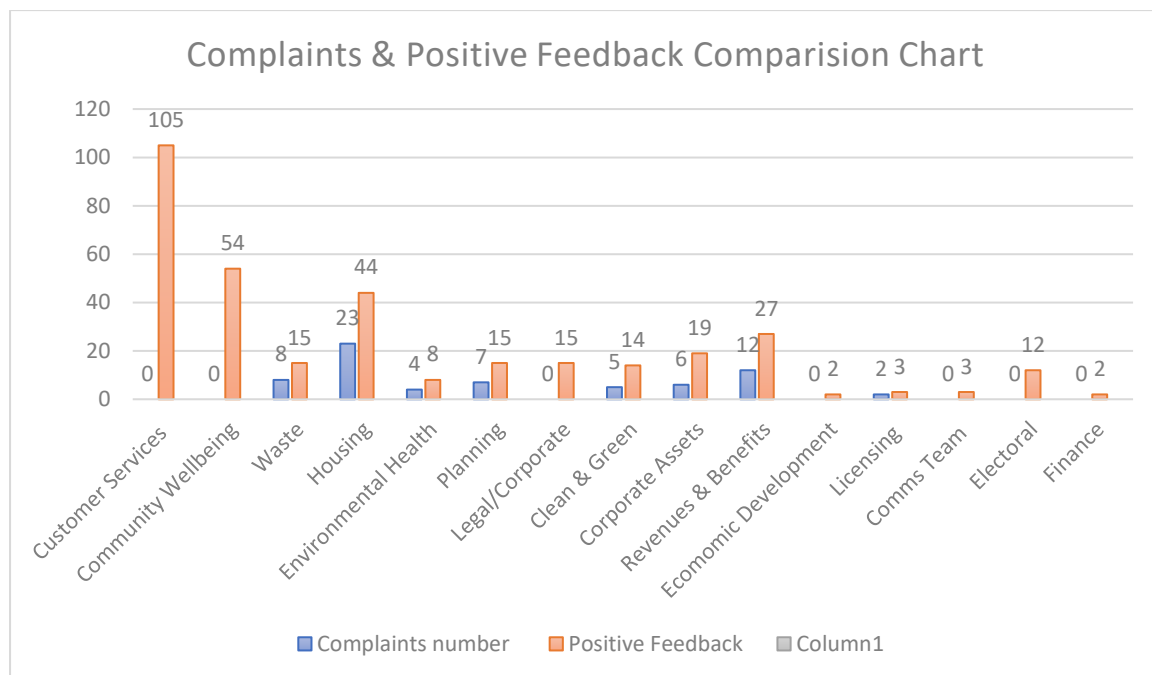
Between April 2022 and September 22 there was 338 positive feedbacks, compliments and comments received.

The Customer Services (105) and Community & Wellbeing teams (54) received the highest amount of positive feedback due to the frontline nature of their services and their proactive participation in surveying customers.

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

Positive customer feedback is recorded and shared with line managers and staff involved. This is recognised at service level through team briefings/meetings and individual 'one-to-ones'. The Customer Service Improvement team also award 'Thanks' badges to officers/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:

Customer Services	105 positive feedback comments
Community and Wellbeing	54 positive feedback comments
Legal/Corporate	15 positive feedback comments
Democratic/Electoral	12 positive feedback comments
Comms	3 positive feedback comments
Finance	2 positive feedback comments
Economic Development	2 Positive feedback comments

**Here are some examples of positive feedback received:**

**Customer Services**

█████ was extremely helpful and helped me organise pick up of old furniture very efficiently. █████ had all the additional useful information very effectively. Many Thanks.

**Electoral Services**

Excellent service from the Electoral services department. My email was answered immediately with an informative and friendly response

**Housing**

█████ was very helpful this morning, also made me feel comfy enough to talk about rent arrears situation!

**Corporate Assets**

Customer has phoned to thank █████ at Wigston Cemetery. He says that since █████ has been taken on the cemetery has never looked so good. Please pass on his thanks.

**Clean & Green**

You do a brilliant job up there, it's beautiful  
(Responding to a post about Brocks Hill)

**Waste**

A massive thank you to your crews. There aren't the words to say how much they are appreciated.





# Agenda Item 8



<b>Service Delivery Committee</b>	<b>Monday, 21 November 2022</b>	<b>Matter for Decision</b>
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**Report Title:**

**Litter Strategy (2022-27)**

**Report Author(s):**

**Stuart Marbrook - Corporate Asset Manager**

<b>Purpose of Report:</b>	To agree a Litter Strategy for the Borough.
<b>Report Summary:</b>	This report sets out a Litter Strategy for the Borough for the period 2022 to 2027 which is broken down into four main themes; education, infrastructure, community engagement and enforcement.
<b>Recommendation(s):</b>	<b>That the draft Litter Strategy 2022 – 2027 (as set out in Appendix 1 of this report) be approved.</b>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	<p>Stuart Marbrook (Corporate Asset Manager) (0116) 257 2852 <a href="mailto:stuart.marbrook@oadby-wigston.gov.uk">stuart.marbrook@oadby-wigston.gov.uk</a></p> <p>Philippa Fisher (Strategic Director) (0116) 257 2677 <a href="mailto:philippa.fisher@oadby-wigston.gov.uk">philippa.fisher@oadby-wigston.gov.uk</a></p> <p>David Gill (Head of Law &amp; Democracy / Monitoring Officer) (0116) 257 2626 <a href="mailto:david.gill@oadby-wigston.gov.uk">david.gill@oadby-wigston.gov.uk</a></p>
<b>Corporate Objectives:</b>	<p>Building, Protecting and Empowering Communities (CO1)</p> <p>Growing the Borough Economically (CO2)</p> <p>Providing Excellent Services (CO3)</p>
<b>Vision and Values:</b>	<p>"A Stronger Borough Together" (Vision)</p> <p>Teamwork (V3)</p> <p>Innovation (V4)</p> <p>Customer Focus (V5)</p>
<b>Report Implications:-</b>	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	<p>Decreasing Financial Resources / Increasing Financial Pressures (CR1)</p> <p>Effective Utilisation of Assets / Buildings (CR5)</p>
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.
<b>Statutory Officers' Comments:-</b>	

Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	None.
<b>Background Papers:</b>	None.
<b>Appendices:</b>	<b>1. Litter Strategy 2022–2027 (Draft)</b> <b>2. Litter Strategy Action Plan</b>

## 1. Background

- 1.1 At Service Delivery Committee on 14 June 2022 it was agreed that a Litter Strategy be drawn up and brought back to Committee for Members’ consideration and approval.
- 1.2 Members also asked for:
- Improved communication with, and further briefing sessions / guidance be given to South Leicestershire Litter Wombles;
  - Officers to look at an anti-littering campaign;
  - Inclusion of recycling bins with public bins, what can be recycled and how it will be collected and administered.
- 1.3 The above requests have been built into the Litter Strategy 2022 – 2027.
- 1.4 Members are asked to adopt the Litter Strategy 2022 – 2027 which can be found at **Appendix 1** of this report so that it can brought into effect immediately and publicised via the council’s web site.
- 1.5 Once approved, Officers will develop an action plan to determine the timescales in which the actions will be carried out.
- 1.6 The strategy will be kept under review on a regular basis and progress on achievements against the action plan will be reported back to committee as part of the regular Corporate Performance report.

# Litter Strategy

## 2022 - 2027



Approved by:	
Date approved:	
Review date:	



## Introduction

The Environmental Protection Act 1990 imposes duties on local authorities to keep clean the public highways for which they are responsible.

This Litter Strategy sets out Oadby and Wigston Borough Councils' approach to achieving this duty via a combination of education, community engagement, infrastructure and enforcement action.

The strategy takes into consideration the 'Code of Practice on Litter and Refuse' published by Department for Environment, Food and Rural Affairs and considers ways in which the council can meet the advisory standards set out in the Code. It covers the period 2022 to 2027 and progress against the aims and objectives will be reviewed regularly.

Behind the Litter Strategy sits the Council's:

- Corporate Plan
- Public Realm Strategy
- Environment Strategy
- Anti -Social Behaviour Policy

Our vision is:

**'Our Borough – the place to be' and our purpose is to 'provide a sustainable council by listening, being engaged and putting our customers first, enabling us to focus on local needs and priorities.**

The Corporate Plan is in the process of being refreshed and this policy will be updated as required when the new plan is approved, however, the following strategic objectives of the new plan that are relevant to the Litter Strategy are:

### **Our council:**

- to ensure that we provide high quality, value for money services that meet the needs of residents, businesses and visitors.

### **Our communities:**

- to provide a clean and safe place for everyone
- to support any activities that enhance the health and wellbeing of our borough.

### **Our economy:**

- to make our borough an inviting place to visit.

### **Our environment:**

- to be seen to be green.

### **Our partners:**

- to develop, maintain, and enhance partnerships to help support delivery of our objectives.
- to ensure we are engaging and listening to all sections of the community.

At the heart of this strategy is the principle that litter is an eyesore that detracts from the environment of the Borough, making people feel less safe in their community. Removing litter costs the taxpayer thousands of pounds each year which could be better used to support other local services.

## Litter Strategy 2022 – 2027

### Litter Strategy Aims and objectives:

The overall aim of the litter strategy is to reduce the number of people who litter through a combination of education and enforcement, to ensure the right infrastructure is in place for people to deposit their litter correctly and to engage the community in promoting a litter free environment so that the Borough fulfils its vision of **'The place to be.'**

In order to do this, we will seek to:

1. **Educate** – promote the anti-litter message to residents, businesses and visitors.
2. **Infrastructure** – ensure that we have provided the right bin in the right location with regular litter picking and bin emptying schedules.
3. **Community engagement** – work with volunteers, community groups and businesses to make the Borough a cleaner environment.
4. **Enforcement** – carry out enforcement against offenders.

Underpinning the main objectives above are the principles that:

- We want our Borough to be a safe and green place and recognise that the environment in which people live, work and visit has an impact on their quality of life.
- Dealing with litter places a significant burden on the council and costs the taxpayer thousands of pounds each year which could be better spent on other services.
- We need to make it easy for people to dispose of litter by providing the appropriate facilities in the right places.
- We need to collect litter and empty litter bins in a timely fashion.
- We need to change the behaviour of people who feel it is acceptable to drop litter by sending clear messages.
- We can use enforcement action to deal with offenders if required.

## **Context:**

**Litter:** There is no definitive definition of litter, but it is generally considered to be waste which has been inappropriately discarded. It includes dog waste, fast food waste, smoking and drug related waste.

**Fly tipping:** Fly tipping is controlled waste (household, commercial, industrial, chemical) that has been illegally dumped and includes household furniture and white goods.

### **What the council can do:**

- Identify litter hot spots and provide bins in the right places.
- Carry out regular emptying of street and park litter bins and dog bins.
- Provide additional waste receptacles for events.
- Provide education on the correct way to dispose of litter and dog waste.
- Encourage recycling.
- Work with householders and businesses to promote the correct methods of waste disposal.
- Promote anti-litter campaigns.
- Carry out enforcement action for fly tipping, litter and dog waste offences.
- Work with community groups and volunteers to help us to keep our Borough tidy.

### **What the council cannot do:**

- Collect or dispose of litter from private land
- Dispose of domestic (household) waste as street arisings.

## **Our current position:**

Each of the three town centres has a dedicated member of staff working on foot attending to litter and street cleanliness. These staff work Tuesday to Saturday inclusive.

A further staff member is dedicated to highway bin emptying including town centre bins. This service operates Sunday to Friday inclusive, whilst two staff cover parks and green spaces Monday to Friday with their roles being to both empty bins and litter pick.

A road sweeper and operative carry out sweeping duties on the highway and a footway sweeper and operative carry out sweeping of pavements.

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 and dog waste bins.

- 72 bins are located in the town centres (emptied once per day, 6 days a week)
- 261 bins are situated on highways
- 210 bins are located on parks and open spaces

In a typical week 1,354 bins are emptied across the Borough.

All our litter bins are designated to take both litter and dog waste meaning that bagged dog faeces can be placed into any litter bin.

For the financial year 2021-2022 the revenue cost to the council of operating the 'Clean Service' was £347,463 excluding depreciation.

## **Actions moving forwards:**

The following reflect the key objectives and activities we will focus on in order to fulfil our vision going forward:

### **Objective 1: Education – promote the anti-litter message to residents, businesses and visitors.**

We will do this by:

- Using social media to communicate regular anti-litter messages.
- Promote and support key campaigns run by other organisations (such as Keep Britain Tidy and the Great British Spring Clean).
- Work with schools and community groups to support national clean-up days and national anti-littering campaigns.
- Develop targeted anti-litter campaigns for problem litter hot spots.

### **Objective 2: Infrastructure – ensure that we have provided the right bin in the right location with regular litter picking and bin emptying schedules.**

We will do this by:

- Use the 'Code of Practice on Litter and Refuse' published by Department for Environment, Food and Rural Affairs to set standards for cleanliness of our streets and report progress on meeting the standards to committee on a regular basis.
- Publish our progress against the Code of Practice standards on our web site.
- Complete an audit of litter bins to include location and condition and develop a rolling replacement programme based on condition.
- Following the audit, remove dog bins in locations where they are located immediately next to litter bins in order to save on operative time.
- Ensure all litter bins are labelled to advertise the fact that dog waste can be placed into them.
- Monitor bins to ensure they are safe to use, emptied at the correct frequency, properly maintained and free of fly posting and graffiti.
- Publish information on litter and litter bin collection schedules on the councils' web site.
- Improve the process for the public to report instances of littering and fly tipping.
- Work with our grounds maintenance and cleansing teams to ensure incidents of the shredding of litter during grass cutting is reduced.
- Carry out continuous training of our litter collection operatives on to ensure high quality services are achieved.
- Purchase and install split litter/recycling bins in each of our town centres as a pilot scheme. Monitor their use and roll out to other areas if successful.
- Investigate the possibility of including a requirement to provide public litter bins (and a contribution to on-going collection and maintenance costs) as part of the planning



conditions for premises that are likely to generate a high volume of waste, particularly applications for fast food premises.

- Encourage businesses to support anti-litter initiatives including sponsoring litter bins.
- Investigate the option of installing 'smart bins' that have wireless technology to alert the back office when they require emptying.
- Use the criteria set out in Appendix 1 when assessing requests for new litter bin locations.

**Objective 3 - Community engagement: work with volunteers, community groups and businesses to make the Borough a cleaner environment.**

We will do this by:

- Continuing to build on relationships with community groups such as Pride of the Borough, South Leicestershire Litter Wombles and Brocks Hill volunteers.
- Producing a written guidance document for use by volunteer litter collectors.
- Providing briefing sessions to explain the guidance and give training to litter volunteers, including South Leicestershire Litter Wombles.
- Promoting and participate in key campaigns such as Keep Britain Tidy and the Great British Spring Clean, encouraging the community and our own staff to take part.
- Working with business to reduce packaging.
- Supporting the work of Plastic Free Oadby.
- Engaging with businesses to tackle certain types of litter, including fast-food packaging and litter near their premises.
- Continue to apply for Green Flag accreditation for Brocks Hill and Peace Memorial Park, which includes addressing littering as part of the criteria.
- Encourage businesses to assist in dealing with local litter problems.

**Objective 4 - Enforcement: Carry out enforcement against offenders.**

We will do this by:

- Using the powers provided to the council under The Environmental Protection Act 1990 to carry out enforcement against offenders. These range from fixed penalty notices, direct action to remove littering/fly tipping at the offenders' expense to court action.
- Ensuring all enforcement action is taken in accordance with the Council's Enforcement Policy.
- Use social media and our web site to explain the types of litter offences and how we carry out enforcement action.
- Publicising enforcement action once it has been taken, in order to act as a deterrent.



## **Appendix 1:**

### **Criteria for assessing new litter bin locations:**

Requests are regularly received for the installation of new litter bins. Before new locations are agreed the following should be taken into account:

- The need for each bin has been clearly demonstrated through a litter survey.
- The siting of the bin should not pose a risk to disabled or visually impaired pedestrians nor should it impede the sight lines for motorists or pedestrians.
- Bins will only be considered in areas of high pedestrian flow such as:
  - Bus stops
  - Near shops that are likely to generate litter from customers
  - At places that attract large numbers of people on a regular basis
  - Close to seating areas
  - On school routes
  - In known dog walking areas
  - At entrances or exits from parks or large open spaces.
- New bins will not be located closer than 50m to an existing bin unless a particular need can be demonstrated.

DRAFT

## Litter Strategy Action Plan

Considerations;

In order to maintain the current level of service, the clean team has to be supported by the green operations team. When a member of clean staff is absent, that role is filled by the grounds team, drawing them away from essential front line grounds maintenance – which impacts the very service that compliments the Clean & Green team operations and visible standards with members of the public.

Losing any number of staff from the teams critically impacts standards. However, when covering two periods of annual leave and a member of staff is sick (for example), there is a significant shortfall on maintaining standards in the public realm which impacts public perception of the service provided.

The clean team also carry out the further aspects of public cleansing unrelated to the direct implications of this report such as graffiti removal and flyposting, and general maintenance and housekeeping on structures and street furniture.

In order to maintain the current expected level of service, the clean team should be staffed to its optimum staffing levels which is what this report based its findings, information and proposals on.

The staffing levels as the 1<sup>st</sup> November 2022 show a reduction of 3 FTE's compared to the financial year 2021/22, which is made up of 2 vacancies and one of these posts having now been deleted from the service.

In order to finalise the number of bins being reviewed as part of the action plan, a guide and steer is required to establish;

- If we are to maintain/rationalise to keep the total bins in the borough at the current level of units (excluding dog/waste bins next to one another)
- Criteria to decide when a new bin installation is required (upon a request or other)
- A decision on whether to keep or replace the current town centre stainless steel bins – which are;
  - Too small for their purpose and locations
  - In a poor state of repair
  - A health and safety hazard for passers-by, users and staff emptying them.

### 1. Education - promote the anti-litter message to residents, businesses and visitors.

Item	Description	Proposal	Implications	Cost	Target Date
1.1	Using social media to communicate regular anti-litter messages.	Form a plan with the comms team to relay litter related messages. Source information and updates from the Keep Britain Tidy campaign.		£-	February 2023

### Litter Strategy Action Plan

1.2	Promote and support key campaigns run by other organisations (such as Keep Britain Tidy and the Great British Spring Clean).	As above.		£-	February 2023
1.3	Work with schools and community groups to support national clean-up days and national anti-littering campaigns.	As above. Link up with the South Leicestershire Litter Wombles and their Education team.	Consider an 'in-kind' contribution to the Litter Wombles in Education activity.	£500?	March 2023
1.4	Develop targeted anti-litter campaigns for problem litter hot spots.	As above.		£-	

### 2. Infrastructure - ensure that we have provided the right bin in the right location with regular litter picking and bin emptying schedules.

Item	Description	Proposal	Implications	Cost	Target Date
2.1	Use the 'Code of Practice on Litter and Refuse' published by Department for Environment, Food and Rural Affairs to set standards for cleanliness of our streets and report progress on meeting the standards to committee on a regular basis.	Although the original litter and bin routes are historically based on the code of practice, this relates to our interpretation of frequency of visits for litter to a location. We will review all lists and frequencies to ensure they are initially compliant with CoPLR. We will need to be able to restore an area to a given standard within a set period. Currently, other than town centres (which have a daily dedicated member of staff to each of the three zones), each street zone area is litter picked on an eight-weekly cycle.	No direct implication to review.  May have an impact on resource due to the current simplicity of an eight-week cycle. If we are to respond by a follow up and return to a location to restore it back to the correct standard, additional resource will need to be considered.	£-  £8,000 (25%FTE)	Feb 2023

## Litter Strategy Action Plan

2.2	Publish our progress against the Code of Practice standards on our web site.	Review electronic systems on effective monitoring. This would be best supported under an FM/Streetscene software package.	Practical Streetscene monitoring systems are available. Monitoring the service to a specific standard requires a dedicated resource.	Initial outlay est. £5,000	
2.3	Complete an audit of litter bins to include location and condition and develop a rolling replacement programme based on condition.	Replace an initial 25 bins across the Borough deemed the poorest of condition Aim to replace 15 floor mounted litter bins per year for the next five years and then ongoing at approximately 10 per year.	Replacement bins aren't included in the revenue budget on the scale we need to replace them.	£500/bin £12,500 yr 1 £7,500/yr for 5 years Est. £5000 yr subsequently	Ongoing
2.4	Following the audit, remove dog bins in locations where they are located immediately next to litter bins in order to save on operative time.	Identify any locations of duplicated bins.		Staff time and available resource	March 2023
2.5	Ensure all litter bins are labelled to advertise the fact that dog waste can be placed into them.	Following the review of all litter bins add signs (stickers) to remaining bins.	Artwork and printing.	£500 est.	March 2023
2.6	Monitor bins to ensure they are safe to use, emptied at the correct frequency, properly maintained and free of fly posting and graffiti.	Monitor bins against the schedules. Review complaints.		£-	Ongoing
2.7	Publish information on litter and litter bin collection schedules on the councils' web site.	Review and list all working schedules for reference on the website.		£-	March 2023
2.8	Improve the process for the public to report instances of littering and fly tipping.	Customer services have access to schedules.		£-	March 2023
2.9	Work with our grounds maintenance and cleansing teams to ensure incidents of the shredding of litter during grass cutting is reduced.	Training/toolbox talks with grounds maintenance staff.			March 2023 & Ongoing

## Litter Strategy Action Plan

2.10	Carry out continuous training of our litter collection operatives on to ensure high quality services are achieved.	Training/toolbox talks with staff Briefing and training on the Code of Practice Litter & Refuse standards.			Jan 2023 & Ongoing
2.11	Purchase and install split litter/recycling bins in each of our town centres as a pilot scheme. Monitor their use and roll out to other areas if successful.	Benchmark options with other LA's. Capital cost for separated waste separating/recycling bins – and level of separation expected. Plastics, glass, paper, cans. OWBC does not have the resource to collect/separate recycled (and potentially contaminated) waste? Resulting recycled waste collections shouldn't be mixed with domestic household recycling rounds?	Costs can possibly be partially offset by the relocating of some of the replacement bins required in 2.3. Additional resource allocated for staff and vehicle to collect waste. Is this too much of a commitment in a local capacity – should we consider joining partnership with neighbouring service?	£900/bin cost est. Cost of service – staff & vehicle capital cost - Depends on level of commitment	
2.12	Investigate the possibility of including a requirement to provide public litter bins (and a contribution to on-going collection and maintenance costs) as part of the planning conditions for premises that are likely to generate a high volume of waste, particularly applications for fast food premises.	Initiate thoughts with the planning team prior to wider discussion.	All outlets need to be engaged.		
2.13	Encourage businesses to support anti-litter initiatives including sponsoring litter bins.	Comms unit to compile a programme of engagement followed by rolling out any resulting initiatives and participation.			
2.14	Investigate the option of installing 'smart bins' that have wireless technology to alert the back office when they require emptying.	Seek costs.	This is an increased capital cost and monitoring which may not be justified on the scale of effectiveness it would achieve over and above the current systems. Additional software and subsequent licences annually to manage.	£££	

### Litter Strategy Action Plan

2.15	Use the criteria set out in Appendix 1 when assessing requests for new litter bin locations.	A decision is required by members of the way forward.	Unless this is decided, the foundation for the action plan has no grounds to activate.		21 <sup>st</sup> November
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### 3. Community Engagement - work with volunteers, community groups and businesses to make the Borough a cleaner environment.

Item	Description	Proposal	Implications	Cost	Target Date
3.1	Continuing to build on relationships with community groups such as Pride of the Borough, South Leicestershire Litter Wombles and Brocks Hill volunteers.	Continue to develop partnerships.			Ongoing
3.2	Producing a written guidance document for use by volunteer litter collectors.	Work with local volunteer groups to develop adopt and implement.			June 2023
3.3	Providing briefing sessions to explain the guidance and give training to litter volunteers, including South Leicestershire Litter Wombles.	As 3.2.			July 2023
3.4	Promoting and participate in key campaigns such as Keep Britain Tidy and the Great British Spring Clean, encouraging the community and our own staff to take part.	Working with Comms as part of the bigger picture – as 1.1.			Ongoing
3.5	Working with business to reduce packaging.	Comms team using website and local media Also see 3.7.			Ongoing
3.6	Supporting the work of Plastic Free Oadby.	Comms. Also see 3.7.			Ongoing
3.7	Engaging with businesses to tackle certain types of litter, including fast-food packaging and litter near their premises.	Comms, env health and town centre teams. Potential to set up a quarterly working group to establish ideas and follow up with implementing some trials.			March 2023
3.8	Continue to apply for Green Flag accreditation for Brocks Hill and Peace Memorial Park, which includes addressing littering as part of the criteria.				Ongoing

## Litter Strategy Action Plan

3.9	Encourage businesses to assist in dealing with local litter problems.	As 3.1, 3.4, 3.5, 3.6, 3.7.			Ongoing
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### 4. Enforcement - carry out enforcement against offenders.

Item	Description	Proposal	Implications	Cost	Target Date
4.1	Using the powers provided to the council under The Environmental Protection Act 1990 to carry out enforcement against offenders. These range from fixed penalty notices, direct action to remove littering/fly tipping at the offenders' expense to court action.	Consideration to accredited enforcement officers within teams.	Huge cost implications in terms of staffing and training, particularly with the ability to focus and target hot spots. Dedicated teams or as part of staff roles? Health and safety consideration combined with working alone issues.	£££	
4.2	Ensuring all enforcement action is taken in accordance with the Council's Enforcement Policy.	As (and dependant on) above 4.1.			
4.3	Use social media and our web site to explain the types of litter offences and how we carry out enforcement action.	Working with Comms as 1.1.			Ongoing
4.4	Publicising enforcement action once it has been taken, in order to act as a deterrent.	Working with Comms as 1.1.			Ongoing