



TO COUNCILLOR:

Mrs R H Adams
N Alam
L A Bentley
G A Boulter (Chair)
J W Boyce

Mrs L M Broadley
F S Broadley
D M Carter
Mrs L Eaton JP
F S Ghattoraya

Mrs S Z Haq (Vice-Chair)
Miss A Kaur
K J Loydall
Mrs S B Morris
R E R Morris

Dear Sir or Madam

I hereby **SUMMON** you to attend a meeting of the **SERVICE DELIVERY COMMITTEE** to be held **COUNCIL OFFICES, STATION ROAD, WIGSTON** on **TUESDAY, 22 JUNE 2021** at **7.00 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
14 June 2021

Mrs Anne E Court
Chief Executive



IMPORTANT COVID-19 NOTICE

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

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

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

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

ITEM NO.

AGENDA

PAGE NO'S

1. Apologies for Absence

To receive apologies for absence from Members to determine the quorum of the meeting in accordance with Rule 7 of Part 4 of the Constitution.

2. Appointment of Substitutes

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

3. Declarations of Interest

Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'.

4. Minutes of the Previous Meeting

4 - 6

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

5. Action List Arising from the Previous Meeting

7

To read, confirm and note the Action List arising from the previous meeting.

6. Petitions and Deputations

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

7. Lightbulb Update (Presentation)

8 - 24

Presentation of the Lightbulb Service Manager

8. Council Performance Update (Q4 2020/21)

25 - 45

Report of the Head of Customer Service & Transformation

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

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



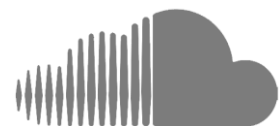
Our website oadby-wigston.gov.uk under 'Your Council' and 'Meeting Dates, Agendas & Minutes'



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



Our YouTube Channel ow.ly/FYQW50zDNkc or smart device with the 'YouTube' app (facilitated by 'Zoom')



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

MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD BY REMOTE VIDEO CONFERENCE ON TUESDAY, 9 MARCH 2021 COMMENCING AT 6.00 PM

PRESENT (BY REMOTE LINK)

G A Boulter Chair
Mrs S Z Haq Vice-Chair



COUNCILLORS

Mrs R H Adams
N Alam
L A Bentley
J W Boyce
M H Charlesworth
K J Loydall
R E R Morris

OFFICERS IN ATTENDANCE (BY REMOTE LINK)

S J Ball Assistant Solicitor
Miss E Byrne Democratic Services Officer
Mrs P Fisher Head of Customer Service & Transformation
D M Gill Head of Law & Democracy / Monitoring Officer
S Hinds Deputy Chief Executive / Section 151 Officer
Mrs A Lennox MBE Head of Community & Wellbeing
A Thorpe Head of Built Environment

8. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors F S Broadley, Mrs L M Broadley, D M Carter and F S Ghattoraya.

9. APPOINTMENT OF SUBSTITUTES

None.

10. DECLARATIONS OF INTEREST

Councillor G A Boulter declared a non-pecuniary interest with regard to item 15 of the agenda, insofar as in relation to paragraph 5.5 of the report (at page 20) where a grant was given to the Wigston Framework Knitters Museum for which he is Trustee.

11. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on 8 September 2020 be taken as read, confirmed and signed.

12. ACTION LIST ARISING FROM THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The Action List arising from the previous meeting held on 8 September 2020 be noted.

13. PETITIONS AND DEPUTATIONS

None.

14. MOTIONS ON NOTICE

14a. FIREWORKS

The Committee gave consideration to the Motion on Notice (at page 9 of the agenda reports pack) which asked Members resolved that the Council support the correct display of firework displays, public awareness campaign regarding the impact of animal welfare as well as encourage the government to introduce a maximum noise level of fireworks.

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

UNANIMOUSLY RESOLVED THAT:

This Committee resolves:

- (i) To require all public firework displays within the local authority boundaries to be advertised in advance of the event, allowing residents to take precautions for their animals and vulnerable people;**
- (ii) To actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks;**
- (iii) To write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90dB for those sold to the public for private displays; and**
- (iv) To encourage local suppliers of fireworks to stock 'quieter' fireworks for public display.**

14b. SKY LANTERNS / HELIUM BALLOONS

The Committee gave consideration to the Motion on Notice (at page 9 of the agenda reports pack) which asked Members resolved that the Council support the efforts to ban the use and release of sky lanterns and helium balloons.

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

UNANIMOUSLY RESOLVED THAT:

That this Committee resolves:

- (i) To ban the use and release of sky lanterns and helium balloons meant for release on all Council-owned public open space;**
- (ii) To discourage the release of sky lanterns and helium balloons at any**

events licensed by Oadby & Wigston Borough Council and request third parties who lease Council property to observe the ban on balloon and sky lantern releases;

- (iii) To delegate authority to the Head of Law & Democracy, in consultation with the Chair & Vice-Chair of the Policy, Finance & Development Committee to make any consequential changes to Council policies and agreements in relation to the use of Council land as a result of this motion; and**
- (iv) To promote information to local people, leading to better understanding of the damage sky lanterns and helium balloons can do.**

15. COUNCIL PERFORMANCE UPDATE (Q3 2020/21)

The Committee gave consideration to the report and appendices (as set out on pages 11 - 43 of the agenda reports pack) which asked it to note the update regarding the progress during quarter three of the 2020/21 financial year towards achieving the priorities of the Council's Objectives.

In relation to Lightbulb (at pages 15 and 35 - 43), the Committee requested details be provided to the next Committee meeting in relation to:

- purported underperformance reflected in the figures for the Borough;
- the number of hoarders within the Borough and the success rate in assisting the same;
- the use of acronyms throughout the report and appendices; and
- the financial position regarding the Council's statutory responsibility for Disabled Facilities Grants.

The Committee also requested that a representative from the Lightbulb team attend a subsequent meeting of the Committee to assist in explaining the report etc.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

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

THE MEETING CLOSED AT 7.54 PM



Chair

Tuesday, 22 June 2021

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

Agenda Item 5

SERVICE DELIVERY COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 09 March 2021

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
1.	15. - Council Performance Update (Q3 2020/21)	<p>In respect of Lightbulb, details to be provided to the next Committee meeting in relation to:</p> <ul style="list-style-type: none"> purported underperformance reflected in the figures for the Borough; the number of hoarders within the Borough and the success rate in assisting the same; the use of acronyms throughout the report and appendices; and the financial position regarding the Council's statutory responsibility for Disabled Facilities Grants. <p style="text-align: right;"><i>Due by Jun-21</i></p>	AdTh ChEy MaCr	Complete (See Agenda Item 8)
		Tara Bhaur, Lightbulb Service Manager, will be attending the Committee Meeting to provide an update to Members on the Lightbulb service and which will cover these elements.		
2.	15. - Council Performance Update (Q3 2020/21)	<p>A representative from the Lightbulb team attend a subsequent meeting of the Committee to assist in explaining the relevant report etc.</p> <p style="text-align: right;"><i>Due by Jun-21</i></p>	AdTh ChEy MaCr	Complete (See Agenda Item 8)

* | 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).

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Agenda Item 7



- **“A Stronger Borough Together “**

- Councillors, staff, residents, businesses, partners and stakeholders will continue to create a stronger borough by working together
- A stronger Borough that is inclusive and engaged and focuses on delivering effective services, balanced economic development, green and safe places resulting in better wellbeing for all.





- The Lightbulb Service brings together a range of practical housing support into a single service
- The offer is a targeted, proactive approach via GPs and other health/care professionals
- Early assessment and triage of housing issues at key points of entry
- Hub and spoke model - integrated locality Lightbulb team in each District Council area offering:
 - Minor adaptations and equipment
 - DFGs
 - Wider housing support needs (warmth, energy, home security)
 - Housing related health and wellbeing (AT, falls prevention)
 - Planning for the future (housing options)
 - Housing related advice, information, signposting





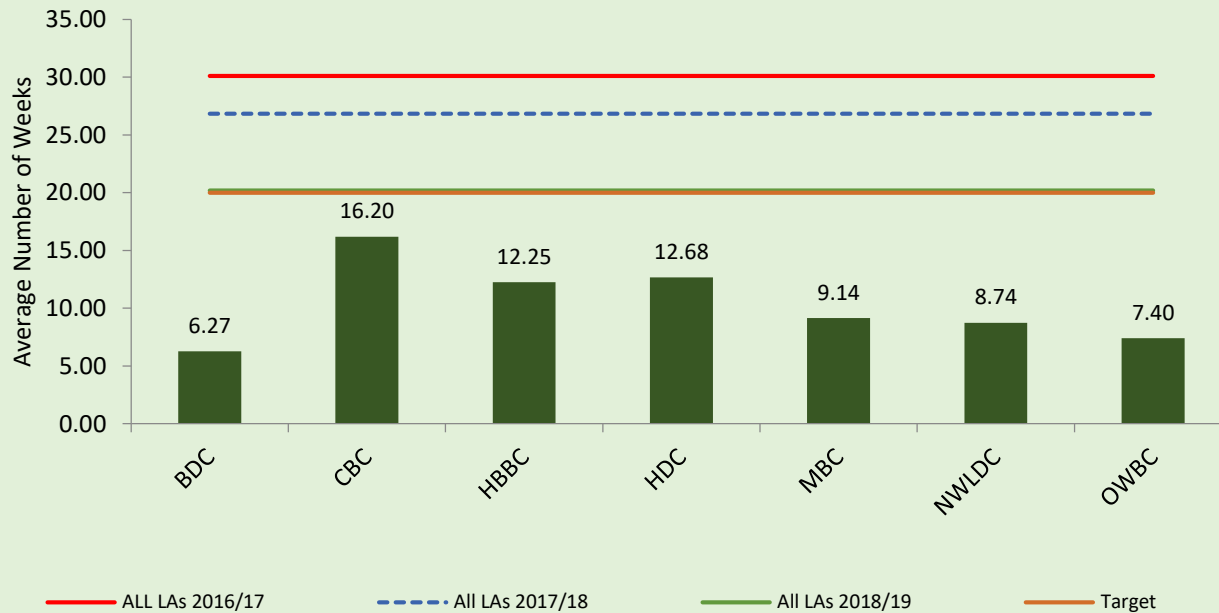
- Lightbulb's approach is to deliver benefits for partners and customers by:-
 - Supporting health and social care integration
 - Delivering savings by keeping people independent in their homes; helping to prevent, delay or reduce demand on health and social care services
 - Improving the customer journey; making services easier to access and navigate and ensuring the right support is available at the right time
 - Delivering cost savings in service delivery through redesign/process improvement
 - Part of the unified prevention offer for the Leicestershire Better Care Fund



Disabled Facilities Grants (DFG) Performance Benchmarking



Chart 1: DFG Completion Times YTD by No of Weeks



Disabled facilities grants (DFG) – Cases OWBC



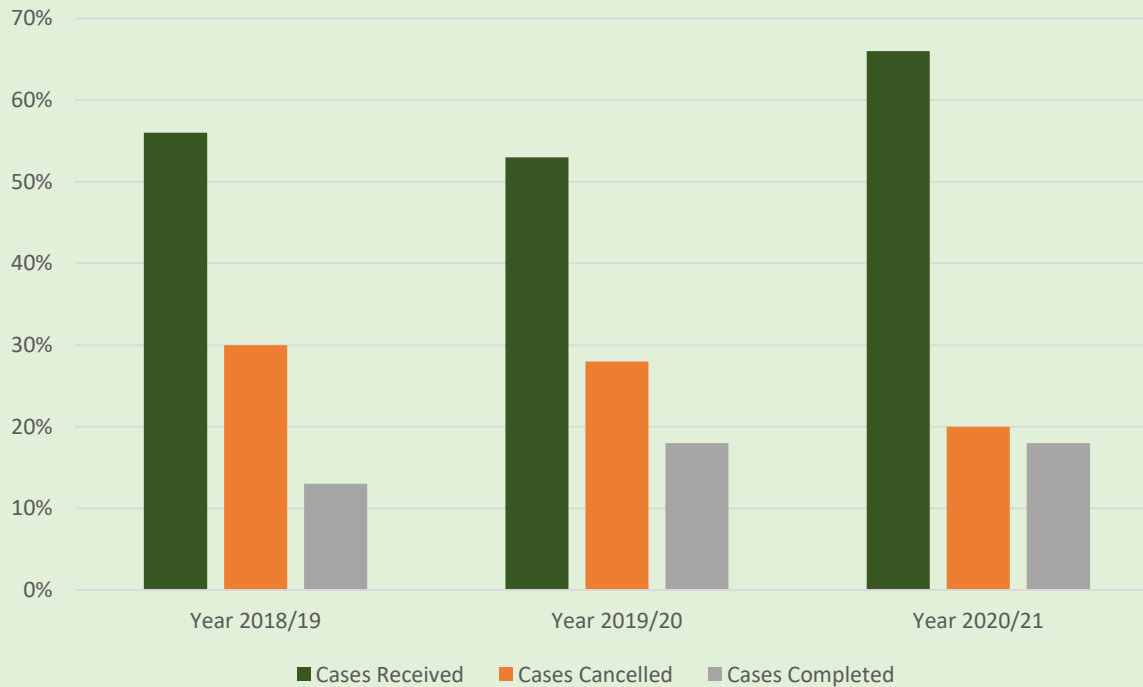
Cases	Year 2018/19	Year 2019/20	Year 2020/21
Cases Received	86	106	75
Cases Cancelled	47	57	24
Cases Completed	20	37	14



Disabled facilities grants (DFG) – Demand OWBC



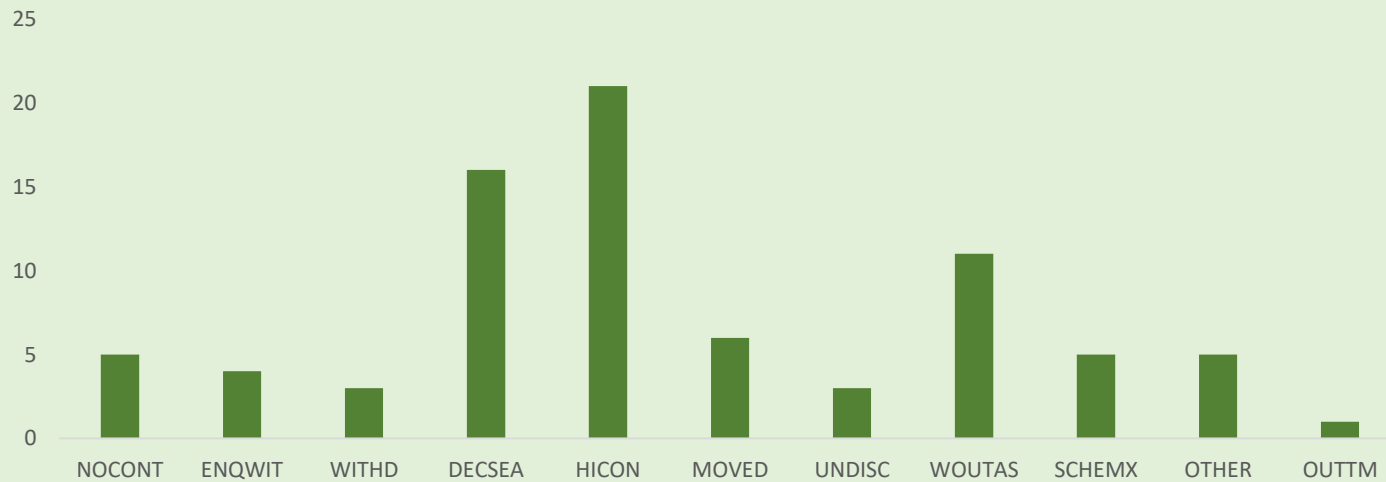
Referrals as a % from 2018 - 2021



Disabled facilities grants (DFG) – OWBC Withdrawn cases



Reasons for the cases that are withdrawn for OWBC DFG applications,
2019 - 2020



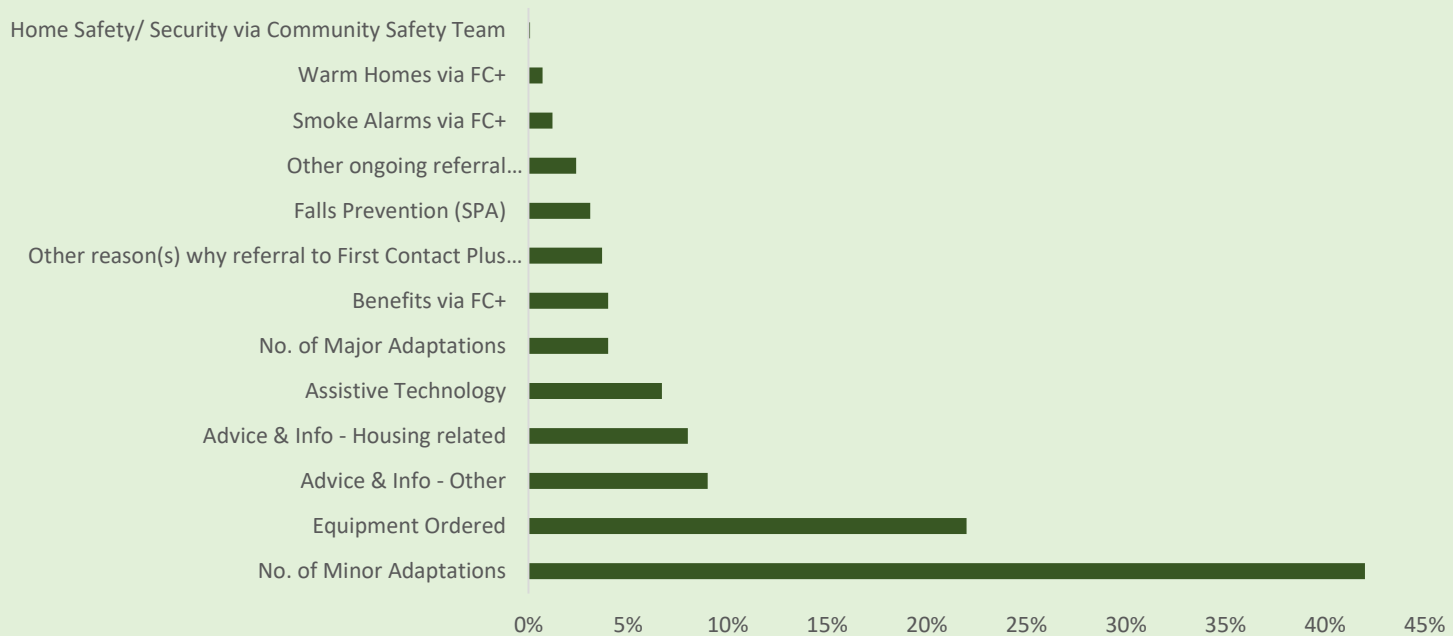
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Housing Support Coordinators (HSC)



Referral by types for residents in OWBC by Trusted assessors over the last 2 financial years (2019 - 2021) as a %



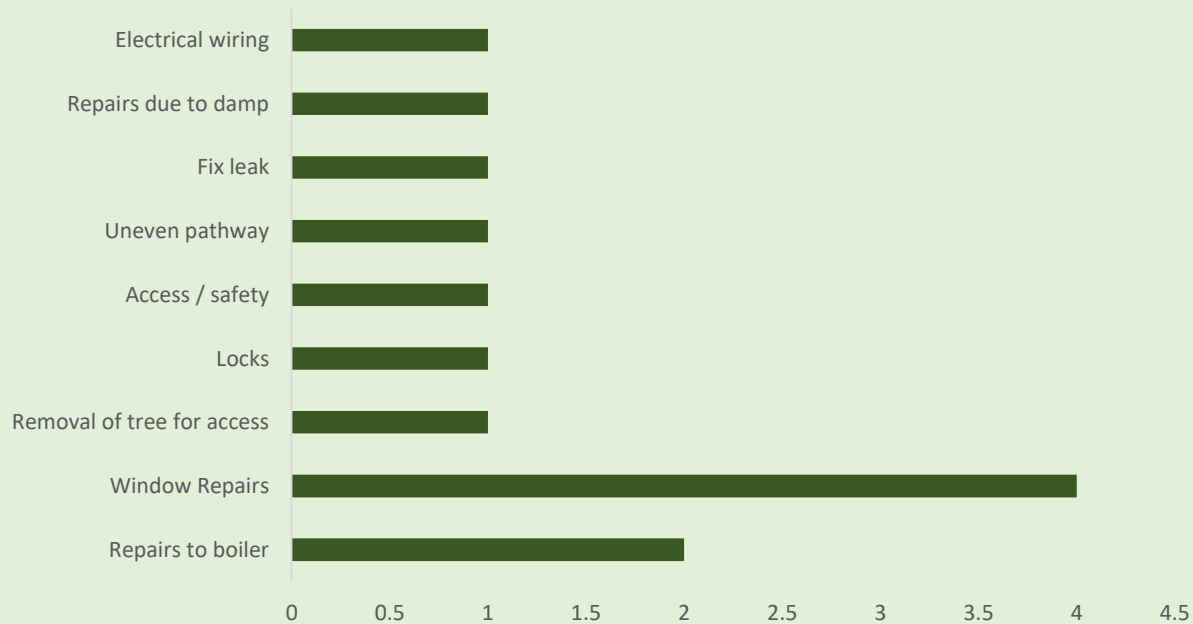
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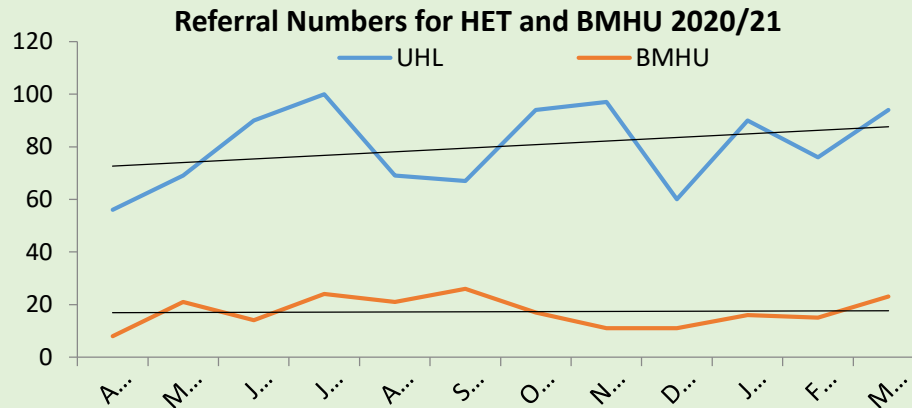
Regulatory Reform Order Policy for additional assistance



Referrals for additional support from the Regulatory Reform Order Policy (2019 - 2020)



Hospital Housing Team (HET)



- The Hospital housing Team provide a bedside service, to enable discharge for patients experiencing housing related issues. These are often complex and the patients may not be eligible for statutory services.
- The team have seen an increase in referrals, last year in April there were 64 referrals across acute and mental health hospitals. By March 2021 that had risen to 110.
- There are 7 staff members and they cover the Leicester City and Leicestershire County
- Main outcomes include cleaning / clearing a property for patients return so professionals can provide care at home and furniture moved to create a downstairs existence.
- Other outcomes include support to find a new property and supporting with deposits and furniture to accessing temporary solutions or mediating to maintain current living arrangements.
- More recent examples of support the team have provided are for victims of modern days slavery as well as those with tuberculosis and require long term treatment but are homeless



Oadby & Wigston, CASE STUDY 1 (HSC)

WHAT WERE THE MAIN ISSUES FOR THE INDIVIDUAL? (E.G. IDENTIFIED BY THE MOT CHECKLIST)

Initial referral was made for bathing from Customer service Centre (CSC)

WHAT ACTIONS WERE TAKEN?

Resident was unable to bathe safely, unable to lift legs into the shower cubicle and step over the high threshold. Multigenerational household (9 family members) sharing bathroom.

Assessment carried out during third lockdown using Attend Anywhere to complete a home assessment with family member supporting. Stair assessment completed as well as layout of the bathroom and family supported with measurements.

Decision made to look at long term needs and bathroom adaptations passed to OT and Technical Officer. Family involvement to ensure all needs are met across the generations

WHO ELSE WAS INVOLVED

Occupational Therapist and Technical Officer



Oadby & Wigston, CASE STUDY 2 (HSC & DFG)

WHAT WERE THE MAIN ISSUES FOR THE INDIVIDUAL? (E.G. IDENTIFIED BY THE MOT CHECKLIST)

Resident was referred via Adult Social Care for a bathing assessment

WHAT ACTIONS WERE TAKEN?

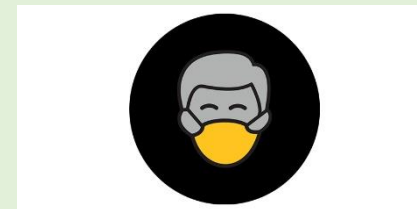
Resident is 7ft tall with Learning difficulties (LD) and showering was used as a therapy. Residents behaviour had deteriorated due to discomfit from having to bend in shower and bath. Main carer is mum, in her 70's who had a recent hip replacement and struggling with providing care.

MOT completed using Attend anywhere and Carer was able to take measurements with guidance.

WHO ELSE WAS INVOLVED

Case discussed with Occupational Therapist and deemed as urgent. Referral made for level access bathing facilities to support care and help resident remain independent. Case is being progressed by contractors with support from Technical officer and Occupational therapist.

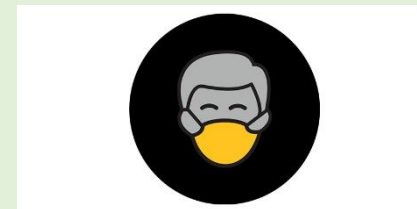




Barriers to service delivery

- Sudden restrictions
- Tier restrictions
- All Officers working from home
- Construction industries shutting down and opening with backlogs
- Residents concern about allowing access to properties
- Restriction in building materials being available
- Backlogs in OT and Tech and reduced workforce
- Workforce being directly or indirectly affected by Covid19
- Risk of residents becoming stuck in hospital or placements
- Residents experiencing direct and indirect affects of COVID19





Mitigations

- Introduced telephone and virtual assessments
- All staff provided PPE & risk assessments
- Extra resource obtained (time limited)
- Adapted service to allow longer time periods for works to be completed
- Lightbulb staff supported Social Care colleagues with discharge follow up calls to ensure customers were linking in with community services

Recovery

- Keep efficient processes i.e telephone and virtual assessments
- Work closely with Health and Social care to ensure there is wrap around residents from early intervention all the way to hospital admission and discharge
- Utilise digital open days to allow customers to engage and ask questions



Lightbulb Future works

- Smooth pathways for customers by ensuring Lightbulb are involved with Health and Social care in service redesign
- Review service and improve links Community Hospitals to improve customers journey
- Development of Hospital Enablement Team into Community and Rehab Hospitals
- Improve links with Social Prescribers and Primary care
- Extension of Programme across all Tenures

Recent approval of workflows for year 21/22 work plan for lightbulb will include further development and introduction of some new initiatives

- A Housing Occupational Therapist to develop out trusted assessor training
- Extension to the Hoarding pilot
- Introduction of Dementia specific services especially relating to use of assistive technology
- Review of the preventative assistive technology offer and ensure links with current provision from Districts and Adult Social Care





Agenda Item 8



**Service Delivery
Committee**

**Tuesday, 22 June
2021**

**Matter for
Information**

Report Title: Corporate Performance Update (Q4 2020/21)

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

Purpose of Report:	To provide an update on progress during Quarter 4 of the 2020/21 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in 2020. The report combines updates on key service delivery achievements coupled with the Council's key performance indications in a single report.
Report Summary:	There are 98 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system. There are two other ranks, a "blue" ranking and this is for indicators where work has yet to begin and a "white" ranking system where it is outside the control of the Council for delivery, and therefore cannot be ranked. Out of the 98 indicators, 81 were due for reporting as at the end of Quarter Four. Of the 98, 66 were green status, 5 were amber status, and 10 were red status. This equates to 82% Green, 6% Amber and 12% Red status. The COVID19 pandemic continues to have a significant impact on the reporting of some of the KPI's and the ability to deliver.
Recommendation(s):	That the performance of the Council against its Corporate Objectives in delivering services be noted.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	Philippa Fisher (Head of Customer Service & Transformation) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk Anne Court (Chief Executive Officer / Head of Paid Service) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk
Corporate Objectives:	Building, Protecting and Empowering Communities (CO1) Providing Excellent Services (CO3)
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Innovation (V4)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Reputation Damage (CR4) Organisational/Transformational Change (CR8)

Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	Corporate Plan 2020 -2021
Appendices:	<ol style="list-style-type: none"> 1. Lightbulb Performance Dashboard (Q4 2020/21) 2. Lightbulb HSC Performance Dashboard (Q4 2020/21)

(Continued overleaf)

1. Introduction

- 1.1. As part of the Council's ongoing development to performance management and reporting, 2020/21 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 98 new Key Performance Measures for 2020/21, and these measures relate to each of the Council's three new Corporate Objectives as part of the Council's new five year Corporate Plan (2019-2024)
- 1.3. These measures are "outcome" based measures, meaning that they identify key deliverables for the authority that actively work towards meeting the Corporate Objectives, and will allow for greater accountability and transparency. This will mean that the public, Members and Officers can clearly see how the Council is performing against its objectives, and if it isn't, then why it isn't.
- 1.4. The narrative from each service highlights the key activities, issues and outcomes that they have been working on, delivered or encountered during the last quarter of the year, and these directly correlate to achieving the Council's Corporate Plan.

2. Corporate Performance

- 2.1. The following report provides analysis and statistics on the performance of the indicators used to monitor our progress against the Council's new Corporate Objectives.
- 2.2. There are three main objectives, with these being:
 - Building, Protecting and Empowering Communities
 - Growing the Borough Economically
 - Effective Service Provision
- 2.3. There are 98 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system. There is also a "blue" ranking and this is for indicators where work has yet to begin, and therefore cannot be ranked. Finally, there is a "white" rating where the indicator cannot be met due to circumstances outside of the Council's control. The scoring system has been applied using the following definitions:
 - Green** Target fully achieved or is currently on track to achieve target
 - Amber** Indicator is in danger of falling behind target
 - Red** Indicator is off target or has been completed behind the deadline target.
- 2.4. Out of the 98 indicators, 81 were due for reporting as at the end of the financial year. It is important to note that COVID19 has had an impact on the reporting of some of the KPI's and the ability to deliver and these have fallen into the white and blue categories.

Of the 81:

66 were green status

5 were amber status

10 were red status

This equates to 82% Green, 6% Amber and 12% Red status. The previous quarter was 80% Green, 14% Amber and 6% Red. The following table identifies the Council's performance, by objective and service delivery section.

Chart 1: Performance Table by Corporate Objective

Quarter Four 2020/21	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	66	82%	5	6%	10	12%
Corporate Priority						
Building, Protecting and Empowering Communities	21	75%	1	4%	6	21%
Growing the Borough Economically	12	92%	0	0%	1	8%
Providing Excellent Services	33	83%	4	10%	3	7%

Chart 2: Performance Table by Service Delivery

Quarter Four 2020/21	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	66	82%	5	6%	10	12%
Department						
Built Environment	20	87%	1	4%	2	9%
Community & Wellbeing	19	90%	0	0%	2	10%
Customer Service & Transformation	8	100%	0	0%	0	0%
Finance & Resources	10	67%	3	20%	2	13%
Law & Democracy	8	62%	1	8%	4	30%

3. Built Environment Update

3.1 2020-21 Housing Capital Programme

Most elements of the capital programme have been subject to a Start – Stop in reaction to the changing nature of the Covid-19 Pandemic during 2020-21 and the particular restrictions that have been in place.

The team was able to implement a recommencement of major projects programme from March 2021. The changing nature of the position in respect of Covid-19 means it is likely we could be subject to restrictions in the future. However, the team has now built in contingency plans which will mean work will be able to continue on projects in some capacity.

Contractor management and performance has been greatly increased. There are now monthly meetings with our two main contractors delivering the improvement and the gas service programmes. There is a greater focus on the performance of contractors and the quality of their work and customer satisfaction levels. The team has also implemented a process of telephoning tenants during or following works to their homes in order to carry out quality checks and audits of customer satisfaction.

3.2 Housing Options and Homelessness

It has been a challenging year for the housing options team. The team has risen to the challenge of securing temporary accommodation for all people who have found themselves homeless during the COVID-19 pandemic. During the year, Homelessness figures have fluctuated quite considerably from week to week. At the height of a turbulent year the number of cases presenting as homeless reached eight households per week. However, since February 2021 there has been a steady decline in cases and currently the team is supporting a weekly average of 3.5 presentations per week.

At the end of March 2021, the total number of households in temporary accommodation was 35 (6 x single or couples in emergency accommodation, 19 x single or couples in temporary accommodation and 10 x families in temporary accommodation, not B&B).

The team is preparing for an increase in the number of people presenting as homeless in the coming months. This is as a direct impact on private sector landlords not being able to end their tenants' tenancies. We are working hard to secure the support of social housing providers to meet the expected demand for housing and we will continue to work with landlords in the private sector to secure long-term lease agreements for properties that they are prepared to offer at a rental rate that is in line with the Local Housing Allowance.

3.3 Gas Safety

The Covid-19 pandemic had a significant impact on the number of people who did not have a gas safety service. The year-end position was 96.11% of tenants having a valid landlord gas safety record (LGSR). Of the 44 households without a valid LGSR 2 households did not grant access due to shielding concerns. As a safety measure the team issued carbon monoxide alarms to the two households. The two tenants have since allowed access for the gas safety inspection to be completed.

Of the remaining 42 properties without a valid LGSR all had been offered and agreed to at least 3 appointments for a gas service. However, on each visit by the gas service engineer the tenant did not allow or arrange for access to their home. These tenants have been subject to further actions and attempts to service their gas boilers. The length of time a property stays in this category is variable but where a property stays in this category for an unacceptable length of time direct action is taken. There are currently 12 households due for gas disconnection scheduled for 17th June 2021.

Gas serving has been subject to a recovery action plan that has been in place from February/March 2021 and efforts have seen the position improve from a starting position of 94% compliancy rate with current position **of 96.57%**.

3.4 Lightbulb

The Quarter 4 Disabled Facilities Grant and Housing Support Co-ordinator Dashboards are included at Appendix One and Two.

- Appendix 1 – Lightbulb Q4 DFG Performance Dashboard
- Appendix 2 – Lightbulb Q4 HSC Performance Dashboard

In addition, Tara Bhaur, Lightbulb Service Manager, will be attending the Committee Meeting to provide an update to Members on the Lightbulb service.

3.5 Void Calculation

The team currently report on the period of time a void is subject to major works. Calculating void times in this way does not accurately reflect the total time a property remains empty and as a result how long it takes the team to let a property.

In the new reporting year the void time calculation will be defined as 'the total time in calendar days between the old tenancy ending and the new tenancy starting'.

The average void time will then be calculated by adding all the days void for all the properties that become vacant in the year. The total number of days will then be divided by the number of properties that become vacant to provide an average void time. (e.g. Total days void 200 divided by four properties = 50 days average).

Calculating void times in this way enables us to accurately benchmark against other social housing providers as this calculation is accepted as the industry standard way of calculating void times.

In addition, the challenge of managing empty properties is a responsibility that is shared with all sections of the housing team rather than being the sole responsibility of the repairs team. There will be some legacy issues in terms of voids that have been empty for longer than we would like them to have been. However, it is believed that once these have been let, going forward performance in the area of empty property management will greatly improve and take into account the entire period of time the property is empty.

3.6 Cleaning

The provision of our front-line cleaning service to all housing sites and sheltered housing schemes has continued on a daily basis throughout lockdown and has been upgraded to help maintain community safety. We are undertaking an informal review of the service, with the aim of improving on the specification we deliver to our tenant and leaseholders.

3.7 Tenants Survey

The tenants survey is now live and available to our 1200 households to complete either electronically or in paper format. The questionnaire contains questions around the major works improvement programme, day to day repairs, rents, allocations, tenancy and estate management and cleaning.

Tenants have been asked to respond by the end of June and our housing officers will be making direct contact with tenants to chase up responses where they have not been received by the deadline.

In addition, during the course of the year, the Housing Team will also carry out snapshot surveys covering any current matters of concerns as they are raised by tenants such as tenancy and estate management and cleaning.

We will report the outcome of the surveys to Members via the Members Bulletin and future meetings of the Committee.

3.8 Exception Reporting - Built Environment

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

Regarding BPE8 (Appeal Success Rate) Members are referred to the Annual Report on Planning Appeals for 20/21 that was reported to the May 2021 Development Control Committee.

Reference	Measure/Activity	Target	Benchmark	Target Quarter	Corporate Objective	Sub-Objective	Service	March 2021 Commentary	March Forecast
BPE 8	An appeal success rate of 70% or higher for 2020/21	70% of higher	Local	Quarter Four	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Built Environment	Total of 5 appeals determined in year of which 3 were dismissed (60% success rate)	Red
BPE 28	Estate walkabouts to be completed on time as published	100%	Local	Quarter Four	Building, Protecting and Empowering Communities	Informing, Including and Understanding our Communities	Built Environment	There have been no formal estate walkabouts for the last quarter. The Covid restrictions prevented this from occurring. The housing team have taken the opportunity to review the effectiveness of the walkabouts in terms of tenant involvement. This has led the team to redesign and relaunch the estate walkabouts in order to encourage greater tenant involvement.	Red
PES 3	Void times for normal voids (those not requiring major works) kept to a minimum.	20 working days	Local	Quarter 1	Providing Excellent Services	Excellence for our Customers	Built Environment	The void time for major works has been affected by the Covid pandemic and currently stands at 29.5 days. Contractor availability, the ability to implement internal processes has been the primary challenge throughout 20-21	Amber

4.0 Finance Update

4.1 Revenues and Benefits

Rates (NNDR) for the Borough of Oadby and Wigston.

The Benefits and Revenues team is responsible for the administration and collection of Council Tax and National Non – Domestic Rates receives, assesses and administers the Housing Benefit service as well as facilitating the implementation of Universal Credit which will ultimately replace Housing Benefit for most working age claimants.

4.2 Revenues

The Revenues team is responsible for administering and collecting £32.8m of Council Tax and £13.3m* of National Non Domestic Rates which it does on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service, Central Government as well as Oadby and Wigston Borough Council.

Due to the pandemic the government awarded a 100% discount to all businesses that come under the hospitality, retail and leisure sector. This has changed the collection figure above for National Non Domestic Rates to approx. £7m.

Performance is measured through a comprehensive series of indicators which are reported to the appropriate management team Collection rates and arrears levels are also reported as part of the Council's Key Performance Indicators.

The Revenues team also consists of a Business Grants team funded from a specific government Covid 19 grant for that purpose. This team have been processing and issuing various different government Business Grants to a range of business in response to Covid 19.

4.3 Collection Rates

Collection rates for Council Tax and Business Rates are both below target for the 2020/21 financial year 2020/21. The Covid 19 situation has had a significant impact on the Business Rates collection figures. In contrast, the Council Tax collection rate is much closer to the target.

Soft reminders were previously issued for Council Tax only, whilst grants were being paid to Businesses that were really struggling due to lockdown closures. Statutory reminders have now been issued in order to start formal recovery procedures. Recovery collection has also been hindered by the delay in Courts reopening which is due to take place in June 2021.

Percentage of Debit Collected (Cumulative)	Jan %	Feb %	Mar %
Council Tax			
Actual Collection Rate	92.34%	94.15%	94.72%
Target Rate	94.42%	96.76%	98.50%
Actual Collection Rate 2019/20	94.42%	96.76%	97.53%
National Non Domestic Rates (NDR)			
Actual Collection Rate	83.64%	85.57%	87.06%
Target Rate	90.23%	94.52%	98.50%
Actual Collection Rate 2019/20	91.68%	95.13%	97.87%

4.4 Property Statistics

	Jan	Feb	Mar
No of Council Tax properties	23,587	23,587	23,587
No of Council Tax Direct Debits	17,619	17,502	17,676
No of Single Person Discounts	7,371	7,393	7,435
No of Businesses	1460	1460	1460
No of Businesses in receipt of Small Business Rates Relief	672	672	672

4.5 Exception Reporting - Finance

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

Reference	Measure/Activity	Target	Frequency	Target Quarter	Corporate Objective	Sub-Objective	Service	March 2021 Commentary	March Forecast
PES 32	Council tax collection rate	97.5%	Monthly/Quarterly/Annual		Providing Excellent Services	Improving how we work	Finance and Resources	Target 97.50% not met. Collection rate 96.33% Recovery on-going	Red
PES 34	Reduce former years arrears for Council Tax (debt not in recovery)	Below 3.5% of annual debit	Monthly/Quarterly/Annual	Quarter Four	Providing Excellent Services	Improving how we work	Finance and Resources	Target is for end of financial year. Recovery is ongoing. Court has been cancelled due to Nat. lockdown. No CTax reminders issued due to year end processes.	Red
PES 38	Reduce former tenant rent arrears (debt not in recovery)	Former tenants arrears not exceed £110,000	Monthly/Quarterly/Annual		Providing Excellent Services	Improving how we work	Finance and Resources	Former tenant arrears are currently £120,659 relating to 231 cases. The arrears need to be looked at to bring them down under £100,000.	Amber
PES 40	Achieve an unqualified opinion on the statement of accounts by external auditors	Achieve unqualified opinions on the Statement of Accounts	Key Milestone		Providing Excellent Services	Improving how we work	Finance and Resources	External Audit 2019/20 still in progress. Certain queries are in the process of being resolved. Audit Committee meeting set for April 2021	Amber
PES 44	To efficiently collect miscellaneous debits in a timely manner	Percentage of arrears over 90 days against total annual debt to below 20%	Quarterly		Providing Excellent Services	Improving how we work	Finance and Resources	Outstanding Debts are periodically reviewed and steps taken to receive a payment. Outstanding debts are reviewed again at year end when producing the Council's Financial Statement of Accounts	Amber

5.0 **Community and Wellbeing Services Updates**

5.1 **Health and Wellbeing Board**

The HWBB had its last meeting of the financial year on 23 March 2021. Leicestershire County Council Public Health presented the latest health profile data for the borough. There has been a significant improvement with our previously reported poor health inequalities.

Life expectancy between the most deprived areas and the most affluent communities in Oadby and Wigston show males moving from 13.7 years difference in 2014-2016, to 8.2 years in 2017-2019; and females moving from 10.7 years difference in 2014-2016 to 7.7 years in 2017-2019.

The new 2021-23 Health Inequalities action plan is currently being finalised. This will be presented to the Board at their interim meeting on 25 May 2021 ready for sign off.

5.2 **Sport and Physical Activity Commissioning 21/22 Funding agreed:**

In March, the Sport and Physical Activity team received confirmation from Leicestershire & Rutland Sport that the Council will receive £66,485 in funding for 21/22 Sport and Physical Activity Commissioning plan. This annual funding will enable the team to continue to develop programmes that encourage residents in the Borough who are inactive to engage in a wide variety of activities. There will be a continued focus to support residents who live in areas of deprivation, but also communities who have been impacted most by Covid 19, such as those who have been shielding.

5.3 **Community Champions Funding**

In January, the Council received confirmation that the Community Champions bid had been successful in drawing down £85,540 in funding. This funding from the Department of Communities, Housing and Local Government is

designed to support those affected most by Covid 19 and existing health inequalities. The funding will allow two new Community Health Improvement Officers to be recruited, who will recruit and train local volunteers as Community Champions. The role of the Community Champions will be to communicate factual information about Covid 19 including vaccines and testing, but also to promote local health and wellbeing services to their communities.

5.4 Mental Health Campaigns

In February, the Community and Wellbeing team worked in partnership with external organisations to deliver two Mental Health campaigns. One campaign targeted children and young people and promoted the #expressyourselfie message. The aim of this message was to encourage school children to express themselves through arts, music and physical activity. The campaign reached an audience of 27,803 on social media. The adult campaign promoted a wide range of activities that can help mental wellbeing and it encouraged residents to take part and try something new. Over 30 activities were available during the week and the campaign reached 4,314 on social media.

5.5 Community Hub

Overview

During the last quarter, the Community Hub has seen a steady reduction in referrals for shopping and prescription collection. However, there has been an increase in referrals for Emergency Gas and Electric Top Ups.

Key Community Hub Stats – January – March

- Total Community Hub Referrals – 1,252 (+210 since last quarter)
- Number of Tasks Completed by Volunteers – 661 (+114 since last quarter)
- Total Volunteering Hours – 331 (+43 since last quarter)
- Total Registered Volunteers – 136 (no change)
- Total Available Volunteers – 96 (-5 since last quarter)

5.6 Community Safety

The Community Safety Partnership's annual survey closed on 14 February 2021, having received 122 responses. This is in addition to a total reach of 35,025 people through paid promotion on social media, and 609 link clicks.

Through the survey it was noted that the top five community safety, crime or disorder concerns in the Borough are as follows;

1. Littering or Fly-Tipping
2. Drugs or Drug Related Issues
3. Burglaries and Distraction Thefts
4. Motor Vehicle or Traffic Concerns
5. Groups causing Nuisance

The findings of the survey will be referenced in, and influence the development of, the Partnership's 2021-24 Strategic Plan, due to be presented to the Partnership for adoption in April 2021. The concerns highlighted through the survey will be referenced within this plan, alongside partner agency priorities, and be addressed through tactical actions contained within the annual Delivery Plans which sit beneath the Strategic Plan.

5.7 Young People / Youth Provision

Youth provision remains largely inoperative across the County due to COVID, although schools have fully reopened on 8 March 2021 enabling limited engagement with young people to take place. This has enabled some support services, such as mental health services and the Children and Families Wellbeing Service, to receive additional referrals into their services as vulnerable individuals are identified by the schools. Youth provision that operates, or can adopt to operate, outside or in a detached capacity will be able to resume from 12 April 2021.

Lead locally by Youth Leicestershire discussions have started to take place regarding the development of a 'Regional Network' for youth provision. This network is born from recommendations made by The Centre for Youth Impact intended to strengthen the offer of youth provision in the UK, and forge stronger links between youth work providers / statutory services working within individual localities.

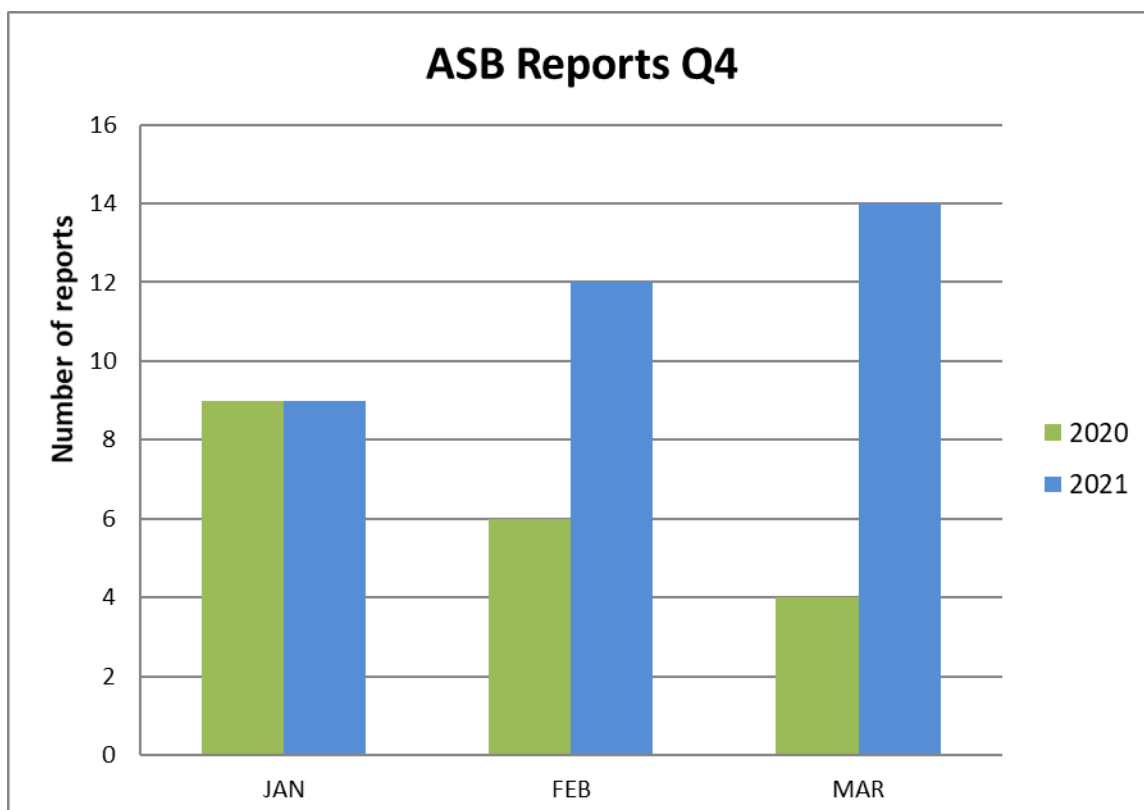
5.8 Anti-Social Behaviour

In quarter 4 in 2020/21 there has been an increase in reports of anti-social behaviour into the Council compared to the same quarter in the previous financial year.

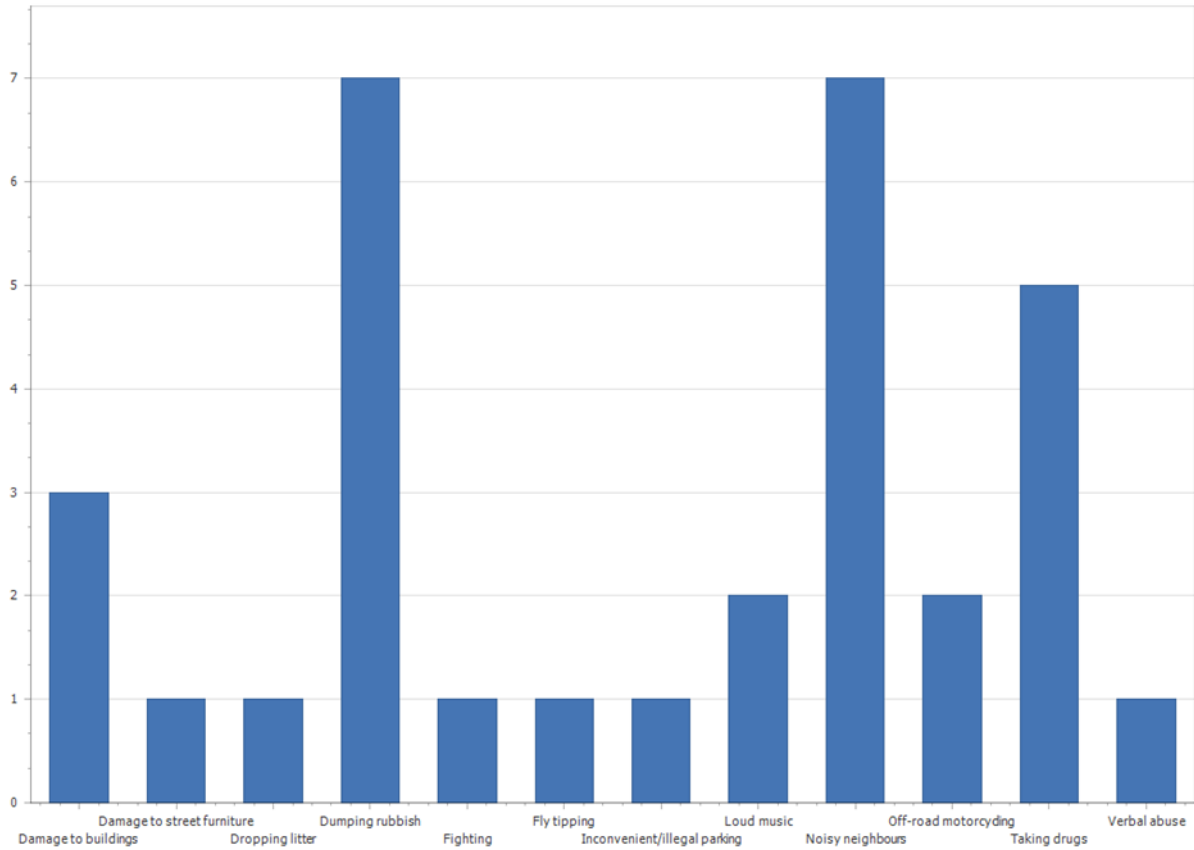
In January 2021, there have been 9 reports logged and investigated, February 2021 12, and March 2021 14.

Below are tables indicating ASB numbers and also types of ASB.

It has also been discussed at the Community Safety Partnership the use of nitrous oxide and how the Council can support the Police in combatting it. Therefore, both organisations are currently working together to evidence the need of a Public Space Protection Order to deter the use and provide the Police with more powers when attending incidents.



Types of ASB reported to OWBC Q4



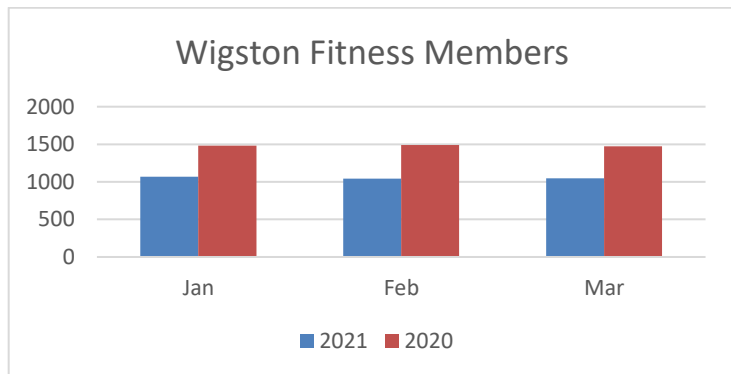
5.9 Leisure Contract

COVID 19 continues to have a major impact on the operation of the Leisure Centres. Unfortunately, this period saw the centres closed for another National Lockdown.

This review is based on the leisure centres not operating and no attendance data to present. However, the below is an indicator on the impact of the pandemic particularly in relation to the largest centre activity use and its fitness members.

Wigston: Total Fitness Members

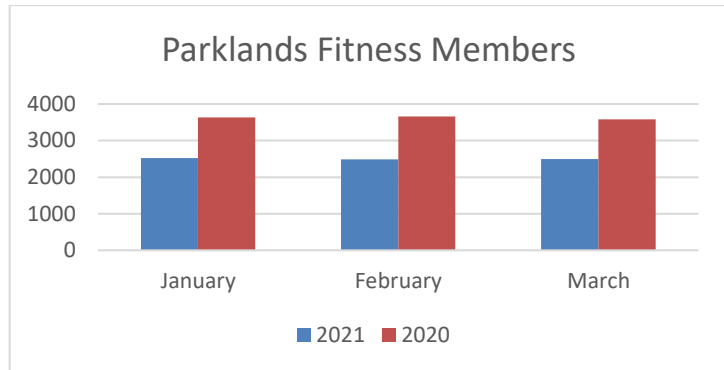
	2021	2020
Jan	1069	1482
Feb	1041	1492
Mar	1046	1475



Since the closures of the facilities in March 2020, Wigston has seen a reduction in member numbers of 406, a little over 27% of the previous numbers.

Parklands: Total Fitness Members

	2021	2020
January	2520	3637
February	2484	3661
March	2499	3581



Parklands has seen a similar reduction in fitness member number in the last 12 months with a reduction of 30% compared to the first lockdown.

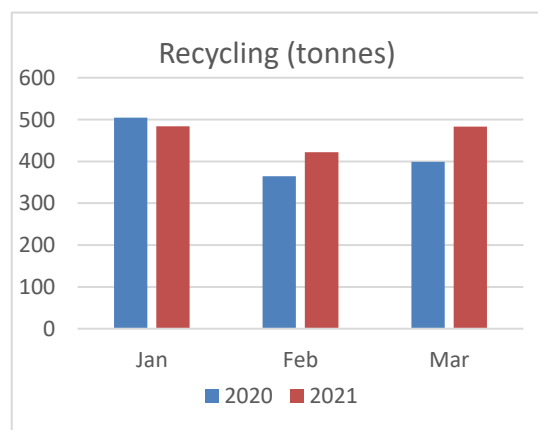
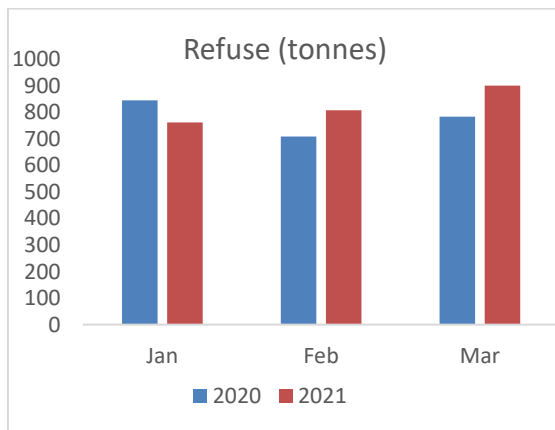
Everyone Active has unfortunately not been able to operate any face-to-face service through lockdown. They have managed to operate a telephone service for the GP Referral scheme contacting all previous users who were on the scheme when lockdown happened and also a number of newly referred customers whom have yet to participate in the scheme.

5.10 Refuse, Recycling and Green waste updates

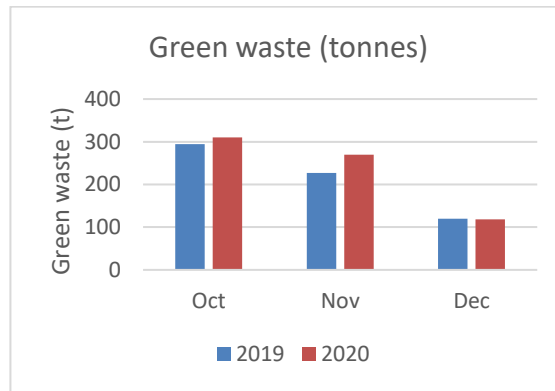
There has been a gradual increase in refuse over the first part of 2021, whereas during 2020 there was some minor fluctuations.

In January 2021 there was a slight decrease in recycling. However, in comparison to 2020 the recycling tonnages increased over February and March 2021.

There was a substantial increase in the green waste tonnages in March due to the better weather.



The below graph show there was a slight increase of green waste collected during the winter months.



5.11 Exception Reporting – Community and Wellbeing

In order to highlight potential areas for improvement, this section details the targets that have been given a “Red” or “Amber” status for the Community and Wellbeing Services.

Reference	Measure/Activity	Target	Frequency	Target Quarter	Corporate Objective	Sub-Objective	Service	March 2021 Commentary	March Forecast
BPE 23	Increased consultation responses to the Community Safety Partnership's annual Community Safety Survey	300 survey responses	Quarter 3 Annually	Quarter 3	Building, Protecting and Empowering Communities	Making our Communities feel safe, be safe and supported	Community & Wellbeing	A new approach to public consultation in relation to the CSP is to be developed as part of the Partnership's 2021-24 Strategic Plan. This approach will look to engage more residents in the process, collect data over an extended period with routine analysis, and identify and address any barriers that have resulted in fewer responses to the survey in previous years.	Red
BPE 32	Citizens Panel. Recruit a minimum of 105 individuals for the 2020/21 Citizens' Panel Database to enable the varied voices of the Borough to be heard. This will provide an overall total of 250 citizens on the database.	Additional 105 panel members recruited in 2020/21	Annual	Quarter Four	Building, Protecting and Empowering Communities	Informing, Including and Understanding our Communities	Community & Wellbeing	Unfortunately, this KPI has not been achieved with only 9 new sign ups during this financial year. This action has been heavily impacted by Covid 19 as many engagement routes were stopped due to national restrictions with Community Groups and Schools. Staff capacity for the project was also reduced due to long term staff absence.	Red

6.0 Customer Service and Transformation Update

6.1 Customer Service Centre

The table below shows call volumes based on the last 6 months from October through to end of March 2019/20 to 2020/21. This would indicate that residents are utilising other methods to find out the necessary information they require.

There is a slight increase in call volumes for February and March 2021 and this is due to the commencement of Garden Waste renewals.

Call Volumes

	October Call volume	November Call volume	December Call volume
Full Enquiries			
2019	2387	2639	1943
2020	3307	2972	1763
Telephone quick enquiries/switchboard redirection			
2019	2123	1789	1389
2020	1490	1423	969

	January Call volume	February Call volume	March Call volume
Full Enquiries			
2020	2806	2523	2259
2021	2491	2722	3385
Telephone quick enquiries/switchboard redirection			
2020	1891	1579	1785
2021	1014	1016	1229

6.2 Customer Service Excellence Accreditation

We continue with our second year's accreditation on the three-year cycle for the Customer Service Excellence Award. A robust action plan has been design and is currently implemented on key focus areas raised by the assessor to ensure these are targeted for the next assessment in December 2021.

6.3 Improving Customer Satisfaction

Complaints – Our refined complaints process is working well, by using our Customer Service Centre Technical Staff to triage calls. This enables us to do 'first time' resolution with callers and reduce their frustration and potential delay on what previously would have been put through as a full complaint.

60% of complaints are now resolved at first point of contact via the Customer Services Team or by early resolution by the Service Area Manager.

Month	Total Number of Complaints received	Number of complaints triaged & resolved by Customer Service Team	Number of complaints that reached early resolution	Number of complaints ending up at Stage 1	Number of complaints Stage 2
January 2021	13	5	1	7	
February 2021	32	15	6	11	
March 2021	33	12	4	17	1

Customer Satisfaction Surveys – Monthly Customer Satisfaction Surveys continue across the Virtual Customer Service Centre and Service Areas.

CSC Technical Officers ask callers 6 specific questions on the service that callers have received when they called the CSC. Comparison from Q3 to Q4.

Customer Service Centre Satisfaction Surveys		
Month	Number completed	Result
Jan	81	96.0%
Feb	98	97.0%
March	85	95.0%

Customer Service Centre Satisfaction Surveys		
Month (only commenced in Nov 2020)	Number completed	Result
November	67	98.0%
December	59	96.0%

The second survey type is measuring our other service areas across the Council. This can be completed on the phone, via e-mail or text. Comparison from Q3 to Q4

Service Area Satisfaction Surveys		
Month	Number completed	Result
Jan	17	17 very satisfied
Feb	25	18 very Satisfied 7 Satisfied
March	23	22 very Satisfied 1 Satisfied

Service Area Satisfaction Surveys		
Month (only commenced in Nov 2020)	Number completed	Result
November	22	19 very satisfied 3 satisfied
December	7	7 very Satisfied

6.4 Service Level Agreements

We continue with our programme of monitoring our services across the Council with Service Level Agreements across all service. These continue to be reviewed on a monthly basis and published on our website on a monthly basis for transparency with our residents and businesses.

In July 2021 it will be a year since Service Level Agreements were implemented and a review process will take place to ensure that the metrics are still relevant and will be amended if necessary.

6.5 Exception Reporting – Customer Service and Transformation

In order to highlight potential areas for improvement, this section details the targets that have been given a 'Red' or 'Amber' status for Customer Service and Transformation. There are no red or amber statuses for Customer Service and Transformation.

Exception Reporting – Customer Service and Transformation

There is no exception reporting for Customer Service and Transformation.

7.0 Law and Democracy Update

7.1 Corporate Assets

The redesigned play area inspection programme (BPE20) continues to be monitored and is working well so far.

The work on the development of a strategy for parks, play area and open spaces (BPE19) remains outstanding having been delayed as a result of the need to prioritise the Car Parks Strategy.

The aim now is to complete the strategy during 2021-22.

7.2 Environmental Health and Licensing Teams

The Environmental Health and Licensing Teams continued to be severely impacted by the COVID 19 pandemic during Q4 with officers pulled away from routine work to focus specifically on Covid related issues including enforcing the national lockdown in January followed by the provision of advice and guidance as the lockdown was eased in April.

A traffic light system of awards (similar to the Food Safety Ratings) was introduced to highlight those premises which were compliant/ broadly compliant with Covid restrictions following assessment of individual risk assessments.

This additional lockdown further impacted on the full implementation of the Selective Licensing scheme in South Wigston (GBE7) with the result that at the time of writing ownership of 200 properties (out of a total of 925) remains to be investigated.

The Licensing Team met their statutory target of ensuring all licensing applications were dealt with in accordance with statutory time scales (PES20). Physical food safety inspections (BPE3) remained on hold following the Food Standards Agency (FSA) advice and officers have continued to engage with businesses providing up to date Guidance and support via remote audits means.

7.3 Electoral and Democratic Services

The application by the Association of Democratic Service Officers (ADSO) & Lawyers in Local Government (LLG) for a declaration from the courts that pre-existing legislation would allow remote meetings to continue to be held was dismissed on 28 April 2021. This decision will have a direct bearing on both the timing and content of the next bi-annual review of the constitution (PES22) and the ability to resume efforts to progress towards paperless migration which is currently static (PES19).

In respect of PES22, the Leicestershire Monitoring Officer's Group work on reviewing the draft LGA Model Code of Conduct, with a view to adopting a consistent approach across the County, was placed on hold awaiting further guidance from the LGA on interpretation of the Code and remains outstanding.

Governance structure arrangements (PES21) were reviewed with a new committee structure proposed which proposed strengthening of the Council's Scrutiny function. That proposal requires further finessing and will subject to member's agreement be submitted to Full Council for consideration later in the year.

The delayed Ethical Indicator Standards (PES23) for quarters 1, 2 & 3 was presented to and approved by PFD on 16 March 2021.

7.4 Exception Reporting – Law and Democracy

(Continued overleaf)

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

Reference	Measure/Activity	Target	Frequency	Target Quarter	Corporate Objective	Sub-Objective	Service	March 2021 Commentary	March Forecast
BPE 2	To enable us to understand our environmental issues, we will ensure installation and activation of Air Quality Monitoring Station in Blaby Road South Wigston		Key Milestone	Monitoring to begin Q2	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Further correspondence with ET and Western distribution. New order to be raised and authorised and ET to deliver unit to site ahead of the works. Agreed in email 8/4/21 new work order from western distribution 13/4/21	Red
BPE 3	Undertaking Food safety inspections in accordance with the food safety plan	156	Annual Target reported quarterly	Quarter Four	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Only essential visits being undertaken in accordance with FSA guidelines	Amber
BPE 19	Develop a strategy for refurbishment of parks, play areas and open spaces that can be used to target \$106 money	Approved and in place by 31 March 2021	Key Milestone	Quarter Four	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Target not completed within original timescale. Work is ongoing and a draft will be produced as soon early in 2021-22 as possible.	Red
GBE 7	Implement the adopted selective licensing scheme for Private Sector Housing Rentals within South Wigston	85%	Quarterly		Growing the Borough Economically	Delivering our Housing Need	Law and Democracy	Enforcement of applications and requirement for additional documents by issuing of Civil penalty warnings has ensured continued income stream of enforcement fees. Target achieved 56%	Red
PES 19	To continue to facilitate the migration towards 'paperless committees'	100% of members and officers by 31 March 2021	Annual		Providing Excellent Services	Improving how we work	Law and Democracy	It is hoped that the successful transition to virtual meetings during lockdown will have the effect of encouraging more Members to embrace the benefits of paperless working and continue progress towards achievement of this target.	Red

Lightbulb Qtr 4 2020/2021 Performance Dashboard

Chart 1: DFG Completion Times YTD by No of Weeks

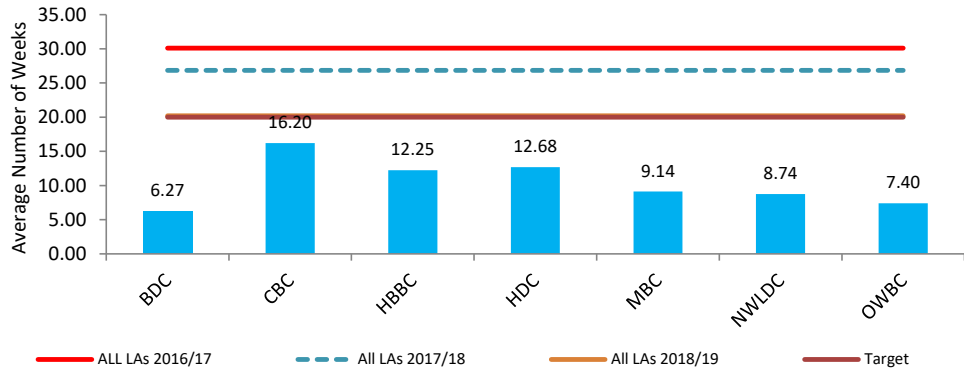


Chart 2: No of DFG's Completed by Cost by District YTD

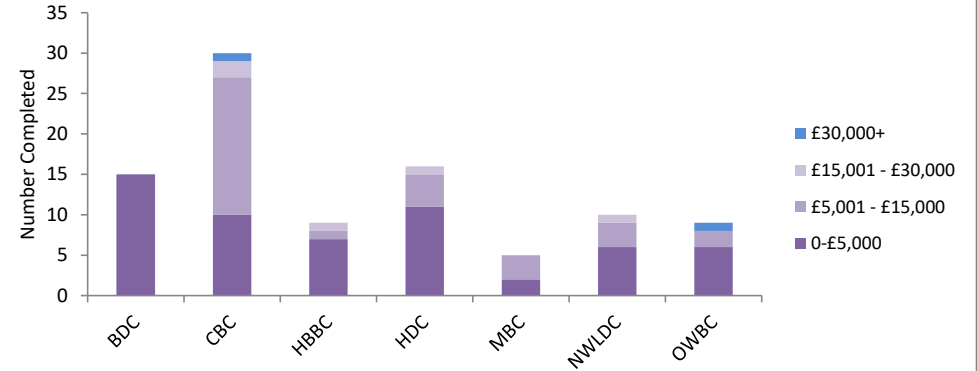


Chart 5: DFG Dropout % Over Time

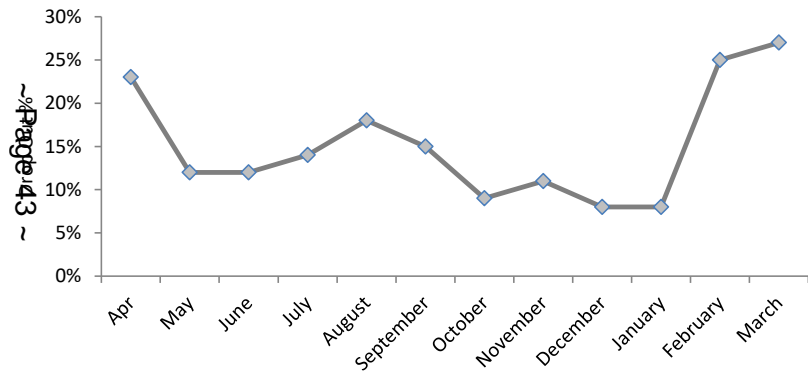


Chart 6: Reason for Dropout by QTR

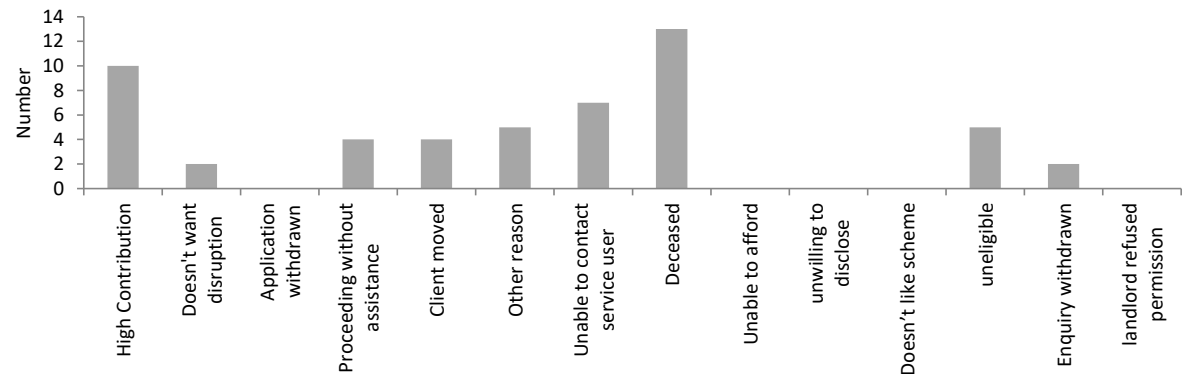


Chart 7: End to End Times - No of Weeks

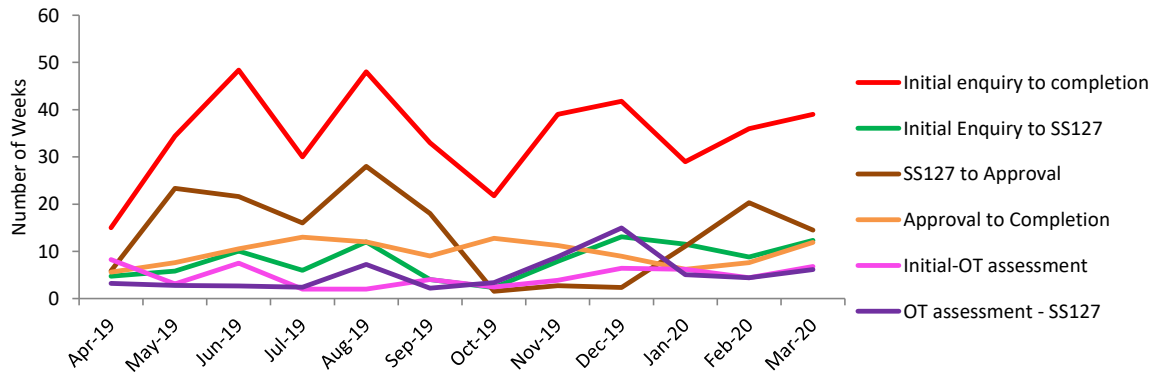
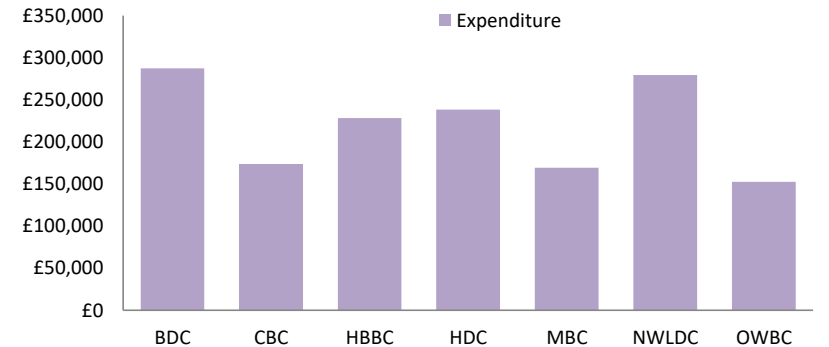


Chart 8: Total Value of Invoiced and Committed funds for DFGs by District YTD



Lightbulb HSC Qtr4 2020/2021 Performance Dashboard

