



TO COUNCILLOR:

E R Barr
L A Bentley
Miss A R Bond
G A Boulter (Chair)
J W Boyce

Mrs L M Broadley
F S Broadley
D M Carter
Mrs K M Chalk
Miss M V Chamberlain

Mrs L Eaton JP
Mrs S Z Haq (Vice-Chair)
K J Loydall JP
R H Thakor

Dear Sir or Madam

I hereby **SUMMON** you to attend a meeting of the **SERVICE DELIVERY COMMITTEE** to be held at the **COUNCIL OFFICES, STATION ROAD, WIGSTON** on **TUESDAY, 29 JANUARY 2019** at **7.00 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
21 January 2019

Mrs Anne E Court
Chief Executive

<u>ITEM NO.</u>	<u>AGENDA</u>	<u>PAGE NO'S</u>
1.	Apologies for Absence	
2.	Appointment of Substitutes To appoint substitute Members in accordance with Rule 4 of Part 4 of the Constitution.	
3.	Declarations of Interest Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'.	
4.	Minutes of the Previous Meeting To read, confirm and sign the minutes of the previous meeting in accordance with Rule 17 of Part 4 of the Constitution.	1 - 7
5.	Action List Arising from the Previous Meeting To read, confirm and note the Action List arising from the previous meeting.	8 - 9
6.	Petitions and Deputations	



To receive any Petitions and, or, Deputations in accordance with Rule 24 of Part 4 of the Constitution.

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Joint Report of the Housing Services Manager and Community Property Manager	
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13. Facilities Service Update (Q3 2018-19)	59 - 64
Report of the Facilities & Administration Team Leader	
14. Customer Service and Transformation Update (Q3 2018/19)	65 - 70
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For more information, please contact:

Democratic Services

Oadby and Wigston Borough Council
Council Offices
Station Road, Wigston
Leicestershire
LE18 2DR

t: (0116) 257 2775

e: democratic.services@oadby-wigston.gov.uk

**MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 20 NOVEMBER 2018
COMMENCING AT 7.00 PM**

PRESENT

Councillor G A Boulter (Chair)
Councillor Mrs S Z Haq (Vice Chair)

COUNCILLORS

L A Bentley
J W Boyce
Mrs L M Broadley
F S Broadley
D M Carter
Miss M V Chamberlain
Mrs L Eaton JP
K J Loydall JP
R H Thakor

OFFICERS IN ATTENDANCE

S J Ball	(Senior Democratic Services Officer / Legal Officer)
D M Gill	(Head of Law & Governance / Monitoring Officer)
Mrs J Griffith	(Head of Customer Services & Business Transformation)
S Hinds	(Director of Finance, & Transformation / Section 151 Officer)
Mrs A Lennox MBE	(Head of Leisure & Wellbeing Services)
C Raymakers	(Head of Finance, Revenues & Benefits)
Miss J Sweeney	(Democratic Services Officer)
A Thorpe	(Head of Planning, Development & Regeneration)

29. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors E R Barr, Miss A R Bond and Mrs K M Chalk.

30. APPOINTMENT OF SUBSTITUTES

None.

31. DECLARATIONS OF INTEREST

None.

32. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the meeting of the previous Committee held on 11 September 2018 be taken as read, confirmed and signed.

33. ACTION LIST ARISING FROM THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The Action List arising from the meeting of the previous Committee held on 11 September 2018 be read, confirmed and noted.

In accordance with Rule 7.3 of Part 4 of the Constitution, the Chair moved for the order of business to be altered and taken in the order as reflected in the minutes.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The order of business be altered accordingly.

34. REVIEW OF SCALE OF FEES & CHARGES (2019/20)

The Committee received the report (as set out on pages 10 - 25) which asked it to recommend the proposed Scale of Fees and Charges for 2019/20 ("the proposed Scale") to the Policy, Finance and Development Committee for approval together with a Scheme of Delegation.

With regards to paragraph 2.3, it was confirmed to Members that there was no recommended increase for the Garden Waste Collection Scheme.

Members raised concerns regarding how cost effective the Council's Pavilion facilities currently were for the Authority and whether sufficient provisions were in place to ensure that they produce a viable income stream. Officers assured the Committee that further information regarding hiring availability and fees for the premises on Saturdays evenings would be provided to the Members outside the meeting.

The Committee welcomed recommendation B and accepted the importance of delegation and flexibility with regards to charging charges to encourage a more commercial approach. It was agreed that the recommendation should also include a reference to maximising community usage.

It was moved by Councillor J W Boyce, seconded by Councillor K J Loydall and

UNANIMOUSLY RESOLVED THAT:

- (i) The proposed Scale of Fees and Charges for 2019/20 (as set out in Appendix 1) be recommended to the Policy, Finance and Development Committee for approval; and**
- (ii) Delegated authority be given to the Director of Finance and Transformation to allow flexibility to charging charges to encourage a more commercial approach to maximising income and community usage.**

35. PETITIONS AND DEPUTATIONS

35a. PETITION AGAINST PINNACLE CLEANERS

The Committee received petitions that stood referred to it by Full Council at its meeting on 02 October 2018. The petitions requested action from the Authority to improve service delivery by the Council's cleaning contractor Pinnacle. Copies of the petitions were available at the meeting for Members to view.

By affirmation of the meeting, it was:

UNANIMOUSLY RESOLVED THAT:

The receipt of the petitions be noted by Members and the item be deferred to a subsequent meeting of the Committee for consideration.

36. CORPORATE PERFORMANCE UPDATE (Q2 2018/19)

The Committee received the report (as set out on pages 26 - 33) which asked it to note the performance of the Council against its Corporate Objectives during the second quarter of 2018/19.

It was reported that at the end of the second quarter, of the 96 performances measured 74 were green, 12 were amber and 10 had red status. Quarter two Key Performance Indicators (KPI's) were also highlighted to Members, showing that out of the 6 completed, 5 were green and 1 red.

Members requested that going forward, a more consistent method of measurement was required regarding Supersonic Boom. The Committee requested that the Council set a long term target for the project.

Officers indicated to Members that with regards to planning targets, they were set as Government Performance requirements however through negotiation with developers, an extension of time was allocated in the majority of applications made to the Council. It was suggested by the Committee that targets should show prevalent averages to show a more accurate representation of whether a target was being met.

Regarding Table 3, Exception Reporting (at page 30), Officers acknowledged that the figures at ESP16 could be misleading, however the Committee was advised that moving forward, the target would be set against the national average of 11% as opposed to the current target. Regarding ESP29, it was acknowledged that the set collection rate for Council Tax had not been achieved in previous years due to the challenges faced from the introduction of the Council Tax Support Scheme. The Committee requested that targets for collections rates needed to expressly be reported going forward, together with an appropriate action plan if targets were not being met.

A Member of the Committee queried whether it would be feasible to introduce monitoring of planning enforcement targets and devise a reporting mechanism to ensure satisfactory levels of performance. The Director of Finance and Transformation undertook to look at the feasibility of incorporating this into the scheme.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

That the contents of the report and appendix be noted.

37. COMMUNITY SERVICES UPDATE (Q2 2018/19)

The Committee received the report (as set out on pages 34 - 40) which asked it to note the progress made in delivering community services during the second quarter of 2018/19.

Due to the Homelessness Reduction Act 2017, it was reported that there has been an increase in the number of homeless applications made in the Borough. The Committee suggested that Officers produce statistical tracking for the various stages of the Personal Housing Plans (PHPs) to show clarity on the pressures that the service is experiencing. The Committee were notified that the Council had entered into a Memorandum of Understanding with a local homelessness organisation to provide support on receiving referrals, as well as receiving a grant of £5,000 through the Government's Cold Weather Fund. It was confirmed that both these developments would assist the Council in tackling homelessness in the Borough.

Members were advised that with regards to the Lightbulb Project, the total Disability Facilities Grant for 2018/19 was £376,000. As of November 2018, the project had committed to 71 projects in the Borough with a total spend of £215,000.

With reference to paragraph 7.1, Members disagreed with the sentiment of the information provided due to the differing structure of the Council in comparison to Lightbulb. It was confirmed to Members that the specification of the organisation was different and the scheme was now controlled under one assessment, as opposed to being a two tiered assessment control. With reference to paragraph 8.2, it was confirmed that the restricted parking scheme was set to be introduced before the end of the month at Churchill Close car park.

The Committee was provided with the Capital Programme (CP) 2018/19 – Quarter Two Budget Outturn. Members requested that an addition be made to Appendix 1 to show the projected outcome of Capital Programmes in order to obtain a clearer view of budgets. Officers advised that additional resources and personnel had also been put in place in order to progress the delivery of and better forecast the CP going forward.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

That the contents of the report and appendix be noted.

38. REVENUES & BENEFITS UPDATE (Q2 2018/19)

The Committee received the report (as set out on pages 41- 45) which asked it to note the activity within the Revenues and Benefits service area during the second quarter of 2018/19 and the progress of Universal Credit implementation.

It was highlighted to Members that due to staffing issues, there had been a slight decline in the collection rate for council tax, however Officers assured the Committee that plans were in place to bring this back under control. In contrast to this, the Benefits section was shown to have continued to perform strongly with an average process time of 14.45 days for new claims.

Members were advised that with regards to Universal Credit, activity surrounding the service had increased. In addition to the recruitment of a second Rent Income Officer, the service was designating further resources on the "Welfare" aspect of the service through

the re-design of a job post within the department.

In addition to this, Members queried the legality of the Council's ability for it to access information from other service departments to determine whether an individual met the requirements of managed payments. It was confirmed by the Head of Law and Governance that, as advised by the Information Commissioner's guidance, information can be obtained through extracting data from internal data systems, so long as the collated information stays with the Council and there was a secondary lawful basis for doing so.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

That the contents of the report be noted.

39. HEALTH, WELLBEING & LEISURE SERVICES UPDATE (Q2 2018/19)

The Committee received the report (as set out on pages 46 – 52) which asked it to note the progress achieved across a variety of projects within the Borough. An update regarding the Council's leisure contract was also provided.

It was reported to Members that the Council's pre-procurement figures for the Council's Leisure services had tripled over the last full year.

Members reiterated their concerns regarding the Brocks Hill Café. The Head of Leisure and Wellbeing Services addressed the concerns by responding with a detailed response from the Council's leisure provider, Sports and Leisure Management Ltd (SLM). The response included information regarding the review that was undertaken of the SLM's procedures and policies. Training had been provided to staff to ensure that all employees were working in accordance with SLM's standards. Members were also advised that the pricing was benchmarked to a competitive level, with both hot and cold food being made available at the Café. The Committee requested that continued updates be provided to Members with regard to Brocks Hill Café, in order to monitor improvement going forward.

A Member proposed that the current reward scheme, which allows subscribers of the 'Everyone Active' and 'Pride of the Borough' membership cards up to 20% discount at all SLM-run establishments, should be amended to also include discounts for Armed Forces employees. Officers informed the Committee that they would consult with the leisure provider and update Members at the next Committee.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

That the contents of the report be noted.

40. GREENING OF THE BOROUGH AND OPERATIONAL SERVICES UPDATE (Q2 2018/19)

The Committee received the report (as set out on pages 53 – 59) which asked it to note the update on the Borough's green and natural spaces and the work undertaken by Operational Services throughout the second quarter of 2018/19.

The Committee commended the efforts of staff and welcomed the increase in mixed dry

recycling during quarter two, as well as the decrease in refuse collected. It was requested that consideration should be given to merging the data provided within the two graphs for 2017 and 2018 into a single presentable graph, to enable comparison that would highlight the significant progress made in a more prevalent manner.

It was noted by Members that volunteering levels had declined in recent years. Officers advised that this was relevant to the reduction of staffing for projects. The Committee reiterated the importance of the Borough's volunteering programme and requested an action plan be created to increase the support and development of volunteers.

A Member advised the Committee that they had consulted with Oadby & Wigston Lions Club and confirmed they would be willing to offer help in terms of volunteers for any projects that the Borough may have. In addition to this, it was confirmed to Members that the new Volunteering Policy is on course for completion at the end of December 2018.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

That the contents of the report be noted.

41. FACILITIES SERVICES UPDATE (Q2 2018/19)

The Committee received the report (as set out on pages 60 - 63) which asked it to note the details of the work completed by the Facilities section within the second quarter of the year 2018/19.

Members were advised of the completion of the Garden of Remembrance at Oadby Cemetery. In addition, it was hoped that a saving of £4,000 would be achievable with regards to the damaged equipment located at Brocks Hill Play Area, depending on whether the supplier was able to repair the item, as opposed to it being replaced.

In response to Member queries, the Committee was advised that works regarding the Horsewell Lane Pavilion would start shortly after the scheduled 'Ground Breaking' Event, which would be taking place on 03 December 2018.

In regards to Ervins Lock Footbridge, it was confirmed that Officers are currently in the process of developing an agreement between the Council and the Canal and River Trust. In response to the Committee raising concerns over potential time delays and challenges regarding the funding of the works, Officers assured Members that all actions were being taken to expedite the project. However, further confirmation regarding the need for a stoppage period to be set before works could begin was still required from the Canal and River Trust. A funding package was said to be in place, which needed to be reviewed periodically to ensure it was sufficient.

The Committee requested that quarterly updates regarding Horsewell Lane Pavilion and Ervins Lock Footbridge should be provided as part of the Facilities Service updates to give details of the projects as they progress.

Members requested that Officers should aim to produce a strategy enabling better co-ordination between Brocks Hill Visitor Centre, Brocks Hill Café and the Play Area at Parklands Leisure Centre. The Committee stated that going forward, more focus ought to be made on the capital and income investment of the sites as a whole, rather than being viewed as single outlets.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

That the contents of the report noted.

42. CUSTOMER SERVICE AND TRANSFORMATION UPDATE (Q2 2018/19)

The Committee received the report (as set out on pages 64 – 67) which asked it to note the activity within the Customer Service & Transformation section during the second quarter of 2018/19.

The Committee reiterated the importance of the Council taking into account the current trends of how customers interact with the Council. A Member of the Committee enquired whether the facility to pay by Direct Debit could be extended across a wider range of Council services. Officers confirmed that there were risks and difficulties associated with this approach, largely in relation to customers potentially cancelling Direct Debits therefore impacting on income streams.

Members requested that Officers continue to provide an update on the Investors in People Action Plan. If the status remained as 'amber' by the next reporting period, the Committee requested that action should be taken to address this.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

That the contents of the report be noted.

THE MEETING CLOSED AT 8.35 PM



Chair

Tuesday, 29 January 2019

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Agenda Item 5

SERVICE DELIVERY COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 20 November 2018

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
1.	34. – Review of Scale of Fees & Charges (2019/20)	Further information regarding hiring availability and fees for Council-owned Pavilion buildings on Saturdays evenings to be provided to the next meeting. Due by Jan-19	ChRa MaKi	Complete (See Below)
		The minimum hire period of 4-hours after 5.00 pm on a Saturday is a decision taken for commercial reasons. On Saturday night, there is considerable demand for party bookings for the entire evening: if we allowed shorter bookings, the Council would lose considerable income. During the week, there is little demand for long bookings, with groups and clubs booking 1-2 hours only. During the first 47-weeks of 2018, 33 Saturdays had party bookings longer than 4-hours. The fees charged for use of the Council's Pavilion buildings are broadly similar to other hire facilities in the area (e.g. Age Concern).		
2.	36. – Corporate Performance Update (Q2 2018/19)	A long term target be created for Supersonic Boom to provide a more consistent measurement. Due by Mar-19	AvLe	Ongoing
		The feasibility of introducing planning enforcement targets and devising a reporting mechanism to ensure satisfactory levels of performance is explored. Due by N/A	AdTh	See Below
		Planning enforcement activity and performance is reported to Development Control Committee on an annual basis.		
2.	36. – Corporate Performance Update (Q2 2018/19)	ESP16 – Target to be set against the national average of 11% as opposed to the current target. ESP29 - Targets for collections rates need to be expressly reported going forward, together with an appropriate action plan if targets were not being met.	StHi ChRa	Complete (Ongoing)

		<i>Due by Ongoing</i>		
3.	37. – Community Services Update (Q2 2018/19)	<p>Ensure systems are in place to monitor the various stages of the Personal Housing Plans (PHPs) to identify any pressures the service is experiencing.</p> <p><i>Due by Ongoing</i></p>	AdTh	Ongoing
		Officers continue to monitor the implementation of PHP's.		
4.	37. – Community Services Update (Q2 2018/19)	<p>Produce statistics on projected outcome for Capital Programmes.</p> <p><i>Due by Ongoing</i></p>	AdTh	Report Update (Agenda Item 9) – Appendix 1
5.	39. – Health, Wellbeing and Leisure Services (Q2 2018/19)	<p>Ongoing updates to be provided to Members with regards to Brocks Hill Café.</p> <p><i>Due by Ongoing</i></p>	AvLe	Report Update (Agenda Item 11) – Para 3.10
6.	39. – Health, Wellbeing and Leisure Services (Q2 2018/19)	<p>Enquire with SLM as to whether 20% discount can be extended to Armed Forces Scheme cardholders.</p> <p><i>Due by Jan-19</i></p>	AvLe	Report Update (Agenda Item 11) – Para 3.11
7.	40. – Greening of the Borough and Operational Services Update (Q2 2018/19)	<p>Merge the refuse/recycling data within the two graphs into a single presentable graph, to enable comparison highlighting the significant progress made.</p> <p><i>Due by Jan-19</i></p>	AvLe	Report Update (Agenda Item 12) – Para 2.1
8.	40. – Greening of the Borough and Operational Services Update (Q2 2018/19)	<p>Create action plan to increase the support and development of volunteers.</p> <p><i>Due by Mar-19</i></p>	AvLe	Report Update (Agenda Item 12) – Paras 2.8 - 2.9
9.	41. – Facilities Services Update (Q2 2018/19)	<p>Quarterly updates regarding Horsewell Pavilion and Ervins Lock Footbridge to be provided to give details of project progress.</p> <p><i>Due by Ongoing</i></p>	MaKi	Report Update (Agenda Item 13) – Paras 1.2 - 1.3

* | 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 January 2019	Matter for Information and Decision
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Report Title: County Council Proposals to Discontinue Support Services

Report Author(s): Steve Nash (Housing Services Manager)

Purpose of Report:	To inform Members of the County Council's intention to reshape and reduce support service provision.
Report Summary:	The Director of Public Health at Leicestershire County Council (LCC) has produced a draft model for homelessness and housing support which LCC's Cabinet agreed on 23 November 2018 should be moved to consultation. The draft model envisages the cessation of the Floating Support Scheme.
Recommendation(s):	<p>A. That Leicestershire County Council's draft model and the window for consultation be noted;</p> <p>B. That a formal consultation response to be submitted by the Director of Finance & Transformation following consultation with the Chair of this Committee be consented to; and</p> <p>C. That the Chair of this Committee writes to Leicestershire County Council asking them to publish the rationale behind their decision to maintain the Falcon Centre Hostel in preference to maintaining the Housing Matters Floating Support contract.</p>
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Stephen Hinds (Director of Finance & Transformation) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk</p> <p>Adrian Thorpe (Head of Planning, Development and Regeneration) (0116) 257 2645 adrian.thorpe@oadby-wigston.gov.uk</p> <p>Steve Nash (Housing Services Manager) (0116) 257 2662 steve.nash@oadby-wigston.gov.uk</p>
Corporate Priorities:	Effective Service Provision (CP2) Wellbeing for All (CP5)
Vision and Values:	"A Strong Borough Together" (Vision) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Decreasing Financial Resources (CR1)

	Reputation Damage (CR4)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable.
Human Rights:	There are no implications arising directly from this report.
Health and Safety:	There are no implications arising directly from this report.
Statutory Officers' Comments:-	
Head of Paid Service	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	Report entitled 'Development of a New Model for Homelessness and Housing Support' to Leicestershire County Council Cabinet meeting held on Friday, 23 November 2018.
Appendices:	None.

1. Housing Matters Floating Housing Support Service

1.1 'Housing Matters' provide intensive, one-to-one support through home visits, phone contact, drop-ins and/or group work. Support is focussed on helping people to achieve security and independence in their home and typically lasts for up to 9-months.

1.2 The scope of assistance includes:

- A person or household who may need help to move into and set up their new home;
- A person or household who is currently in temporary accommodation waiting for permanent housing; and/or
- A person or household who already have their own home but experience difficulties with:
 - Difficulties with budgeting;
 - Risk of becoming homeless;
 - Lack of essential furniture or household items;
 - Little or no income;
 - Looking for alternative housing;
 - Problems with managing household bills;
 - Rent arrears; and
 - Socially isolation.

1.3 Referrals are multi-channel, including from this Council's Housing Officers and Housing Options Officers.

1.4 The Table below shows the numbers of referrals received by the Housing Matters service for single people:

Locality	2017/18	Q1 & Q2 2018/19
Oadby & Wigston	12	5

Rest of Leicestershire	228	109
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- 1.5 The service is funded by Leicestershire County Council (LCC) and is delivered by Nottingham Community Housing Association and The Bridge (East Midlands).

2. Leicestershire County Council Draft Model

- 2.1 At its Cabinet meeting on 23 November 2018, LCC decided to move to consultation on a new draft model for homelessness and housing support. Consultation is likely to take place between January – April 2019.
- 2.2 LCC have included expenditure on homelessness support in their Early Help and Prevention Review (EHAP) which is tasked with saving £3.1million.
- 2.3 The draft model is estimated to achieve savings of £200,000.00 from an overall budget of £500,000.00
- 2.4 The draft model involves cessation of the existing Housing Matters service and the retention of the Falcon Centre Hostel which is located in Loughborough. Members will note that the Falcon Centre became the replacement for the South Wigston-located Kennedy House Hostel under a previous cost reduction exercise.
- 2.5 The draft model will see a redesigned community outreach model in line with LCC's Local Area Co-ordination (LAC) service.
- 2.6 The remit of the LAC Service would expand to include responsibilities around prevention of homelessness. A number of additional LAC's would be recruited (estimated at three).

3. Likely Impact for Borough Residents

- 3.1 The draft model expects that LAC's will onward refer Borough residents to other supporting services including District and Borough Council prevention services and substance misuse and mental health services.
- 3.2 Officers have raised concerns as to whether a referral to Housing Options could hope to replace the existing service.
- 3.3 The Council's Housing Options Team have seen a 215% increase in cases in Q1-Q3 of 2018/19 over the same period of 2017/18. In part, this is due to the Homelessness Reduction Act 2017 coming into force in April 2018.
- 3.4 The Housing Options team have neither remit nor capacity to provide any of the functions listed in paragraph 1.2 above, apart from helping those 'at risk of homelessness' and assisting people looking for alternative homes. Assistance is usually limited to advice, sign posting and assessment – it does not provide a practical onsite support worker.
- 3.5 Enquiries have been made with colleagues at other District and Borough Councils regarding their position. Of the three responses received, one is essentially in an identical situation to ourselves with no commissioned outreach services. Of the others, one Council has a Resident Support Team, which appears to replicate elements of the Housing Matters service, and the other had a limited service but targeted at their existing Council tenants.
- 3.6 The new proposed service will include assistance to families as well as single people.
- 3.7 If the draft model is implemented, a small number of Borough residents will cease to have

access to the valued Floating Support Service.

- 3.8 The likely worst case scenario of the service being discontinued will be an increase in failed tenancies across all rented tenures including Council tenancies. There will also likely be an impact on resident's health which will create additional costs to the 'health economy' (i.e. CCGs, Public Health, EMAS, hospitals etc).
- 3.9 LCC's LAC's have not been in contact with the Housing Teams at this Council, although they have contacted Officers in other teams. The Housing Services Manager is awaiting a response to an e-mail sent requesting urgent contact. It is not clear from the Cabinet paper of 23 November last whether LCC thinks that this Council has an existing resource which could provide all or some of the services currently provided by LCC.
- 3.10 If the existing Floating Support Scheme is discontinued, Officers are clear that this Council cannot provide either transitional support nor replicate the existing offering within this Council's current staffing resource.
- 3.11 Members are asked to consent to a formal consultation response being submitted by the Director of Finance & Transformation following consultation with the Chair of this Committee.
- 3.12 Officers recommend the consultation response outlines the parlous position that the suggested model places vulnerable tenants in the Borough in.
- 3.13 Officers also recommend the Chair of this Committee writes to Leicestershire County Council asking them to publish the rationale behind their decision to maintain the Falcon Centre Hostel in preference to maintaining the Housing Matters Floating Support contract.

Agenda Item 8



Service Delivery Committee	Tuesday, 29 January 2019	Matter for Information
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Report Title: **Corporate Performance Update (Q3 2018/19)**

Report Author(s): **Stephen Hinds (Director of Finance & Transformation)**

Purpose of Report:	The purpose of the report is to provide an update on progress at the end of Quarter 3 of 2018/19 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in May 2018.
Report Summary:	There are 101 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. Out of the 101 indicators, 100 were due for reporting as at the end of Quarter Three. Of the 100, 79 were green status, 13 were amber status, 8 were red status. This equates to 79% Green, 13% Amber and 8% are red.
Recommendation(s):	That the performance of the Council against its Corporate Objectives be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	Stephen Hinds (Director of Finance & Transformation) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk
Corporate Priorities:	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2)
Vision and Values:	"A Strong Borough Together" (Vision) Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Reputation Damage (CR4) Organisational/Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	

Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	As the author, the report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	Report entitled 'Key Performance Measures and Reporting 2018/19' to Policy, Finance and Development Committee on 01 May 2018
Appendices:	None.

1. Introduction

- 1.1 As part of the Council's on-going development to performance management and reporting, 2018/19 sees the next stage in how we measure and report Council performance (alongside the standard finance and statutory reporting framework).
- 1.2 The Council has produced 101 new Key Performance Measures for 2018/19, and these measures relate to each of the Council's five Corporate Objectives, and these were agreed at the Policy, Finance and Development Committee in May 2018.
- 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. Corporate Performance

- 2.1 The following report provides analysis and statistics on the performance of the indicators used to monitor our progress against the Council's Corporate Objectives.
- 2.2 There are five main objectives, with these being:
 - An Inclusive and Engaged Borough
 - Balanced Economic Development
 - Effective Service Provision
 - Green and Safe Places
 - Wellbeing For All
- 2.3 There are 101 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. The scoring system has been applied using the following definitions:

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

Amber Indicator is in danger of falling behind target

Red Indicator is off target or has been completed behind the deadline target.
- 2.4 Out of the 101 indicators, 100 were due for reporting as at the end of Quarter Three.

Of the 100:

79 were green status

13 were amber status

8 were red status

This equates to 79% Green, 13% Amber and 8% are red. In Quarter Two, these figures were 77%, 13% and 8% respectively.

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

Chart 1: Performance Table by Corporate Objective

Quarter Three 2018/19	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	79	79%	13	13%	8	8%
Corporate Priority						
Inclusive Engaged Borough	11	73%	1	7%	3	20%
Balanced Economic Development	6	100%	0	0%	0	0%
Effective Service Provision	36	77%	7	15%	4	9%
Green and Safe Places	5	71%	2	29%	0	0%
Wellbeing for All	21	84%	3	12%	1	4%

Chart 2: Performance Table by Service Delivery

Quarter Three 2018/19	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	79	79%	13	13%	8	8%
Department						
Customer Service & Transformation	11	92%	1	8%	0	0%
Finance, Revenues & Benefits	13	87%	2	13%	0	0%
Health & Wellbeing	16	89%	1	5.6%	1	5.6%
Operations & Street Scene	1	20%	3	60%	1	20%
People & Performance	6	75%	0	0%	2	25%
Planning, Delivery, Regen & Housing	32	76%	6	14%	4	10%

(Continued overleaf)

3. Exception Reporting

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

Reference	Corporate Priority	Department	Measure/Activity	Target/Key Output	Target Quarter	December 2018 Commentary	December Forecast
IEB3	An Inclusive and Engaged Borough	Operations and Street Scene	The amount of household waste collected per household in the month	Target of 40% of all collections.	Quarter 4	57.02 The Christmas Period provided excessive waste as is the normal pattern over this period (57%). Whilst this is expected, we are concerned that this will mean the annual target of 40% will not be met.	Red
IEB7	An Inclusive and Engaged Borough	Customer Services & Transformation	The number of face to face and telephone transactions will reduce at the Customer Services Centre	Target decrease for Telephone Transactions of 20% and Face to Face transactions of 15%	Quarter 4	Face to face demand has reduced in December 2018 when compared to December 2017 by 54%. Telephone demand has reduced in December 2018 when compared to December 2017 by 31%. YTD figures comparing Apr to Dec 17 to Apr to Dec 18 show a reduction for F2F of 29% which is above target and a reduction of 12% for telephony which is below target.	Amber
IEB11	An Inclusive and Engaged Borough	Health & Wellbeing	Improving engagement with Children and Young People	15% increase in attendance at Supersonic Boom Event	Quarter 2	Completed	Red
IEB15	An Inclusive and Engaged Borough	Planning, Development and Regeneration	Adoption of new Local Plan to 2031	Adoption of the Local Plan by September 2018	Quarter 2	The Council completed the Local Plan Main Modification and Sustainability Appraisal consultation on Friday 2nd November 2018. The consultation period ran for a 6 week period. The Planning Inspector is currently considering representations made during the consultation. It is hoped that the Inspectors Report is received late early January. The Council is hoping to adopt the new Local Plan during January / February. It should be noted that ever since the Council submitted the Local Plan to the Secretary of State, the timetable for its adoption has been at the sole discretion of the Secretary of State.	Red
ESP5	Effective Service Provision	Planning, Development and Regeneration	Creation of additional Cemetery space	Incorporate the adjacent former scout hut land into Oadby Cemetery by March 2019	Quarter 4	This will be completed, but may happen shortly after the initial target of March. Part of the landscaping information has been received. Planning application is three quarters complete and will be submitted by 18th January.	Amber
ESP6	Effective Service Provision	Planning, Development and Regeneration	Creation of additional Cemetery space	Extend Garden of Remembrance at Wigston Cemetery by October 2018	Quarter 3	Work started on site on 17th December and will be completed by 31st January 2019.	Red

Reference	Corporate Priority	Department	Measure/Activity	Target/Key Output	Target Quarter	December 2018 Commentary	December Forecast
ESP9	Effective Service Provision	Planning, Development and Regeneration	Planning Enforcement and Appeals	An appeal success rate of 70% or higher between 1st April 2018 to 31st December 2019	Quarter 4	2 new appeal decisions received dismissing the appeals so 9 (of 12) determined thus far with 6 (66.66%) dismissed and 3 (33.33)% allowed. The low number of appeals mean the % target can be significantly affected by 1 or 2 appeals.	Red
ESP16	Effective Service Provision	People and Performance	Improve availability of staff to minimise service delivery interruptions	Turnover reduced to 11 % of organisational establishment.	Quarter 4	14.76%	Red
ESP27	Effective Service Provision	Finance, Revenues and Benefits	Improve financial awareness of elected Members	Deliver two briefings during the financial year (March 2019).	Quarter 4	First session will be carried out as part of the budget setting process. The second post election as part of members induction (hence an amber rating).	Amber
ESP29	Effective Service Provision	Finance, Revenues and Benefits	Continue to maximise income through effective collection processes.	Council Tax collection rate of 98.5%	Quarter 4	85.47% (86.43% in Nov 2017) of debit has been collected to date below target collection of 87.2% at this point. The section has suffered the loss of staff as well as some long term sickness which has impacted on the productivity of the section Recruitment has now been carried out to the vacant post and extra resources have been employed to cover sickness absence and a considerable effort will be made to bring the collection rate up to the expected levels	Amber
ESP37	Effective Service Provision	Health & Wellbeing	Community Safety Partnership Strategic Priorities	100% of agreed outcomes with PCC achieved	Quarter 4	The delays to the CCTV camera programme have given rise to the Amber rating. Action to mitigate rating: The 5 new CCTV units were delivered to the Council Offices on 19 December. In order to proceed with the deployment of these units to the 5 initial locations LCC Highways will now be required to proceed with the conversion work outlined in the previous update. Highways have been provided with locations of the first 5 lampposts requiring conversion, and we are now awaiting a response with a timetable of works to be carried out.	Amber
ESP38	Effective Service Provision	Planning, Development and Regeneration	Energy Efficiency Strategy	Energy Efficiency Strategy approved by Senior Management Team by September 2018	Quarter 2	Target slipped. Action to mitigate rating: Work underway, additional information is in the process of being sourced with a view to the Strategy being approved by Senior Management Team by the end of Q4	Amber
ESP39	Effective Service Provision	Planning, Development and Regeneration	Energy Efficiency Strategy	Energy Efficiency Strategy delivered - Key Target to be set post April 2018	Quarter 4	See above. Work underway, additional information is in the process of being sourced with a view to a key target being set by the end of Q4	Amber

Reference	Corporate Priority	Department	Measure/Activity	Target/Key Output	Target Quarter	December 2018 Commentary	December Forecast
ESP47	Effective Service Provision	Operations and Street Scene	Improving the level of service received by residents in relation to refuse collection.	To reduce the number of missed refuse collections to 30 or below.	Quarter 4	31	Amber
ESP48	Effective Service Provision	People and Performance	Staff are fully aware and understand their statutory responsibilities	100% of Staff complete mandatory training on Learning Pool	Quarter 4	90.6% Action: This still being measured on the old system of including all staff, be they absent etc... The report at the end of Q4 will measure using the new metric counting only those staff who were able to undertake the training.	red
GSP2	Green & Safe Places	Planning, Development and Regeneration	Improving Tenancy Agreement to allow greater flexibility for the tenant and Council	New Tenancy Agreement approved and implemented by March 2019	Quarter 4	Target behind schedule. Actions to acheive outcome delivery: The 1220 information packs are now printed and were delivered in December 2018 with a consultation cut off of 26 January 2019. Following this the results of the consultation will have to go back to SDC on 19 March which makes the earliest implementation to either end of April or beginning of May 2019.	Amber
GSP4	Green & Safe Places	Planning, Development and Regeneration	Improve fire safety on Council Owned Housing Sites.	95% of Communal Housing areas are clear of dangerous or hazardous obstructions at all times.	Quarter 4	Inspections are continuing and whilst we are achieving a significant number of clear areas, further work on both education and what this measure actually means are to be reviewed. Action: The impact of efforts to educate tenants and leaseholders will be evaluated by another calculation early in 2019.	Amber
WBA3	Wellbeing for all	Planning, Development and Regeneration	Erwins Lock Pedestrian Footbridge	Opening of the Footbridge by March 2019	Quarter 4	Meeting being set up between OWBC, Canal and River Trust and LCC Heritage Officer to try to resolve the differences in opinion over the bridge design.	Red
WBA5	Wellbeing for All	Planning, Development and Regeneration	Review the Playing Pitch Strategy	Publish the Playing Pitch Strategy by February 2019	Quarter 4	Work on the Playing Pitch Strategy (PPS) has begun. Sport England, other relevant NGB's, and planning consultants have recommended that pitch assessments and pitch consultations should be undertaken during the spring and summer months, for example during the cricket season. Due to this, it is expected that the PPS will not be published in full until at least spring 2019. It is however, envisaged that the majority of the work will have been achieved by the end of February 2019.	Amber

Reference	Corporate Priority	Department	Measure/Activity	Target/Key Output	Target Quarter	December 2018 Commentary	December Forecast
WBA6	Wellbeing for All	Operations and Street Scene	The amount of recycling as a percentage of total waste collected for the month	50	Quarter 4	41.07%. Lower percentage due to the high amount of waste collected over the Christmas period.	Amber
WBA7	Wellbeing for All	Operations and Street Scene	Achieve top-quartile performance for Street Cleaning (detritus)	Rated in the Top Quartile (Target to be determined once results are available in early 2018/19)	Quarter 4	B. To hit the top quartile, a B+ rating is to be achieved. We have achieved this rating for a number of months already this year, and are working with other teams to identify problem areas that are impacting upon our scores and the street cleaning performance.	Amber

(Continued overleaf)

4. Completed KPIs

4.1 Below are a list of the KPIs that were completed and their status at time of completion.

Reference	Corporate Priority	Department	Measure/Activity	Target/Key Output	Final Rating
IEB2	An Inclusive and Engaged Borough	Planning, Development and Regeneration	Publish an updated Local Development Scheme	Publish the Local Development Scheme in October 2018	Green
IEB11	An Inclusive and Engaged Borough	Health & Wellbeing	Improving engagement with Children and Young People	15% increase in attendance at Supersonic Boom Event	Red
IEB13	An Inclusive and Engaged Borough	Health & Wellbeing	Improve Community Engagement beyond the Residents' Forums.	Community Engagement Action Plan to be developed and approved by October 2018.	Green
ESP4	Effective Service Provision	Planning, Development and Regeneration	Creation of additional Cemetery space	Extend Garden of Remembrance at Oadby Cemetery by October 2018	Green
ESP10	Effective Service Provision	People and Performance	Investors In People Award (see detailed action plan - agreed at Change Management Committee 17th January 2018)	Maintaining progress with the employment standard as a demonstration of good practice. (December 2018)	Green
ESP21	Effective Service Provision	Customer Services & Transformation	Redesigning the Customer Service Experience	Complete service review of CSC (November 2018)	Green
ESP24	Effective Service Provision	Finance, Revenues and Benefits	Maintain and improve the External Auditor's opinion of the authority	Achieve unqualified opinions on the Statement of Accounts: with minimal errors, and an unqualified opinion in relation to Value for Money	Green
ESP26	Effective Service Provision	Finance, Revenues and Benefits	Procure new Insurance Contract for the Council.	New Insurance policy in place by 30th September 2018.	Green
ESP36	Effective Service Provision	Health & Wellbeing	Produce and test internal department Business Continuity plans.	9 plans completed and tested. 1 overarching plan completed by December 2018	Green
ESP44	Effective Service Provision	Customer Services & Transformation	Flexible Working Policy	Pilot 6 month Flexible Working Policy across the council (April 2018)	Green
ESP45	Effective Service Provision	Customer Services & Transformation	Strategic Asset Review	Deliver Strategic Asset Review Project Plan to Change Management for assessment	Green
GSP5	Green & Safe Places	Health & Wellbeing	Improve Council's involvement in reducing Anti-Social Behaviour and its causes	ASB Action Plan to be developed and approved by June 2018	Green
WBA1	Wellbeing for all	Planning, Development and Regeneration	To build a replacement Pavilion at Horsewell Lane Recreation Ground	To start on site by 30th November 2018	Green
WBA4	Wellbeing for All	Planning, Development and Regeneration	To provide improved sporting facilities in the Borough	To have a plan developed by July 2018.	Green
WBA8	Wellbeing for all	Planning, Development and Regeneration	Improve Council facilities to accommodate temporary homeless families.	Belmont House to be operational August 2018.	Green
WBA24	Wellbeing for All	Customer Services & Transformation	Reducing the number of empty homes	Review Empty Homes Strategy and actively bring strategy into action.	Green

Agenda Item 9



Service Delivery Committee	Tuesday, 29 January 2019	Matter for Information
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Report Title: **Community Services Update (Q3 2018/19)**

Report Author(s): **Steve Nash (Housing Services Manager)**
John Stemp (Property Manager)

Purpose of Report:	This report is to provide an update to the Committee regarding the delivery of community services for Quarter 3 of 2018-19.
Report Summary:	This report includes standing items on voids, homelessness, gas safety, capital projects and disabled facilities grants.
Recommendation(s):	That the contents of the report and appendix be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Stephen Hinds (Director of Finance & Transformation) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk</p> <p>Adrian Thorpe (Head of Planning, Development and Regeneration) (0116) 257 2645 adrian.thorpe@oadby-wigston.gov.uk</p> <p>Steve Nash (Housing Services Manager) (0116) 257 2662 steve.nash@oadby-wigston.gov.uk</p> <p>John Stemp (Property Manager) (0116) 257 2726 john.stemp@oadby-wigston.gov.uk</p>
Corporate Priorities:	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2) Green & Safe Places (CP4)
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	The financial implications are set out in the report.
Corporate Risk Management:	Decreasing Financial Resources (CR1) Effective Utilisation of Assets/Buildings (CR5) Regulatory Governance (CR6)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.

Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	1. HRA Capital Programme Q3 2018-19 Update

1. Voids

- 1.1 This section reports on properties that have become empty (void) and which were brought back into use with a new tenant during October - December 2018. The target is to re-let the majority of properties within 20 working days (normal voids). Certain properties requiring major works and those being used as temporary accommodation for the homeless are not included within this target, although they are mentioned in the narrative below.
- 1.2 Quarter 3 performance was an average of 27 working days for the 7 normal voids. During this period, there was 1 major void (71 days) and 6 homeless re-lets. This decrease in performance was due in part to the letting of a hard-to-let sheltered bedsit in October 2018. If this property is removed from the figurework, the average drops to 21.5 days.

2. New Tenancy Agreement

- 2.1 The preliminary notice has now been delivered to all Introductory and Secure Tenants in the Borough and a period of consultation closed on 25 January 2019. The notice included a copy of the existing tenancy agreement, the new proposed agreement and a table summarising the changes. Results of the consultation are now being considered by Officers with a final report due to be brought before this Committee on 19 March 2019. If approved, the resulting agreed tenancy agreement would come into force during May 2019.

3. Homelessness

- 3.1 In 2017, the Council procured a replacement IT system for Choice-Based Lettings and Homelessness. The Choice-Based Lettings module has operated with few issues since November 2017. The Homelessness module called 'HOPE' has developed since the Council initially activated the product in December 2017. The Government's changing data return requirements called 'H-CLIC' and the Council's changing needs and improvements implemented by the IT supplier have brought with them considerable challenges for staff.
- 3.2 However, the Council now has a stable product and Officers have re-assessed data previously reported to Committee. In particular, the numbers of homeless applications received have been revised downwards and are as follows:

Quarter 1 (2018/19)	46 applications
Quarter 2 (2018/19)	63 applications

Quarter 3 (2018/19)	39 applications
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3.3 Officers remain concerned at the high numbers of households in all forms of temporary accommodation and are working on the preparation of a Strategy to identify the most appropriate mechanisms for the Council to secure appropriate property to meet its needs and how this can be achieved moving forward.

3.4 There are currently 24 households in temporary accommodation comprising:

13	The Council's own stock (note: use of the Council's own housing stock is considered to be a temporary measure pending securing alternative options for providing temporary accommodation).
1	A property on a long-lease from Paragon Asra (PA) Housing.
5	Bed & Breakfast (B&B).
4	Council-owned Belmont House Hostel (134 Station Road, Wigston)
1	Privately leased property.

3.5 Since 1 April 2018, a total of 45 households have been rehoused through the Housing Register which include 31 to Council properties and 14 to Housing Association homes. Of the Council's properties, 18 were vacancies for older people. As such the number of 'general needs' homes which are in greatest demand for homeless households have been just 27.

3.6 In 2016/17, due to the addition of 40 new affordable homes at the Wright Place development in South Wigston, there were 147 general needs vacancies. The number of general vacancies was 53 in 2017/18, with the total for 2018/19 at 27 to date.

3.7 In future years, the Council's new Local Plan sets out to add significantly to the number of new affordable homes in the Borough. During the 12 years from 1 April 2019 to 31 March 2031, a minimum of 500 additional affordable homes will be provided. 420 of these homes will be provided on the larger 'Direction for Growth' sites. This equates to an average of 40 additional affordable homes per year, although fewer are likely to come forward in the earlier years with the majority expected to come forward from 2022 onwards.

4. Gas Safety

4.1 In terms of servicing, 100% compliance was achieved to 31 December 2018.

5. Repairs Service

5.1 The budget outturn for responsive repairs for the nine-months until 31 December 2018 was £206,815 against a budget of £221,250.

6. Capital Programme Update

6.1 As reported at the last Committee meeting, progress with the Capital Programme has fallen behind during the first three quarters of 2018/19. This was in part attributed to the team responsible for delivering the capital programme running with one less member of staff leading to resource having to be focused on responsive repairs. The team is now back to full capacity and, in addition, extra staff resource has been brought in to focus specifically on delivering the capital programme. Neil Barks started in this role during December 2018.

6.2 An update report detailed progress made by the end of quarter 3 and progress planned

during quarter 4 and beyond is attached at **Appendix 1**. This includes reference to work already undertaken by Neil Barks showing that the Capital Programme is now on track with the vast majority of the budget to be spent or committed by the end of quarter 4, although delivery of some of the schemes is projected to run into 2019/20.

7. Lightbulb Update (Disabled Facilities Grants and Related Services)

- 7.1 As Members are aware from when Lightbulb colleagues presented to Full Council last year, Lightbulb has committed to providing all partners with a 'performance dashboard' containing key performance information that can regularly be reported to Members. Unfortunately, Lightbulb has experienced consistent problems in being able to extract this information from their electronic records. However, it is now expected that a full performance dashboard will be available in quarter 4.
- 7.2 In the interim, Lightbulb has provided the following statistics relevant to the Borough:
- In terms of processing times for DFG's, end-to-end times have reduced from approximately 34-days pre-Lightbulb to 26 days post-Lightbulb
 - The total Disability Facilities Grant for 2018/19 is £376,000. As of the end of December 2018, the project has spent £251,000 on completed and work in progress DFGs, with an additional £202,000 worth of work scheduled. Central Government has allocated additional funding to the Borough Council to meet the cost of the additional works.

8. Empty Property and Problem Sites Working Group

- 8.1 Council Tax records indicate that there are 101 properties (ignoring exclusions) that have been vacant for more than six-months, which represents 0.43% of the total housing stock in the Borough. Whilst the level of vacancy compares favourably to the East Midlands and England averages (0.9% and 0.85% respectively), 101 vacant properties are clearly wasted assets. Focussing on very long-term vacant property, there are 53 properties which have been vacant for more than 1-year (ignoring exclusions). Of those, 21 have been empty for more than 3-years and 11 for more than 5-years. The figure of 53 houses is over one-third of our annual housing delivery target (148) so this is an area which needs to be tackled.
- 8.2 Non-Domestic Rates records reveal that there are 87 non-domestic properties which are vacant: of those, 75 have been vacant for more than 6-months. Some of these will have economic development value, some may well be problem sites and others may present opportunities for regeneration or development.
- 8.3 In addition to the sites noted above, there are other problem buildings which may not appear on Council records as the condition of them means that they have been taken out of Rating or Council Tax and also long-term problem sites such as 37 Newton Lane.
- 8.4 Whilst work has previously been undertaken around the Council to consider and resolve vacant property and problem sites, this was largely uncoordinated which has led to matters being progressed up to a point of the individual Officer's influence or expertise and then moved no further forward.
- 8.5 A cross-service working group has now been established to gather intelligence and prepare and deliver on property action plans with the aim of bringing individual buildings and sites back into beneficial use, whether residential or non-residential. The group's remit is set out below and the first meeting took place on 15 January 2019.
- Gather intelligence about vacant buildings, sites and their owners;
 - To agree action plans for each problem site and as far as possible deliver the individual aspects of the plan (n.b. noting that funding will be key here);

- To review the Empty Homes Strategy and processes and update as necessary;
- To consider a mirror strategy for vacant non-domestic buildings and sites;
- Look at funding opportunities to support required actions, including Compulsory Purchase Order, Council acquisition, Council funding to support owners (i.e. grant/loan), bringing property into housing stock; and
- To provide update reports to Committee, as necessary.

HRA Capital Programme 2018-19 - Financial Summary Quarter Three

Scheme Description	Budget	Actual and Committed Expenditure to Third Quarter	Projected Actual and Commitment Expenditure Fourth quarter	Total Projected Expenditure	Status
Schemes Carried Over from 2017-18	£529,000.00	£344, 618.32	£186,795.00	£531,413.32	On Track
Schemes Included Each Year (continued)	£390,000.00	£141,989.43	£246,985.00	£388,974.43	On Track
2018/19 Schemes	£963,000.00	£95,673.32	£859,000.00	£954,673.32	On Track
Total	£1,882,000.00	£582,281.07	£1,291,880.00	£1,875,061.07	On Track

HRA Capital Programme 2018-19 - Scheme by Scheme Summary Quarter Three

Schemes Carried Over from 2017-18	Budget	Actual and Committed Expenditure to Third Quarter	Projected Actual and Commitment Expenditure Fourth quarter	Total Projected Expenditure	Project Manager	Status
William Peardon Court	£229,000.00	£126,704.50.00	£90,000.00	£216,704.50	Don Rudd	On Track
	The first phase of works to fully upgrade the heating systems to this sheltered housing scheme was completed in November 2018. This involved the replacement of the communal boilers at a total cost of £126,704.50. The final phase of works involves the replacement of the individual heating systems to each flat. The procurement and appointment of the contractor to undertake this work will be completed by 31 January 2019. Given the age profile of the tenants however, it is proposed to complete the works between 1 April 2019 and 31 May 2019 when it is anticipated there is a reduced risk of adverse weather conditions. It is estimated that this final phase of works will cost circa £90,000 and whilst this will be committed during the final quarter of 2018-19, this monies will need to be carried over into 2019-20 for payment in the first quarter of next financial year.					
Marriot House	£200,000.00	£115,830.84	£79,795.00	£195,625.84	Don Rudd	On Track
	The first phase of fire safety works to replace flat entrance doors, kitchen glazed panels onto common areas, communal fire doors and side panels within this block was completed in December 2018 at a total cost of £115,830.84. The final phase of fire safety works involves the compartmentalisation of the roof space to the block. A contractor has been appointed to undertake this work which will commence in January 2019 and will be completed by 31 March 2019. The quoted remaining costs for this work are £79,795.00.					
14 Junction Road	£100,000.00	£102,082.98	£17,000.00	£120,000	Don Rudd	On Track
	Work to convert a three bedroom maisonette located on the third and fourth floor of this block into a one bedroom third floor flat and a two bedroom fourth floor flat commenced on 17 September 2018 and is on target to be completed by 31 January 2019. Actual and committed expenditure for works to 31 December 2018 was £102,082.98. The estimated costs for the remaining works are £17,917.02					

Schemes Included Each Year	Budget	Actual and Committed Expenditure to Third Quarter	Projected Actual and Commitment Expenditure Fourth quarter	Total Projected Expenditure	Project Manager	Status
Decent Homes	£100,000.00	£14,000.00	£85,000.00	£99,000.00	Eric Dyche	On Track
	Work has been completed to three empty homes during the current financial year to replace individual elements within them to achieve the Decent Homes Standard prior to them being re-let. Substantial refurbishment works commenced on one other property in November 2018 and significant works are scheduled to commence on two other properties in January and February 2019. Works to these three properties is estimated to cost circa £85,000 and will be completed by 31 March 2019.					
Central Heating and Boiler Replacements	£100,000.00	£69,599.21	£30,000.00	£99,599.21	Alison Horwood	On Track
	As at 31 December 2018 work has been completed and/or commissioned to replace boilers/heating systems that had failed in thirty four homes during the current financial year. Actual and committed expenditure for these works is £69,599.21. Subject to no abnormal weather conditions during the remainder of the financial year, and assuming the same proportionate rate of boiler failures, it is anticipated that a further 12 failures may occur during the final quarter of the year. The estimated cost for these would be £30,000. Should the rate of failures reduce however, work will be commissioned at the beginning of March 2019 to replace those boilers that are next scheduled for replacement.					
Major Adaptations	£150,000.00	£47,296.75	£102,000.00	£150,000.00	Heather Garratt	On Track
	As at 31 December 2018 major adaptations had been completed to ten properties during the current financial year. These had a combined actual cost of £47,296.75. Referrals have been received for a further nine major adaptations. This work is currently being procured and will be completed during the current financial year at an estimated cost of £76,620.00. Having received nineteen referrals during the first nine months of the financial year it is reasonable to project a further six being received during the remaining three months. As a consequence it is anticipated that the remaining £26,000 will be committed within budget.					

Schemes Included Each Year (continued)	Budget	Actual and Committed Expenditure to Third Quarter	Projected Actual and Commitment Expenditure Fourth quarter	Total Projected Expenditure	Project Manager	Status
Front and Rear Doors	£20,000.00	£11,093.47	£8,900.00	£20,000.00	Don Rudd	On Track
	As at 31 December 2018 work had been completed to replace 21 doors at properties within the Borough through this programme. These had a combined actual cost of £11,093.47. A further 17 doors will be replaced up to 31 March 2019.					
Car Hardstandings	£20,000.00	£0	£21,085.00	£21,085.00	Eric Dyche	On Track
	Work has been commissioned to install car hardstanding facilities to seven properties at an estimated total cost of £21,085.00. This work will be completed in the fourth quarter of the current financial year.					

2018/19 Schemes	Budget	Actual and Committed Expenditure to Third Quarter	Projected Actual and Commitment Expenditure Fourth quarter	Total Projected Expenditure	Project Manager	Status
Kitchen and Bathroom Replacements	£495,000.00	£0	£495,000.00	£495,000.00	TBC	On Track
	A meeting is taking place with EEM on 9 January 2019 to determine the appointment criteria and process for a suitable contractor to undertake a £495,000 programme of works. It is anticipated an appointment will take place in February/March 2019 with a view to the programme being completed during the first quarter of 2019-20. As a consequence whilst all of this budget will be committed in the current financial year, a significant proportion (or all) of these monies will need to be carried over for actual expenditure in the first quarter of 2019-20. Surveys will be undertaken to properties contained within the West Avenue area of Wigston, in February/March 2019 to identify all those that have a kitchen or bathroom that is more than 20 years and 30 years old respectively and/or fails the Decent Homes Standard to be included in this programme of works.					
External Wall Insulation (EWI)	£45,000.00	£0	£35,000.00	£35,000.00	Don Rudd	On Track
	There are three council owned properties on Harcourt Road, Wigston that are of solid wall construction and require EWI. Surveys to these properties will be completed by Friday 18 January 2019. Work will be commissioned and completed by 31 March 2019.					
Fire Safety Works Chartwell House/Churchill Close	£35,000.00	£31,255.32	£3,000.00	£34,255.32	Eric Dyche	Potential At External Risk
	A recent FRA report identified a requirement for the replacement of 34 fire doors to walkways and open stairwells in these blocks. Estimated expenditure of £31,255.32 has been committed covering 33 of these properties with one door specification outstanding. Installation of the doors ordered has been delayed pending ratification of the necessary testing and certification of composite fire doors as a result of a Government review following the Grenfell Tower fire. It is hoped that this issue will be resolved and installation work completed by 31 March 2019, but if not this money will be carried over into the next financial year pending resolution.					

2018/19 Schemes (continued)	Budget	Actual and Committed Expenditure to Third Quarter	Projected Actual and Commitment Expenditure Fourth quarter	Total Projected Expenditure	Project Manager	Status
Churchill Close Car Park	£30,000.00	£33,379.00	0	£33,379.00	Don Rudd	Complete
	Work to refurbish the of lower ground of this two storey car park to reopen the facility for local tenants ahead of the introduction of new town centre parking restriction has now been completed. A CCTV system has also been installed as a deterrent against vandalism. An additional £8,000 of electrical and other maintenance works to the upper ground floor level has been identified and may be considered for a future works programme.					
Timber Window Replacement Programme	£358,000.00	£31,039.00	£326,000.00	£358,000.00	Eric Dyche	On Track
	<p>This programme incorporates the replacement of all external timber elements (doors, windows, fascias, soffits etc.) to council owned properties on Aylestone Lane, Kings Drive, Gibson Close, Gladstone Street, and William Peardon Close in Wigston.</p> <p>Phase one of the works to upgrade external doors has been completed and the contract for phase two to upgrade windows, fascias and soffits is currently being procured and will be awarded in January 2019. Phase two works to all properties on Aylestone Lane, Gibson Close and Gladstone Street will be completed by 31 March 2019. Phase two works to properties on Kings Drive and William Peardon Court will be completed in the first quarter of 2019-20 and aligned with the heating replacement works at William Peardon Court to minimise disruption to the elderly tenants.</p> <p>A contract for the replacement of the main entrance door to William Peardon Court is also currently being procured and will be awarded in January 2019. This work will be completed by 31 March 2019.</p> <p>It is estimated that the costs for the phase two works to the 53 properties on Kings Drive and William Peardon Court may equate to £150,000. As a consequence whilst all of this budget will be committed in the current financial year, a significant proportion of these monies will need to be carried over for actual expenditure in the first quarter of 2019-20.</p>					



Service Delivery Committee	Tuesday, 29 January 2019	Matter for Information
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Report Title: **Revenues & Benefits Update (Q3 2018/19)**

Report Author(s): **Chris Raymakers (Head of Finance, Revenues and Benefits)**

Purpose of Report:	To inform Members of activity within the Revenues and Benefits area during the third quarter of 2018/19, and to bring them up to date as to the progress of Universal Credit implementation.
Report Summary:	Revenues and Benefits have shown strong performance in its core services over the third quarter of the year.
Recommendation(s):	That the contents of the report be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Stephen Hinds (Director of Finance & Transformation) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk</p> <p>Chris Raymakers (Head of Finance, Revenues and Benefits) (0116) 257 2891 chris.raymakers@oadby-wigston.gov.uk</p> <p>Mick Bullock (Benefits Team Leader) (0116) 257 2713 mick.bullock@oadby-wigston.gov.uk</p>
Corporate Priorities:	Effective Service Provision (CP2) Wellbeing for All (CP5)
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Respect (V2) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Decreasing Financial Resources (CR1) Reputation Damage (CR4) Organisational/Transformational Change (CR8) Increased Fraud (CR10)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.

Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	None.

1. Introduction

- 1.1 The Revenues and Benefit Teams are responsible for the administration and collection of Council Tax and Non-Domestic Rates (NDR) for the Borough of Oadby and Wigston.
- 1.2 The Benefits Team also receives, assesses and administers the Housing Benefit service as well as facilitating the implementation of Universal Credit which will ultimately replace Housing Benefit for working-age claimants.

2. Revenues

- 2.1 The Revenues Team is responsible for administering and collecting £30m of Council Tax and £12m of Non-Domestic Rates which it does on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service and Central Government as well Oadby and Wigston Borough Council itself.
- 2.2 The section is set specific collection targets for these income streams which are then included in the annual budget as part of the Council's core funding. Performance is measured through a comprehensive series of indicators which are reported to the area's management. Collection rates and arrears levels also are also reported as part of the Council's Key Performance Indicators.
- 2.3 It is expected that in the final quarter of the year and in 2019/20, both collectable debits will increase due to the increase in house building and the opening of the two supermarkets which are still to be valued as of 31 December 2018.

2.4 Collection Rates

At present, both Council Tax and Non-Domestic Rates collection has fallen behind its target for this time of year. The Revenues and Recovery Teams have both suffered from long term sickness and staff changes during this period causing a backlog of work. Those Teams have now recruited into the two vacant posts, caused by leavers, while extra assistance has been brought in to cover sick leave. It is expected the backlog will be completely recovered by the middle of next month, February 2019, which should see the collection rate start to rise.

Percentage of Debit Collected (Accumulative)	October (%)	November (%)	December (%)
Council Tax			
Actual collection	67.22	76.43	85.47
Target	68.30	77.70	87.20

Actual Collection 2017/18	67.93	77.22	86.43
Non Domestic Rates			
Actual collection	65.53	74.35	82.03
Target	65.14	73.99	82.29
Actual Collection 2017/18	65.75	74.89	83.05

2.5 Property Statistics

	October	November	December
No of Council Tax Properties	23,328	23,337	23,336
No of Council Tax Direct Debits	17,438	17,427	17,373
No of Single Person Discounts	7,230	7,254	7,268
No of Businesses	1,441	1,445	1,444
No of Business in receipt of Small Business Rate Relief	646	646	650

2.6 Recovery Statistics

In the third quarter of 2018/19, the Team has sent a total of 1,400 reminders for Council Tax payments and 60 to Business Rates accounts. Court action statistics are listed below.

	October	November	December
Council Tax			
No of Summons Issues	260	306	58
No of Liability Orders	33	60	69
No referred to Enforcement Agents	128	60	25
Business Rates			
No of Summons	6	16	9
No of Liability Orders	6	3	6

3. Benefits

- 3.1 The Benefits Team currently administers a total caseload of around 3,029 claimants. New claims are processed against an average time target of 15 days.

	October	November	December	Total Q3	YTD
No of new claims received	80	79	39	198	756
Avg. time taken per claim (days)	15.24	11.41	17.72	14.20	15.24

At the end of quarter three, the average time taken to process a new claim was 15.24 days, an improvement on the quarter two average but which is longer than the target time. It is however expected that this time will reduce over the year to the 15 day average.

Changes in circumstances are processed on against an average time target of 8 days.

	October	November	December	Total Q3	YTD
No of changes received	635	631	356	1,622	6,796
Avg. time taken (days)	5.53	6.23	6.24	5.96	6.08

At the end of the third quarter the average time taken to process a change of circumstances was 6.08 days.

The Team also administers Discretionary Hardship Payments for both Housing Benefit and Council Tax Support.

No of people in receipt (total)	October	November	December
Discretionary Housing Payment	54	59	63
Discretionary CTS Scheme	41	44	49

4. Universal Credit (UC)

- 4.1 The number of residents on UC has continued to rise during the third quarter of the year. This is reflected in the number of 'Housing Benefit Stop Notices' received by the Council which increased steadily through this quarter. There have been 282 such notices in the third quarter of the financial year, compared to 280 in the previous period since full service commenced.

Activity	October	November	December
Housing Benefit Stop notices	106	103	73
Universal Credit Enquiries	69	99	87
Rent Verifications Requests	12	11	8

- 4.2 The Council offers support to those who require help completing UC Application forms but, as reported at the last Committee the take up of this service has been limited, which is a concern: however, one reason may be that claimants are getting assistance from the Job Centre in Leicester.

Activity	October	November	December
Assisted Digital Support	0	1	1
Use of UC Hotline	2	1	2

- 4.3 There is a lot of evidence that suggests that once a tenant migrates from Housing Benefit onto UC, they are more likely to fall into arrears because of the nature of UC, which is paid in arrears directly to the claimant. The Council is pro-active in assisting claimants in arrears and can request payment to be made direct to the Council, as landlord. Of the 58 tenants who currently receive Universal Credit, 19 are having their rent paid by this method.

Activity	October	November	December
No of Universal Credit claimants currently in arrears	49	63	64
No of Claimants > than one	11	15	11

month in arrears			
No of Claimants > than two months in arrears	20	26	22

- 4.4 There have been changes announced recently to UC. The Secretary of State for Work and Pensions announced that those in receipt of Severe Disability Premium, as part of the Legacy payments, will now no longer migrate to UC. Also, new working age claimants with 3 or more children will be allowed to claim UC rather than Housing Benefit. Previously only families with up to two children could claim UC.
- 4.5 Managed migration of Housing Benefit to Universal Credit will commence nationally from July 2019 and will conclude in 2023. It still not known when Oadby and Wigston will fit into to this timetable.

5. Initiatives

- 5.1 Work is almost concluded by the Transformation Team on the utilisation of 'All Pay' to allow customers to pay Council Tax. To facilitate this, all 2019/20 bills will display a barcode to allow payment to be made at numerous outlets across the Borough including Post Offices.
- 5.2 The Revenues Team has started a campaign to promote the use of direct debit payment for paying Council Tax. The current proportion of customers that pay Council Tax in this way is about 75%. The campaign will include extra information about direct debit sent with the annual bills as well as advertising this method of paying in the next addition of Letterbox. If this, together with the 'All Pay' initiative, is successful, it will reduce the amount of cash taken in payment making efficiencies in administration and savings in bank charges.
- 5.3 The Council Tax section will undergo a full service review during 2019/20, utilising the expertise within the Transformation Team. This should maximise customer service, streamline procedures and make efficiencies which should lead directly to savings.

Agenda Item 11



Service Delivery Committee	Tuesday, 29 January 2019	Matter for Information
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Report Title: **Health, Wellbeing & Leisure Services Update (Q3 2018/19)**

Report Author(s): **Avril Lennox MBE (Head of Leisure & Wellbeing Services)**

Purpose of Report:	To provide Members with an update on: <ul style="list-style-type: none"> - The Sport & Physical Activity Commissioning Plan; - Health & Wellbeing Board; - The Borough's leisure contract and the Brocks Hill Centre - Resilience planning; and - Community Safety, Youth Work and Community Engagement.
Report Summary:	This report provides details of the range of projects that have taken place during Quarter 3 (October 2018 to December 2018).
Recommendation(s):	That the contents of the report and appendix be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Anne Court (Chief Executive) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk</p> <p>Avril Lennox MBE (Head of Leisure & Wellbeing Services) (0116) 257 2673 avril.lennox@oadby-wigston.gov.uk</p>
Corporate Priorities:	<p>An Inclusive and Engaged Borough (CP1)</p> <p>Effective Service Provision (CP2)</p> <p>Wellbeing for All (CP5)</p>
Vision and Values:	<p>"A Strong Borough Together" (Vision)</p> <p>Accountability (V1)</p> <p>Respect (V2)</p> <p>Teamwork (V3)</p> <p>Innovation (V4)</p> <p>Customer Focus (V5)</p>
Report Implications:-	
Legal:	There are no implications arising from the report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Decreasing Financial Resources (CR1)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.

Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	1. Oadby and Wigston Leisure Facilities Accident Review 2016 to 2018 (SLM)

1. Sport and Physical Activity Commissioning Plan

1.1 Consultation

The Leisure Team has been undertaking a consultation process over the last few months with residents who are in the lower socio-economic group, as this insight is vital in shaping future programmes. As part of this process the team has visited the Borough's Foodbanks, Helping Hands, Supporting Leicestershire Families, the sheltered housing schemes, and the Borough's priority neighbourhoods. Four focus groups have been arranged in order to speak directly to residents, in addition to getting surveys completed. As part of the consultation process the team has been working with the Council's Anti-Social Behaviour (ASB) Officer to help tackle current ASB issues, especially in Wigston. The aim is to set up a focus group with some of the young people to identify how the Council can reduce issues escalating.

1.2 Awards Evening

On 21 November 2018 the Council held its 9th Annual Oadby and Wigston Awards evening at Parklands Leisure Centre. A total of 175 people attended the event, with 13 awards presented by Leicester Tigers and Wales U20 captain Tommy Reffell, together with the Mayor, Cllr David Carter. It was another fantastic evening celebrating the Borough's inspirational teams, groups, volunteers and individuals who have gone above and beyond to improve their own health or the health of others. This event, once again, demonstrates the excellent partnership working with the Council's leisure provider, Everyone Active. Plans are already underway for the Council's 10 year celebration event in November 2019.

1.3 Year in Industry Student Placement –

After the success of this year's Student Placement from Loughborough University, who is just in his first 3 months, the Leisure Team is currently advertising placement opportunities for the next academic year (September 2019 to July 2020). The Year-in-Industry placement opportunity is a really positive addition to the team and also provides a worthwhile and varied experience for the successful student.

1.4 2019/20 Sport & Physical Activity Commissioning Funding Bid

The Leisure Team is currently putting together a Strategic Commissioning Plan for next year's Sport and Physical funding from Leicestershire County Council Public Health. The indicative figures confirm the funding is similar to the current financial year, however this will not be confirmed until February 2019. The funding will be drawn down from April 2019 until March 2020 and is designed to target inactive school children, residents with long term

health conditions, lower socio economic groups, and over 65's.

1.5 Football Association Consultation

The Football Association, working in partnership with the Premier League, Sport England and Department for Digital, Culture, Media and Sport are working on a local football development plan for each Local Authority in the country. This plan will outline what investment is needed in our outdoor and indoor facilities in the Borough over the next 10 years and will complement the local Playing Pitch Strategy. The Leisure Team is working with the Planning Policy and Economic Regeneration Teams in order to identify a list of appropriate local groups and clubs to consult with.

2. Health and Wellbeing Board

Health Inequalities

Inequalities in Life Expectancy between Oadby and Wigston

Demographics and health in the Borough have always differed but the latest data shows a widening gap in life expectancy between those from the poorest and most affluent areas of Oadby and Wigston, particularly for males. It is pleasing to note the large improvements in health in the most affluent areas and we are keen to learn from this. The challenges in the poorest areas need further exploration, which involve many factors.

There is a strong commitment from health colleagues and this Council to more fully understand the situation and to develop shared solutions to this complex issue. Together we aim to work with local people, groups and organisations to review the wide range of factors that could influence this trend. A partnership event is being planned for late February 2019, to bring people together to develop a shared plan to tackle this issue.

3. Leisure Contract update (October and November 2018):

3.1 Participation

The two month period saw over 156,500 visits at Parklands Leisure Centre, Wigston Pool and Fitness Centre, and the Brocks Hill Centre. This is compared to 151,588 for the same period last year - a 3.3% increase overall. Particular highlights were participation in:

- Swimming +3%
- Gym +2%
- Events +350%

In addition, positive attendances have been achieved in health related targeted programmes, such as:

- Falls prevention = 285
- Diabetes course = 104
- GP Referral and Heartsmart = 2,662
- Disability swim = 160

3.2 Programmes & Events

SLM hosted and supported the Annual OWBC Awards night once again last November. The event recognised members of the community, not only in their sporting achievements but for volunteers who dedicated themselves to offering fantastic opportunities to their fellow community members. One individual who was recognised for her special achievements was

Doris Doswell, who won the Everyone Active Member of the Year Award. Despite being 95 years young Doris regularly attends the Steady Steps Falls Prevention programme at Parklands in her wheelchair. She also exercises at home using the exercises learnt during the programme, to help her arthritis and mobility.



Doris Doswell with her award

3.3 Brocks Hill Centre

It has been an extremely busy period for the centre at Brocks Hill with the following events and activities taking place.

Bookings at Brocks Hill

SLM hosted 134 different sessions during the two-month period, which are listed below.

Since taking over the Brocks Hill contract and service delivery, the attendance figure from February 2018 to the end of November 2018 for educational activities, events, club bookings, meetings, parties and conferences was 19,663.

- Disability sport
- NHS Chronic Obstructive Pulmonary Disease Training
- Baby Sensory
- Connie Chand Karate
- Geary Karate
- Karts for Kids Parties
- Fitness BootCamp
- RDC Cheerleaders
- NHS Diabetes Sessions
- NHS blood bank
- SLM – Conference Meetings
- Brocks Hill Christmas Craft Fayre
- OWBC – Beacon Light Ceremony
- O&W Lions Stone Laying Ceremony

3.4 Brocks Hill – Education

A total of 8 schools, making a combined total of 19 visits took part in educational activities

at Brocks Hill. These included mini beast hunts, den building, and scavenger hunts. The schools taking part were:

- Launde Primary
- Leicester High School
- Millgate School
- Daisy Chain Nursery
- Emmanuel Christian School
- Land of Learning Primary
- Keyham Lodge
- Home Schooling Group

3.5 **Free October half-term activities at Brocks Hill**

SLM provided free educational drop-in sessions during the October Half Term, to engage with families, which attracted 30 individual attendances.

3.6 **Events at Brocks Hill**

- 3.7 SLM organised and hosted the annual Christmas Family Craft Fayre at Brocks Hill, the first time since the refurbishment. Now the main hall is larger it provided space for 33 stall holders and Father Christmas! In addition, and for the first time, SLM were able to utilise the upstairs meeting room for face painting and children's craft activities in the conservatory. Over 550 people enjoyed the day with lots of people enquiring about future events at Brocks Hill.

An £8,000 investment in audio visual equipment, providing a huge screen, projector, sound system and Bluetooth microphones, has enabled SLM to hold significant events such as the Pride of the Borough Awards at Brocks Hill.



Brocks Hill activities space

3.8 **Beacon of Light**

SLM were pleased to support the OWBC Beacon of Light ceremony on 11 November, with the coffee shop supplying refreshments for dignitaries. Approximately 250 visitors attended honouring the war heroes.

3.9 **The Oadby & Wigston Lions Club**

SLM supported the stone laying ceremony honouring past Lions members on 4 November 2018, giving free access and refreshments for visitors attending the ceremony.

3.10 **Community Groups at Brocks Hill – Case Study**

SLM continue to support a range of community groups, one such group is the RDC Supremacy Cheerleading Group. SLM has provided opportunities for them to enhance their training programme, thus playing a small part in helping the group to achieve their goals.

Since the Brocks Hill refurbishment RDC has moved their sessions from Parklands to Brocks Hill enabling dedicated storage and increasing the number of sessions by 100%. This extra training time has contributed to success at world level with them competing at the USASF World Cheerleading Championships in Orlando, also meaning they have been the highest achieving team in Leicestershire.

3.11 **Café Service**

The café at Parklands Leisure Centre achieved a 5 star rating in November.

A recent competitor analysis has shown that the café at Brocks Hill is comparable to local competition, however SLM will undertake three actions which they feel will significantly change the perception of pricing in the coffee shop. Currently if customers have a (free) Everyone Active card they receive a 20% discount. SLM do not advertise this enough, nor display the prices with the discount, therefore SLM will:

1. Display the discount prices;
2. Advertise the card more; and
3. Train the staff to promote the awareness of the card to customers.

These actions will be in place by January 2019.

3.12 **Armed Forces Scheme**

Further to the enquiry at the last Service Delivery Committee, SLM is willing to look at whether the 20% discount can be extended to Armed Forces Scheme cardholders, however more information will be needed about the cardholder scheme, including membership criteria, duration, and numbers.

3.13 **Free Access to Leisure Facilities for the Emergency Services**

From 24 to 31 December 2018 SLM provided free access to their gyms and swimming pools to all those with an Emergency Services ID card. This was a Country-wide offer from SLM, as a thank you to the hard-working individuals who always give up their Christmas to keep us all safe.

3.14 **Accident Analysis Comparison**

A copy of SLM's Oadby and Wigston Leisure Facilities accident review 2016-2017 and 2017-2018 can be found in **Appendix 1**. At Parklands Leisure Centre, there were no identifiable trends in the accidents as far as the majority are based on accidents coming from participation in activity.

The increase in year-on-year is in the main down to a greater number of accidents involving Roller Skating which has seen increased participation numbers compared to the previous year. The company average across their 150 sites is 4.5 accidents per 10,000 visits –

Parklands total was 1.7 for 2016-17 and 2.1 for 2017-18, per 10,000 visits which is well below the company average. Wigston Pool and Fitness Centre saw a nominal decrease in the Year on Year amount of accidents on site, with no identifiable trends as all accidents were as per activity participation. Wigston's total per 10,000 visits was 3.6 for 2016-17 and 3.0 for 2017-18, which again is below the company average.

4. Resilience work

4.1 The following provides an update on general resilience work that has taken place over the last three months:

- Briefing to Tier 1 Emergency Centre staff at Parklands Leisure Centre;
- On-Call exercise held at Heads of Service Manager's Meeting;
- New on-call Senior Manager rota developed for 2019;
- Development of E-Learning modules (Emergency Centre Volunteers, Emergency Centre Managers and Loggists);
- Loggist refresher sessions held and a new Loggist recruited and trained;
- Recruiting more Emergency Centre Volunteers at the December Staff Briefing; and
- Hands-on Emergency Centre Volunteer training arranged for February 2019

4.2 Business Continuity

The following provides an update on achievements in relation to the Council's Business Continuity plans:

All ten department Business Continuity plans have been produced and exercised, in addition to the overall OWBC Business Continuity framework being signed-off by the Chief Executive. All plans are now available on Resilience Direct.

The above Business Continuity work met all the recommendations from CW Audit; these actions were achieved in advance of the proposed target deadlines.

4.3 Community Resilience

Volunteers from Oadby schools, faith communities, Councillors, and the library have come together to create the Oadby Community Response Team. The team has developed a Community Response Plan for the Oadby area, with guidance and endorsement from the Resilience Partnership and Oadby and Wigston Borough Council. The plan sets out how the group will come together to respond to an emergency and how they can work to keep their fellow residents safe, prior to the Emergency Services arriving on site.

Community leads, volunteers and individuals from the Wigston or South Wigston area are currently being sought, in order to create a similar plan for these areas of the Borough. Councillors are encouraged to promote this opportunity to their localities. Those interested in progressing a local plan should contact the Head of Leisure and Wellbeing.

5. Community Safety

5.1 Community Safety Survey

The 2018-19 Community Safety Survey was launched on 26 November 2018 to coincide with the start of the distribution of the winter edition of Letterbox. The survey can be completed either via a detachable form in Letterbox, a printable form on the Council's website, or electronically by Survey Monkey. Different collectors have been setup on Survey Monkey in order to chart which electronic return route is the most effective, these are 'Council Website', 'Facebook', 'Twitter', and 'Safeland'; the use of these collectors will also provide data on where the Council is best to focus its community engagement/canvassing

work.

The survey will remain open until Thursday 31 January 2019, with the information collected through it being incorporated into the tactical actions contained within the Community Safety Partnership's 2019-20 Delivery Plan. Last year 174 responses were received over the survey's duration; to date (end of December 2018) 128 responses to the 2018-19 survey had been received at the time of writing this report.

A full report on the findings of the survey will be prepared for the Community Safety Partnership meeting taking place on Monday 11 February 2019.

5.2 CCTV Upgrade

The Council is now in possession of 5 new redeployable CCTV units, purchased from Rapid Vision Systems, to supplement the existing 5 units in use in the Borough. Funding has also been identified within the CROW Scheme budget to fund the conversion of the initial 5 lampposts within the Borough, of the 48 that were structurally tested at the start of 2018, in order for them to host the units.

The initial 5 lampposts have been identified by the Borough Council, Leicestershire Police, and Leicestershire Fire and Rescue Service in order to provide immediate camera coverage, once conversion work has been carried out, to areas within the Borough deemed as 'hot spots' for either anti-social behaviour, crime, disorder, or community safety reasons by the Community Safety Partnership member agencies.

The conversion work is expected to be carried out by LCC Highways in January 2019. The remaining 43 structurally tested lampposts will then be suitably converted through Q1 2019 in order to provide a network of lampposts the redeployable units can be affixed to as required. A growth bid has been prepared to secure funding for the additional conversion work required, with the option of putting the work out to tender to be taken up by a contractor who is a member of the 'Highway Electrical Association'.

5.3 Youth Council

Oadby & Wigston Youth Council gained 4 new members during Q3, bringing the number of young people involved with the Youth Council up to 18. Attendance at individual meetings has also begun to increase as a result of this, following a number of older members moving on to University.

Following the 'Make Your Mark' ballot conducted nationally, in which over 1 million young people participated, the Youth Council has agreed to adopt the priority issues decided upon by the UK Youth Parliament following debates held regarding the ballot outcome. In addition to their standing campaigns around a Curriculum for Life, Votes at 16, Mental Health Support in Schools, and First Aid training for young people, the Youth Council will now also be looking at work that can be undertaken locally to reduce knife crime.

There will be direct support in these matters from the UK Youth Parliament as the current cohort of youth members include regional members of the Youth Parliament. This will enable the Youth Council to draw upon national resources to further their work and objectives, as well as share best practice directly with other youth councils across the country.

6. Community Engagement

6.1 The following provides a brief update about the range of engagement opportunities that

have recently taken place.

6.2 Interfaith Week

The Council held a lunchtime interfaith event to celebrate Interfaith Week. This week explored faith and belief from a personal perspective. Speakers contributed with personal reflections on what a 'lived' faith looked like from the viewpoint of someone who is Christian, Bhai, Muslim, and Jewish. These snapshots on a lived faith proved not only educational but also highlighted how faith can connect people across a spectrum of the Community. The audience consisted of staff, Councillors, community groups, and voluntary organisations.

6.3 Disability Forum

A new disability forum is being developed with local residents. This work is being supported by a range of individuals including the two Local Area Coordinators. Residents wish to explore issues relating to accessibility to services, shops and how they can input into the development of Council provision and policymaking.

6.4 Community Engagement Forum

The Community Engagement Forum was held on Tuesday 4 December 2018. This event focussed on the employability needs of people with a disability, by providing employers with information and support and details of funding opportunities available. The Disability Confident workshop was supported by the Department for Work and Pensions, Leicester Employment Hub and Delifrance Wigston. Due to the success of the event, a part 2 Disability Confident meeting is being planned.

6.5 Oadby, Wigston and South Wigston Residents' Forums

The three Town Centre Residents' Forums were held in September, October and November. Attendance was good at two of the forums, but more work needs to take place to increase attendance at the South Wigston meeting. An advertisement promoting the Forums, calling for new members, was included in the winter edition of Letterbox.

6.6 Defibrillator Training

Due to low numbers, the defibrillator training planned for last autumn will now be held in spring 2019. These workshops will be delivered by Oadby and Wigston Community First Responders and offered to a maximum of 15 people per Town Centre session.

6.7 National Open College Network (NOCN) Community Course

This free community course is set to be delivered in 2019. There are currently seven people from various community groups signed up. Accreditation support will be provided by the PCYA (Pakistani Community Youth Association) based in Leicester.

6.8 Oadby and Wigston Citizens Panel

Oadby & Wigston Borough Council is looking to recruit local residents to act as the Borough's Citizens' Panel. A Citizens' Panel is a cross section of local people who agree to take part in research, workshops and consultation with the Council. A launch date will be confirmed early in 2019. The aim is to recruit a minimum of 1000 residents to start up this online consultation framework.

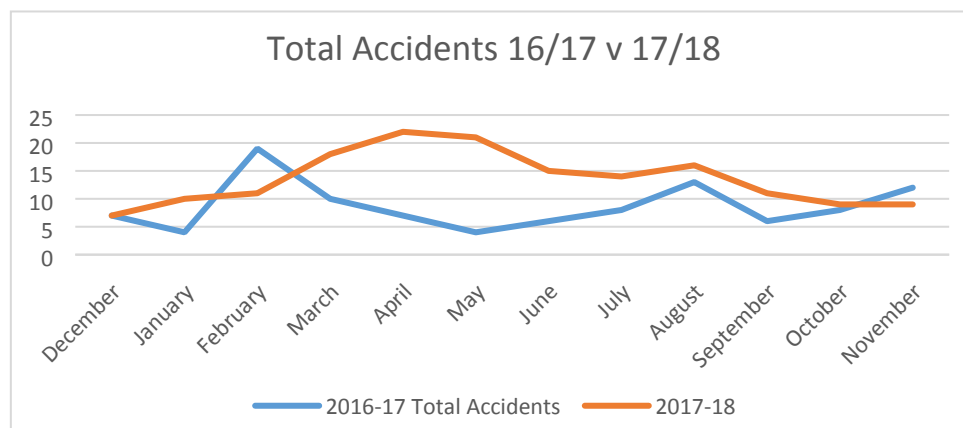
Oadby and Wigston Leisure Facilities Accident Review

2016/17 against 2017/18

Parklands Leisure Centre

Parklands	2016-17	2017-18	2016-17	2017-18
	Total Accidents		Accidents /10,000*	
December	7	7	1.0	2.2
January	4	10	1.5	2.0
February	19	11	2.1	2.2
March	10	18	2.1	3.3
April	7	22	0.9	0.4
May	4	21	1.0	3.7
June	6	15	2.1	2.7
July	8	14	2.5	1.2
August	13	16	1.6	3.0
September	6	11	1.7	1.8
October	8	9	1.7	1.8
November	12	9	2.3	1.4
Total	104	163	1.7	2.1

*Company average across 150 sites is 4.5 accidents per 10,000 visits.



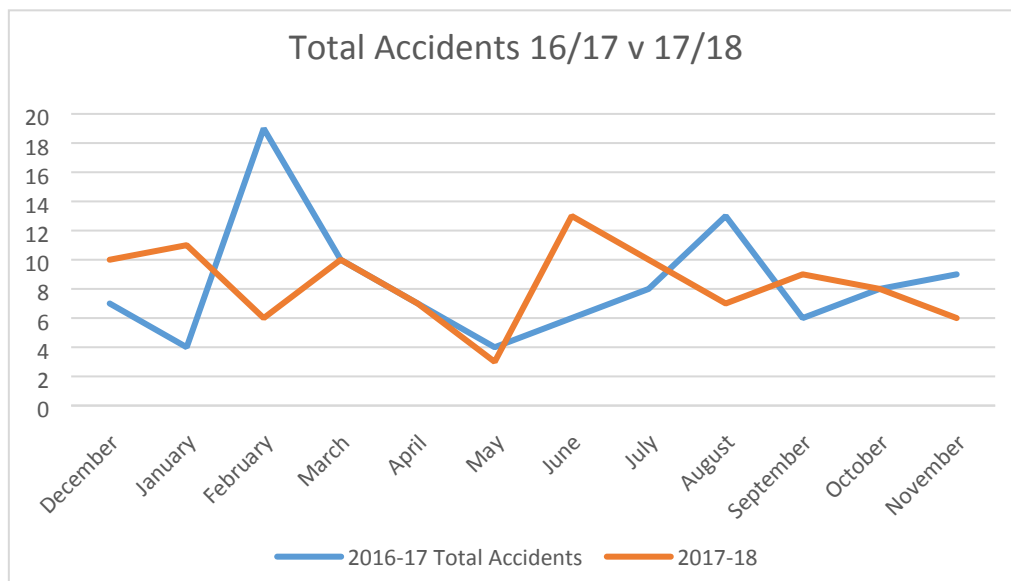
Summary:

There were no identifiable trends in the accidents as far as the majority are based on accidents coming from participation in activity. The increase in Year on Year is in the main down to a greater number of accidents involving Roller Skating which has seen increased numbers compared to the previous year.

Wigston Pool and Fitness Centre:

Wigston	2016-17	2017-18	2016-17	2017-18
	Total Accidents		Accidents /10,000	
December	7	10	4.6	5.5
January	4	11	1.7	0.4
February	19	6	8.6	2.4
March	10	10	4.1	3.8
April	7	7	2.8	2.6
May	4	3	1.7	1.1
June	6	13	2.5	4.7
July	8	10	3.1	3.4
August	13	7	4.9	2.5
September	6	9	2.3	3.6
October	8	8	3.1	3.2
November	9	6	3.6	2.4
Total	101	100	3.6	3.0

*Company average across 150 sites is 4.5 accidents per 10,000 visits.



Summary:

Wigston Pool and Fitness Centre saw a nominal decrease in the Year on Year amount of accidents on site, with no identifiable trends as all accidents were as per activity participation.



Service Delivery Committee	Tuesday, 29 January 2019	Matter for Information and Decision
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Report Title: **Greening of the Borough and Operational Services Update (Q3 2018/19)**

Report Author(s): **Avril Lennox MBE (Head of Leisure & Wellbeing Services)**
Brian Kew (Head of Operational & Street Scene Services)

Purpose of Report:	To provide Members with an update on the Borough's green and natural spaces, including Brocks Hill Country Park.
Report Summary:	This report provides details of the range of work that has taken place across the Borough during quarter three by Operational Services, key Officers and a range of Volunteers.
Recommendation(s):	A. That Members consider the proposal for a Community Garden at Blaby Road Park (as set out in paragraph 5.1 and Appendix 1 of the report); and B. That the contents of the report be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	Anne Court (Chief Executive) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk Avril Lennox MBE (Head of Leisure & Wellbeing Services) (0116) 257 2673 avril.lennox@oadby-wigston.gov.uk Brian Kew (Head of Operational & Street Scene Services) (0116) 257 2842 brian.kew@oadby-wigston.gov.uk
Corporate Priorities:	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2) Green & Safe Places (CP4) Wellbeing for All (CP5)
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Respect (V2) Teamwork (V3) Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications directly arising from the report.
Financial:	There are no implications directly arising from the report.
Corporate Risk Management:	Decreasing Financial Resources (CR1)

Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable.
Human Rights:	There are no implications arising from the report.
Health and Safety:	There are no implications arising from the report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	1. Proposed Area for Blaby Road Park Community Garden

1. Greening the Borough Strategy

In line with the aims of the Greening the Borough Strategy, the following work has taken place across the Borough under three key work streams: Improved Visual Impact, Environmental Sustainability, and Engagement.

2. Improved Visual Impact

The final grass mow of the season took place from 19 - 30 October 2018 by the Clean and Green team, and dead tree branches were removed in Peace Memorial Park, with the cherry-picker.

2.1 High Impact Planting

In line with the maintenance schedule, late October 2018 saw all summer bedding plants removed, with beds tidied awaiting the winter bedding plants. The winter bedding arrived in November 2018 and these were planted in the various flower beds across the Borough.

New daffodil bulb planting areas were identified and prepared on Severn Road flood tank and Meadow Way open space, and bulbs were planted. The Clean and Green team moved onto their winter maintenance works on all the parks, open spaces and Housing areas from November onwards. The team are now working on plans for the 2019 badge-bed at Peace Memorial Park.

2.2. Street Scene Improvements

Replacement litter bins have been installed at Acorn Way, Davenport Road, Willow Park (2), Countesthorpe Road and Blaby Road Park. Replacement Street name plates have been installed at Barnby Avenue, Linford Close, Mill Close, and Stoughton Drive South.

In mid-November 2018 the Clean and Green team provided woodchip for Wickham Rise shrub beds, for the volunteer group to apply. The Pride of the Borough Group carried out a de-littering session in November 2018; all litter bags were then collected and disposed of by the Clean and Green team.

2.3. **Trees and Shrubs**

In October 2018 the Grounds Maintenance team were busy dealing with a number of trees that had been damaged due to the strong gales. They picked up many small broken branches from trees across the Borough. One large willow tree came down in the Pochins Bridge open space area. The team dealt with this particular issue in a timely manner, clearing away all the wood and branches and ensuring the area was clear and tidy.

2.4. **Parks and Open Spaces**

2.5. **Uplands Park Outdoor Gym, Oadby**

A pre-start meeting has been arranged with the contractor for 11 January 2019. Installation of eight items of outdoor gym equipment will then take place in late January/early February 2019, the exact date is to be confirmed. The Clean and Green team has continued to carry out the play areas inspections across all Borough parks, as part of their weekly routine.

2.6. **Country Parks and Access to the Countryside**

Brocks Hill Country Park received a Bee's Needs Award in November 2018. The award is for sites that are doing their part for pollinators, by creating and managing suitable habitats, as well as educating and engaging visitors. Brocks Hill was chosen as a winner because of its wide range of bee friendly habitats, including the orchards, gardens and wildflower meadows and the bee and butterfly survey data, which has shown that there have been positive increases of some species, and high abundance and diversity of others.

Three new sponsored trees were planted where there are spaces in the community orchard at Brocks Hill, these include two 'Mulberry' trees and one 'Newton Wonder Apple' tree.

24 new habitat boxes have been installed around Brocks Hill by the Park Ranger. These comprise of 8 bat boxes, 1 owl box and 15 bird boxes. This will greatly enhance the availability of nesting and roosting sites within the park for the resident wildlife.

Winter thinning works in the woodland compartments has continued (duration November 2018 –February 2019) by the Park Ranger with help from the Clean and Green team. Tree thinning allows valuable light and space to be retained and helps the woodland to develop with improved ground and shrub layers as well as dead wood habitats.

2.7. **Volunteer Policy**

The new Volunteering policy was completed at the end of December 2018. It is now due to go out for consultation to Senior Management Team, all staff and the Unions before it is finally signed off.

2.8. **Volunteer Hours**

The target for Quarter 3 (October, November and December 2018) was 380 hours. Actual volunteering hours achieved were as follows: 164 for October, 183 for November and 117 for December, giving an impressive total of 464 hours for this period.

Volunteers and Lead Volunteers have assisted with the following tasks:

- Pond clearance of the small pond by the centre;
- Scrub cutting to open up the spinney pond near to the boardwalk;
- Planting small trees throughout recently thinned woodland compartments at Brocks Hill

- to diversify the species mix and age structure;
- Clearing branches and woodchipping;
- Litterpicking;
- Maintaining the raised beds with the Lead Gardening Volunteer;
- Key Volunteers have summarised all the data they have collected during their weekly butterfly surveys at Brocks Hill. The volunteers have displayed images and information on the notice board in the visitor centre;
- Charnwood Foods visited for a Corporate Volunteer day and helped with pond clearance on the larger pond at the front of the centre;
- Little Fishes Pre-school came to do a litterpick and ramble for Children in Need at Brocks Hill in November 2018;
- Scrub cutting and litterpicking on Fludes Lane has been carried out; and
- Small tree felling and litterpicking has taken place at Pochin's Bridge.

2.9. **Volunteer Action Plan**

A volunteering action plan is currently in the planning stages, to increase the support and development of volunteers.

2.10. **Walks and Lanes**

At Fludes Lane, volunteers have continued to litterpick as well as cut back scrub overhanging paths and lay a small section of hedge.

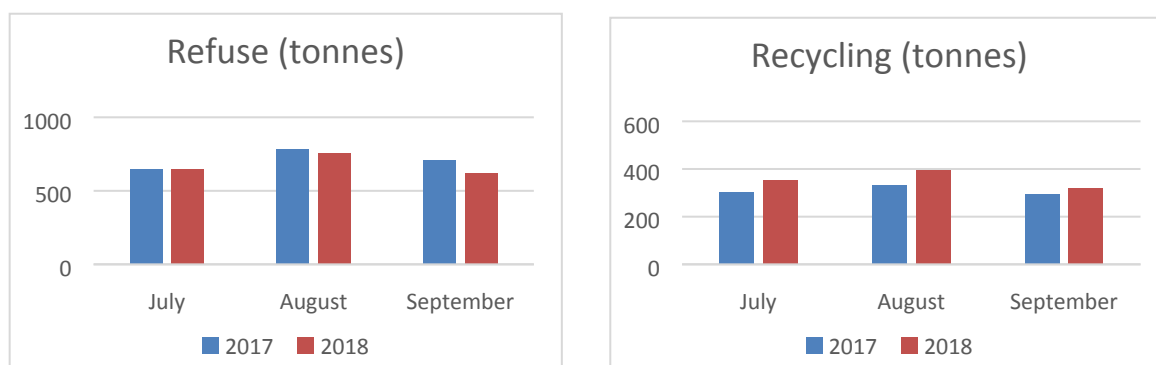
2.11. **Town Centres**

The beginning of December 2018 saw the Clean and Green team carry out staining of the benches in Oadby town centre. They also delivered a real Christmas tree to The Parade, Oadby. The end of December 2018/beginning of January 2019 saw a big tidy-up of all the Town Centres following the Christmas and New Year celebrations.

3. **Environmental Sustainability**

3.1 **Refuse and Recycling**

Since the distribution of wheeled bins for recycling which commenced in June 2018, there has been an increase in recycling across the Borough:



3.2. **Promotion**

A recycling stand was held at the Wigston Farmers Market in September 2018 in conjunction with Leicestershire County Council to raise public awareness and the importance of recycling. The OWBC team engaged with just under 60 members of the public, they were invited to complete a recycling challenge activity sheet testing their

knowledge of what can and cannot be recycled in their recycling bin.

3.3. **Route Optimisation**

Consideration is currently being given to change refuse and recycling collections over 5 days. The planning and implementation of this scheme is being carried out in conjunction with an outside contractor. The crews have been consulted regarding the new collection rounds and are currently progressing with finalising the scheme.

3.4. **Incabs Technology**

This software provides real-time information and visibility of the delivery and collection process from the point of despatch. Units have been installed into the refuse and recycling vehicles. Using this technology, the driver will be able to send real-time information to Customer Services, this will greatly assist in providing a highly efficient service in advising residents of any issues regarding non collections. Training for drivers will be undertaken and it is anticipated that the system will go live by the end of January 2019.

4. **Engagement**

Posters were displayed on Borough noticeboards by the Clean and Green team, to promote the Remembrance events planned for 11 November 18. The team's pre-event preparations included cleaning the streets, general tidying all the areas, as well as providing crowd barriers on the day. The Clean and Green staff also assisted as marshals for Remembrance Sunday.

4.1 **Consultation**

On 25 October 2018 there was a Tree Warden meeting hosted by Oadby and Wigston Borough Council and chaired by Samantha Village from Leicestershire County Council, who acts as the Tree Warden Co-ordinator throughout the County.

Consultation comments for the Tree Strategy have been compiled and final amendments are being made prior to publication by March 2019. Since the last quarterly report, two Tree Preservation Orders (TPOs) have been served for Sycamore Close, Oadby and The Broadway, Oadby to replace the old County Orders, leaving two remaining County Orders at The Oval, Oadby and Leicestershire Golf Course, Oadby. Other TPOs served during this quarter include trees outside of The Firs on Oadby Road and trees on the southern boundary of Rosenfels at the University of Leicester.

5. **Proposed Blaby Road Park Community Garden**

A request has been received from the South Wigston Local Area Coordinator (LAC), for approval to use a section of land on Blaby Road Park, as a community garden. The full proposal can be found below at paragraph 5.1. A map showing the proposed location for the community garden is attached at **Appendix 1**.

5.1 **Proposal from the South Wigston LAC (Reproduced)**

To turn an area at the Lansdowne Grove end of Blaby Road Park into a community garden with permission of Oadby Wigston Borough Council. This would enable us:

- To provide an opportunity for residents in South Wigston to have access to an opportunity to garden and use a Green Gym.
- To connect people in the community through the common interest of growing. Meets all the 5 ways to wellbeing, connect, be active, take notice, keep learning, and give.

- Green Gym provides moderate physical activity. People who are regularly active at this level are 50% less likely to suffer from a heart attack/stroke.
- Being physically active in green spaces can relieve stress and help combat depression
- Reduce social isolation.
- To use local resources to benefit local people.

Target Audience

- Individuals and families who don't have access to a growing space.
- Older people living alone.
- Lonely, isolated individuals.
- People living with learning disability or mental health problems.
- Asylum seekers.

Evidence of Need

- Frequent requests from Residents to have access to a growing space.
- Being outside and feeling the earth has a positive impact on mental health.
- More activities and opportunities needed for people to engage with others, volunteer gain experience to support returning to work.
- Heath Indicators (ONS Census, 2011) shows that the general health in South Wigston is significantly worse compared to averages in England.

Activity

- Garden will be open to all to enjoy.
- Groups will be able to access to take part in sessions – groups already identified, mental health support groups, learning disabilities, young children and youth clubs.
- Also available are Green Gym session where people taking part will be led through warm up activities, gardening session and warm down activities.
- Sensory garden to support people with sensory needs or impairments to enable them to get the most out of the garden and to facilitate intensive interaction.

Stakeholders

- LAC
- Oadby and Wigston Borough Council
- Timebank Volunteering
- Voluntary Action Leicestershire
- Leicestershire Adult Learning
- Health Visitors and Early Years team
- Supporting Leicestershire Families
- LCC Public Health
- South Leicester College

Resources

- Steering group made up of representatives from stakeholders
- Volunteers
- Access to water and electricity

- Equipment (To be determined)
- Shed/storage for equipment

Budgetary elements

- Paid member of staff on part-time wage
- Advertising/marketing
- Equipment
- Insurance

Summary

It is proposed that the project runs for 18 months with a Part-time paid member of staff (We will apply for funding to cover this). Long-term sustainability of activities will be maintained through this member of staff, volunteers and community connections with local businesses, clubs and initiatives. Initially the project will be overseen by Paula Harris – The conservation Volunteers community Development worker and Mary Flynn – Local Area Co-ordinator for South Wigston until it becomes sustainable without their support.

The Blaby Road Community Garden will link in to the objectives of the Health and wellbeing targets of the Oadby and Wigston Health and wellbeing board. It will provide a green outdoor resource for all members of the community. We have a volunteer who is willing to train as a Green Gym instructor to lead sessions – where people can be referred to by their GP or self-referred We have volunteers who will plan and develop the garden ensuring that it is accessible to all.

5.2 Feedback from Oadby and Wigston Officers

Whilst there are no concerns with the aim and objectives of the overall project, the Head of Operational and Street Scene confirmed the following:

- There must be access for the OWBC Clean and Green staff of 2.5 meters around the edge of the proposed garden area for mowing purposes;
- Access to electricity and water will not be possible;
- Concerns around the proposed plans to erect a shed/storage area and water butt. This will also need consideration in regards to security/safety of such items; and
- Confirmation will be required in relation to the area being put back to its original good standard, once the 18 months project has concluded if it's not self-sustaining.

Member's views are sought on the proposed plans at Blaby Road Park from the South Wigston Local Area Coordinator.

Appendix 1



 = Area for Community Garden. Approx. measurements 16m x 12m



Ariel view of Blaby Road Park

■ = Area requested for community garden

12m

Ideally Path ways would be accessible for wheelchair users.

Sensory needs would be taken into account when planting the area

Meeting/seating space

Shed/Storage

Water Butt

Veg Beds

Veg Beds

Raised
Beds

Raised
Beds

Raised
Beds

Veg Beds

Veg Beds

16 M

Compost



Service Delivery Committee	Tuesday, 29 January 2019	Matter for Information
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Report Title: **Facilities Service Update (Q3 2018-19)**

Report Author(s): **Margaret Kind (Facilities & Administration Team Leader)**

Purpose of Report:	To update Members on work undertaken by the Facilities Section.
Report Summary:	This report details work completed by the Facilities Section in quarter 3 between October 2018 and December 2018.
Recommendation(s):	That the contents of the report be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Stephen Hinds (Director of Finance & Transformation) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk</p> <p>Adrian Thorpe (Head of Planning, Development and Regeneration) (0116) 257 2645 adrian.thorpe@oadby-wigston.gov.uk</p> <p>Margaret Kind (Facilities & Administration Team Leader) (0116) 257 2832 margaret.kind@oadby-wigston.gov.uk</p>
Corporate Priorities:	Effective Service Provision (CP2) Green & Safe Places (CP4)
Vision and Values:	Teamwork (V3) Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	Work is carried out within existing capital and revenue budgets.
Corporate Risk Management:	Effective Utilisation of Assets/Buildings (CR5) Economy/Regeneration (CR9)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.

Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	None.

1. Progress on Capital Projects during Quarter 3 (2018-19)

1.1 Florence Wragg Way Play Area

The rope bridge has now been installed to replace the monkey bars meaning this project is now complete.

1.2 Ervins Lock Footbridge, Wigston

As previously reported, planning permission for a bridge of brick design was agreed by Development Control Committee on 25 October 2018. In granting planning permission for a brick built bridge it was explained to Members of the Development Control Committee that the County Council's Heritage Officer recommended the bridge be of brick construction which would be in keeping with the conservation area status conferred on the canal in this location by Leicestershire County Council. However, Members of that Committee were also advised that the Canal and River Trust (CRT) wished the bridge to be of a steel design which had been the original design prior to obtaining information from the Heritage Officer.

Following the granting of planning permission, the Facilities and Admin Team Leader has pursued the drawing up of an agreement with CRT to allow the bridge to be installed. Heads of Terms for an Option Agreement between CRT and Oadby and Wigston Borough Council in respect of proposed lease rights for airspace and footings allowing for the construction and maintenance of a pedestrian footbridge at Ervins Lock South Wigston.

However, no further progress can be made on this at present due to an email that has been received from Steve Robinson, Estate Surveyor for CRT outlining CRT's position and explaining that they are not now in a position to grant permission for a bridge to be installed on their land unless the design has steel pillars.

Extracts from his email are given below:

"After consulting with my planning colleague, Hazel Smith, and the Trusts Regional Director for the East Midlands (Phil Mulligan), I am advised that we are not prepared to proceed with an agreement for a bridge with brick piers.

I am instructed not to pursue this matter any further until such time as the Trust receives assurances that the bridge will be constructed with metal piers."

Without the agreement of CRT to the Heads of Terms, no further progress can be made. Officers have been working with CRT on a pedestrian bridge in this location for a long time and it is disappointing that CRT did not make their stance clear earlier in the process which could have saved on time and resources. However, Officers are now in discussion with CRT in order to try to resolve this matter and at the time of writing have requested a meeting between CRT, OWBC and LCC's Heritage Officer as early in the new year as possible.

1.3 New Pavilion at Horsewell Lane, Wigston

Following the appointment of GF Tomlinson (GFT) as main contractor on 13 November 2018, a pre-start meeting was held with GFT and the Council's construction project managers, Faithful and Gould (F&G) on 21 November.

A soft start onsite with compound set up commenced on 26 November and the turning of the first sod media event led by Councillor Bentley took place on 3 December. Groundworks have now commenced and orders have been placed for the steel frame. Regular construction progress meetings with F&G and GFT are being held, with the latest occurring on 18 December and the next scheduled for 29 January. Key project plan dates are set out below. These will potentially be subject to change, particularly should there be any inclement winter weather which hinders construction progress.

- Building Completion: 24 June 2019
- Existing Building Demolition: 12 July 2019
- Wigston Club for Young People Building Demolition: 24 July 2019

1.4 Coombe Park Pavilion Extension

Further to the Policy, Finance and Development Committee resolution of 27 November 2018 to support this project, Oadby Owl's are finalising a planning application for the extension in conjunction with the architects who designed the current pavilion. Both Oadby Owls and Officers are working with the FA (Football Foundation) to draft the funding application which it is intended will be submitted once a planning application has been determined and the Council has a tendered price with which to base the application on. Subject to the grant of planning permission, the Council will be the lead agency on the development of the extension and will receive all the available funding with which to build the extension.

1.5 Bus Shelter Refurbishment

The 18 shelters identified as requiring work have now been re-painted. This project is now complete.

1.6 Extensions to the Gardens of Remembrance at Wigston and Oadby Cemeteries

Work to extend the Garden of Remembrance at Oadby Cemetery is now complete. An additional 56 casket plots have been created giving approximately 4 years additional ash casket space.

Work at Wigston Cemetery began on 17 December where 150 additional new plots are being created giving approximately 3 years additional ash casket space. The work at Wigston is due to be completed by the end of January 2019.

1.7 Extending Oadby Cemetery into former Scout Hut land

Groundwater investigations have been completed and a comprehensive report received showing the findings. The report is required as part of the planning application which will be submitted in early January 2019 and for which the Environment Agency will be a statutory consultee.

The report concludes that groundwater should not be affected by burials so long as there are no more than 10 burials in any 12 month period. This condition should not have a detrimental effect since the current average number of burials at Oadby Cemetery is approximately 8 per year.

Landscaping plans for the new burial ground are being discussed with a landscaper. Some initial tree works have been carried out to remove dead limbs from the many trees in the area; the Council's Tree Officer has surveyed the area and identified which trees should

remain and which are poor specimens that can be removed. These will be identified on the planning application.

1.8 **Uplands Park Outdoor Gym Equipment, Oadby**

Following the receipt of quotations in November 2018, the contract for the supply and installation of equipment has been awarded to Proludic Ltd. The eight items of equipment ordered match the top eight items requested by residents who took part in the consultations. As requested by residents, the resistance of the equipment can be manually adjusted by the user to match their ability level.

A pre-start meeting with the contractor is arranged for 11 January 2019; the installation date is awaited but is expected to be late January /early February 2019.

1.9 **Crow Mill Picnic Area, South Wigston**

Work to replace the roof of the picnic shelter and install a bench was completed at the beginning of December 2018. Intumescent (fire resistant) paint is on order; this will be applied to the shelter uprights and underside of roof in January 2019 to complete the project.

1.10 **Dog Walk Shelter at Blaby Road Park, South Wigston**

South Wigston Ward Members approved the design of a shelter which is now on order. The contractor is expecting to start on site laying the foundation on 2 January 2019 and the shelter itself will be installed on 11 January 2019.

1.11 **Brocks Hill Play Area, Oadby**

A registered play inspector has carried out an inspection of the existing play equipment at Brocks Hill. The inspection report is very comprehensive and covers all items of play equipment as well as the benches, fences, steps, gates and planting areas that feature within the wider play area. The report gives the current identified risk level for each item of play equipment and the anticipated life expectancy:

Identified Current Risk Level	Life Expectancy		
	1 – 3 years	3 – 5 years	5 -10 years
Low Risk	3 items	6 items	3 items
Medium Risk	0 items	2 items	0 items
High Risk*	1 item	0 items	0 items

*Since the report was received the high risk item ('pick up sticks' climbing unit) has been replaced by the manufacturer, free of charge and under guarantee. Therefore this item is no longer deemed as high risk.

The report identifies the work required to reduce risks in all areas; the majority of low level risks identified involve levelling of the surface areas surrounding the equipment. The two items of equipment deemed medium risk (the junior and toddler multi play units) require some rotted timbers to be replaced and the safety surfacing attended to.

Quotes will now be obtained to address the factors raised in the report so that an assessment can be made against the life expectancy to gauge whether to repair equipment or replace.

1.12 Works to Car Parks

Patch repairs have been carried out to Paddock Street, Aylestone Lane and Willow Park Car Parks. Quotes have been invited for re-surfacing and re-lining to sections of East Street and Sandhurst Street Car Parks and this work will take place in late January/ early February. The car park at St Peter's Church Hall (owned by OWBC) will be re-lined at the same time.

2. Residents' Forum Projects

No works requested this quarter.

3. Pavilions and Community Centres

- 3.1 Fire Risk Assessment (FRA) reports have been obtained for nine community centres and pavilions, the East Street Car Park Office and the buildings (including chapel) at Wigston Cemetery.
- 3.2 In all cases, the FRA's highlight that fixed wire testing is overdue for each building (see 3.3 below); this had actually been completed at the time the FRA's were undertaken but the reports had not been received and therefore could not be included. The recommendations in each report are being addressed along with the systematic testing and documenting of fire alarm systems and emergency lighting in each building.
- 3.3 Fixed wire (electrical) testing has been completed on 17 buildings managed by the Facilities Section. This work is carried out every 5-years and is a statutory health and safety requirement. Eight of the buildings have 'satisfactory' reports where no further work is required; the remaining 9 buildings have areas that need addressing. None of the findings fall into category 'C1' (danger present) but an electrician has been invited to quote for the remedial work to bring all buildings into the 'satisfactory' category.
- 3.4 East Street Car Park Office – Internal lighting has been upgraded and the new units double as emergency lighting which was not previously present in the building. The kitchen area has also been upgraded.
- 3.5 Updated asbestos reports have been commissioned for East Street Car Park Office and Uplands Pavilion. These are the only two buildings managed by Facilities that do not have 'clear' asbestos reports. The updated reports have been commissioned to ensure that where asbestos is present it is being managed effectively and does not pose a hazard.

4. Cemeteries

- 4.1 The chart below shows the number of interments dealt with by cemetery staff during the third quarter of 2018-19:

	Full burials	Interment of cremated remains	Scattering of ashes
Wigston Cemetery	12	20	7
Oadby Cemetery	1	4	0

- 4.2 The lime tree at the front of Oadby Cemetery (already identified as dying) was removed in December as emergency works when it was noticed that two large limbs were breaking away from the main trunk and could have fallen onto the roof / pavement of the Boys Club building adjacent to the cemetery.

- 4.3 A problem has arisen at Wigston Cemetery whereby some visitors have taken to driving along footpaths and over grass areas to get as close as possible to graves they wish to visit. This creates a safety issue for pedestrians, and is causing damage to grass and graves leading to complaints from other visitors.

To address this notices have been put up at the cemetery asking drivers to keep to the main entrance road and the car park areas. Cemetery staff are also pointing the notices out to anyone continuing to drive on the footpaths. An exception is in place for cemetery vehicles and for Memorial Masons who, by the nature of their work, need to access areas off the main entrance in order to carry out their work.

5. Other Work

- 5.1 Bus shelter seats for 9 locations in Wigston have been ordered. These should be installed by the end of January (Station Road, Launceston Road (2), West Avenue, Holmden Avenue, Rolleston Road (2), Aylestone Lane, Leicester Road).
- 5.2 Replacement litter bins have been installed at Acorn Way, Davenport Road, Willow Park (2), Countesthorpe Road and Blaby Road Park.
- 5.3 Replacement street name plates have been installed at Barnby Avenue, Linford Close, Mill Close and Stoughton Drive South. New street name plates are on order for Ashdown Road, Milverton Drive and Milverton Close and these will be installed by the end of February 2019.



Service Delivery Committee	Tuesday, 29 January 2019	Matter for Information
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Report Title: **Customer Service and Transformation
Update (Q3 2018/19)**

Report Author(s): **Jacky Griffith (Head of Customer Service &
Transformation)**

Purpose of Report:	This report provides an update to the Service Delivery Committee on Customer Service and Business Transformation.
Report Summary:	This report summarises activity for the third quarter of 2018/19.
Recommendation(s):	That the contents of the report be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	Stephen Hinds (Director of Finance & Transformation) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk Jacky Griffith (Head of Customer Service & Transformation) (0116) 257 2612 jacky.griffith@oadby-wigston.gov.uk
Corporate Priorities:	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2)
Vision and Values:	"A Strong Borough Together" (Vision) Teamwork (V3) Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Decreasing Financial Resources (CR1) Organisational/Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.

Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	None.

1. Business Transformation Update

1.1 Improving Payment Options for Residents

The Transformation Team are working to make it more convenient for residents to pay for Council services at Post Offices and Pay Point outlets of which there are 57 throughout the Borough. Currently, residents who make payment for services by cash must attend the Customer Service Centre (CSC) to use the payment kiosk. Residents are restricted by CSC's opening hours whereas Pay Point outlets offer the convenience of extended opening hours.

Work is progressing with testing the new functionality around barcoded bills. The position at the end of December 2018 is:

- Business Rates and Housing Benefit overpayments – Post Office and Pay Point outlets can take payments on presentation of a barcoded bill from 2 January 2019;
- Housing Rents and Invoices are in the final stages of testing and it is planned that the facility to make payments on presentation of a bar coded bill from the end of January 2019 will be in place; and
- Council Tax bills will be barcoded to facilitate payment at Post Office and Pay Point outlets from April 2019.

1.2 Channel Shift

Online forms are available to provide customers with an alternative way to transact with the Council, this includes making payments for services. Face-to-face and telephone enquiries into the CSC are seeing a reduction as a result.

In December 2018, face-to-face demand reduced by 54% when compared to December 2017, and comparing the same periods for telephone calls, there was a reduction of 31%. As part of the Licensing review, a new suite of online forms is being launched. This will deliver a more accessible and convenient offering for users of this particular service.

1.3 Electronic Documents and Records Management System

Preliminary work has started to migrate the Licensing Service away from a reliance on paper documents to the storage of documents electronically. The main work to set up categories will be done alongside the implementation of a new IT system for Licensing to support the redesigned work processes. Managing the two implementation processes alongside each other will be more efficient for staff who need to have training in both.

1.4 Review of the Licensing Service

A capital bid has been submitted for a new IT system to support the abovementioned redesign that will be implemented across the Licensing Service. The outcome of the bid will be determined in February 2019. The new system (Uniform Enterprise) will support the introduction of workflows, improved work allocation depending on the skill levels and will

maximise opportunities for online transactions.

1.5 **Garden Waste**

A plan has been agreed for the renewal of garden waste subscriptions. The first subscriptions will be due for renewal from April 2019 and from the middle of January a communications campaign will be launched, inviting residents to renew their subscription. The campaign will include promotion on the Council's website and posters in the CSC and on notice boards across the Borough.

Reminder letters will be issued to existing subscribers who have not re-joined the scheme within one month of their expiry date.

Residents can apply early for a new subscription; time left on the old permit will be added to the new one. Permits for 2019/20 will have a green background (2018/19 permits had a pale yellow background).

Of the 10,877 subscribers who joined the scheme in 2018/19, 8,760 are due to renew their subscriptions by April 2019.

Charges for 2019/20 remain the same as in 2018/19; £35 for the original subscription and £20 for additional bins. Subscriptions between April 2018 and the end of December 2018 realised a gross income of £399,195.

1.6 **Council Wide Projects**

The table below lists all of the projects which were reviewed during quarter 3 and gives an indication of progress.

Green = Project progressing at expected rate and will meet deadline.

Amber = Project is progressing but may not meet deadline.

Red = Project is yet to be started or project will not meet deadline.

Project	Current Situation	Deadline	Current RAG
Refurbishment of Crow Mills Picnic Area	Structures installed fire retardant paint to be applied mid-January 2019.	End of financial year.	Green
Dog Walk Shelter, Blaby Road Park	To be installed 11 January 2019.	End of financial year.	Green
Erwins Lock Pedestrian Footbridge	There is a conflict between Canal & River Trust who want the bridge to be of steel design and the County Council's Heritage Officer who has recommended the bridge be of brick construction. A meeting has been requested as early in the New Year as possible, between Canal & River Trust, OWBC and the County Council's Heritage Officer to try and resolve this matter.	End of financial year.	Red

Incorporating ex Scout Hut Land into Oadby Cemetery	Ground water investigations and tree survey completed. Planning application to be submitted in January 2019.	End of financial year.	
Extension of Garden of Remembrance at Oadby & Wigston Cemeteries	Work at Oadby cemetery is complete. Work at Wigston cemetery is in progress and due for completion by end on January.	End of financial year.	
Refurbishment of Bus Shelters	All 18 bus shelters have been refurbished. Project complete.	December 2018	
New ICT Server for Orchard	Implementation agreed with Orchard for post March 2019 to minimise disruption over year end period.	Long term project.	
Citrix and supported infrastructure	Majority of Citrix thin clients have been upgraded and standardised in Q3. Remainder for completion in Q4. Preliminary work on Citrix (Windows 10) upgrade has commenced and targeted for completion in Q2 2019/20.	Long term project.	
Server/Network hardware replacement	WIFI work is completed at Bushloe House which has resulted in improved connectivity.	Long term project.	
ICT Replacement Programme/Mobile Working		End of Financial year.	
Capital Repairs Scheme HRA	<p>Interim HRA Programme Manager has been appointed. An initial review of each individual project contained within the 2018/19 programme has been completed. A full report has been compiled for this committee to include:</p> <ul style="list-style-type: none"> • Details of each scheme • The budget • Actual and committed expenditure to third quarter • Projected actual and committed expenditure for fourth quarter • Total projected expenditure • Responsible officer • Status of scheduled work 	Monitoring of the 10 year plan.	
Horsewell Lane Pavilion	Work underway.	Works on Site by	

		end of November 2018.	
41 Canal Street	Property sold. Project complete.	End of December 2018.	
Document Management System	Implementation across Licensing is in progress.	Continuous project.	
IIP Action Plan	Survey completed and results will be published in January 2019.	In progress.	
People/workforce Strategy	Report due to be taken to SMT in January 2019.	Long term project.	

2. Customer Service Update

2.1 Service at Oadby Library

The Customer Service surgery at Oadby Library has been remodelled between the period of 3 December 2018 to 1 February 2019 inclusive, to meet resource demands across Customer Services. A priority telephone hotline is in place for residents wishing to access Council services from the library.

A decision was made to review the service at the library in view of dwindling customer numbers at this location and contrasting heavy demand at the main CSC on Bell Street.

Customer Service Officers were attending Oadby Library for four 3-hourly sessions and incurring 3-hours travelling and set-up time per week. During the 3-month period August 2018 to October 2018 the average number of customers attending each session was 6.

The number of callers has reduced substantially since the introduction of wheeled bins for recycling as a major source of demand was the collection of recycling bags. Residents making payments for services including Council Tax also represent a significant percentage of demand at the library.

There are a wide variety of payment options available for Council services including telephone payments. The option to make payments at Post Offices and Pay Point outlets is also being introduced imminently.

In the first 3 weeks of the telephone service 12, 2 and 6 calls were received each week respectively. Customers who have called to make payments have been made aware that they can make payments over the telephone, send a payment in the post or set up a direct debit. One customer elected to settle their remaining Council Tax balance in full for his own convenience and just one customer to date has insisted that the only method that they find acceptable is to hand a cheque in at the library, an option which is not currently available.

Of the 20 calls received within the first 3 week period, 11 were made outside of the hours that an officer would have been present at the library under the previous arrangement (officer would attend between 10am to 1pm), so the telephone facility has allowed residents who would not normally have been able, to make a freephone call to the CSC.

Oadby residents can use the free telephone line from 10am to 4.45 pm Monday to Wednesday and 10am to 4.15pm on Friday. This offers 25 hours direct access to Customer Services compared to 12 hours when an officer attended the library.

The cost per customer at Oadby Library for the 12 month period 1 November 2017 to 31 October 2018 was £2.84 per person compared to the cost per customer seen at Bell Street at £1.83 per person. The cost comparison in itself may not appear to be compelling but it is essential to understand this alongside the need for managing resource effectively.

In the event that any resident at any location across the Borough requires a face-to-face service and cannot attend Bell Street CSC, a home visit can be arranged.