



TO COUNCILLOR:

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

Mrs L M Broadley
F S Broadley (Vice-Chair)
D M Carter
Mrs H E Darling JP
Mrs L Eaton JP

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

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

Meeting: Service Delivery Committee
Date and Time: Tuesday, 6 September 2022, 7.00 pm
Venue: Council Offices, Bushloe House, Station Road, Wigston, Leicestershire, LE18 2DR
Contact: Democratic Services
t: (0116) 257 2775
e: democratic.services@oadby-wigston.gov.uk

Yours faithfully

Council Offices
Wigston
26 August 2022

Mrs Anne E Court
Chief Executive



Meeting ID: 2253



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A full cost breakdown for all agenda packs for this meeting is provided further down.

ITEM NO.

AGENDA

PAGE NO'S

Live Stream of Meeting | Instructions

This meeting will be live streamed.

Press & Public Access:

YouTube Live Stream

A direct link to the live stream of the meeting's proceedings on the Council's YouTube Channel is below.

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 - 9

6. Petitions and Deputations

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

7. Corporate Performance Update (Q1 2022/23)

10 - 66

Report of the Head of Customer Service & Transformation

8. Litter Strategy (2022-27)

67 - 76

Report of the Corporate Asset Manager

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| | This agenda pack (1) | All agenda packs (9) |
|-------------------------------------------------------------------|-----------------------------|-----------------------------|
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| | | |
|-----------------------------------------------|--------------|---------------|
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Agenda Item 4

**MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT/BY
COUNCIL OFFICES, BUSHLOE HOUSE, STATION ROAD, WIGSTON, LEICESTERSHIRE,
LE18 2DR ON TUESDAY, 14 JUNE 2022 COMMENCING AT 7.00 PM**

PRESENT

G A Boulter Chair
F S Broadley Vice-Chair



Meeting ID: 2231

COUNCILLORS

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

OFFICERS IN ATTENDANCE

| | |
|-------------|----------------------------------------------|
| T Bingham | Strategic Director / Section 151 Officer |
| C Campbell | Head of Finance / Deputy Section 151 Officer |
| P Fisher | Strategic Director |
| D M Gill | Head of Law & Democracy / Monitoring Officer |
| T Hatton | Head of Customer Service & Transformation |
| A Thorpe | Head of Built Environment |
| S Wheeliker | Democratic & Electoral Services Officer |

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor R E R Morris.

2. APPOINTMENT OF SUBSTITUTES

None.

3. DECLARATIONS OF INTEREST

None.

4. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on 15 March 2022 be taken as read,

confirmed and signed.

5. 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 15 March 2022 be noted.

6. PETITIONS AND DEPUTATIONS

None.

7. COUNCIL PERFORMANCE UPDATE (Q4 2021/22)

The Committee gave consideration to the report as set out on pages 11 – 56, which asked it to note the update on progress achieved during the fourth quarter against achieving the Council's Corporate Objectives.

A number of questions and requests for further information and/or actions plans were raised by the Committee in relation to services covered in the report, including the Finance Exception Report, unauthorised kerb edgings to graves and condition of cemetery benches, graffiti in various areas of the Borough, the Law & Democracy Exception Reporting and the performance of Customer Services. Officers present at the meeting noted the requests and agreed to provide the requested information and/or action plans at the next meeting.

Members' expressed their dissatisfaction with the Lightbulb Performance Dashboard which they felt was unclear and requested their concerns be raised with the Council's Lightbulb partner.

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

UNANIMOUSLY RESOLVED THAT:

The content of the report be noted.

8. ADOPTION OF NEW STYLE OF COUNCIL PERFORMANCE UPDATE REPORT (VERBAL UPDATE/PRESENTATION)

The Committee gave consideration to the Verbal Update/Presentation given by the Strategic Director.

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

UNANIMOUSLY RESOLVED THAT:

The revised structure of the Service Delivery report be approved.

9. INSTALLATION OF NEW LITTER BINS AND LITTER COLLECTION PROGRAMME

The Committee gave consideration to the report as set out on pages 57 - 62, which asked it to approve a moratorium on installing public bins in new locations, the upgrading of replacement bins and to approve conducting a review of town centre litter bins.

Members' raised concerns over the communication between the South Leicestershire Litter Wombles (SLLW) and the Council and whether the SLLW may be inadvertently collecting residential and/or commercial waste. The Committee agreed that conducting briefing sessions with the SLLW would be beneficial.

Members raised the issue of fly tipping and cases of residents disposing of garden waste in public litter bins. The Head of Law & Democracy advised that when these cases occur, people need to report it to the Council, and it will be dealt with accordingly. The Committee requested a report on the feasibility of including recycling sections in public bins, what items can be recycled and how it will be dealt with. Members also discussed the possibility of implementing a public campaign to tackle the issue of littering. Officers present at the meeting noted Members' concerns and requests.

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

UNANIMOUSLY RESOLVED THAT

- i) The content of the report be noted;**
- ii) The current number of bins in the Borough be noted as being at the optimum limit and a reduction in the installation of public bins in new locations be approved rather than a moratorium;**
- iii) Bin replacement types as upgrades from either post to floor mounted single bins, or single bins to double bins be approved; and**
- iv) A review of the town centre litter bins be conducted.**

THE MEETING CLOSED AT 8.55 pm



Chair / Vice-Chair

Tuesday, 6 September 2022

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

SERVICE DELIVERY COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 14 June 2022

| No. | Minute Ref. / Item of Business | *Action Details / Action Due Date | Responsible Officer(s)' Initials | Action Status |
|-----|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------|
| 1. | 7. – Council Performance Update (Q4 2021/22) | <p>Paragraph 4.5 – Exception Report – Finance.</p> <p>Members requested an action plan on how the red status issues are going to be resolved.</p> <p style="text-align: right;"><i>Due by Sep-22</i></p> | CoCa | Complete |
| | | <p>The Council is in the process of completing an action plan. This will highlight the strategy to be used to reduce the Council Tax and NNDR arrears. The target is Council Tax 3.5% and NNDR 4.5%. The arrears reported at Quarter 4 2021/22 were Council Tax 4.55% and NNDR 8.19%.</p> | | |
| 2. | Appendix 2 | <p>Lightbulb Qtr 4 2021/2022 Performance Dashboard.</p> <p>Members wanted feedback to be given to Blaby District Council that they are unsatisfied with the format of the Lightbulb Performance Dashboard as it is unclear. Members advised the main information they require is:</p> <ul style="list-style-type: none"> • How many residents need a DFG? • How many residents receive a DFG? • How many have we completed? <p style="text-align: right;"><i>Due by Sep-22</i></p> | AdTh | Complete |
| | | <p>This feedback was provided on 16/6/22. The Lightbulb Manager responded as follows 'The dashboard is more generic and high level in detail – It would cause lots of extra work to replicate this individually for each LA (for fairness to all districts) and was agreed to be kept high level for that reason.' However, Lightbulb has undertaken to book a consultant so that its back-office system can be reconfigured to extract this information on a quarterly basis for this Committee. As soon as this has been done this information will be provided in the narrative of this report. Members are reminded that Lightbulb is a delegated</p> | | |

Council Body
Date

Chair's
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|----|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|
| | | service and as such Blaby District Council is responsible for delivering DFGs on behalf of the Borough Council. | | |
| 3. | Appendix 3 | Customer Service Statistical Analysis. Members requested the figures for online customer service interactions be provided. Due by Sep-22 | PhFi | Ongoing |
| | | We have investigated the possibility of online stats, this was previously provided to us by the IT partnership. Work has begun to develop a reporting mechanism inhouse and stats will be provided at the next service delivery committee In November. | | |
| 4. | 9. - Installation of New Litter Bins and Litter Collection Programme | Members requested improved communication with, and further briefing sessions/guidance be given to the South Leicestershire Litter Wombles. Due by Sep-22 | MaKi | Complete |
| | | This will be included within the Litter Strategy and covering report that will be brought to Services Committee on 6 September 2022. | | |
| 5. | 9. - Installation of New Litter Bins and Litter Collection Programme | Members requested Officers look into the possibility of implementing an anti-littering campaign. Due by Sep-22 | MaKi | Complete |
| | | This will be included within the Litter Strategy and covering report that will be brought to Services Committee on 6 September 2022. | | |
| 6. | 9. - Installation of New Litter Bins and Litter Collection Programme | Members requested a report on including recycling bins with public bins, what can be recycled and how it will be collected and administered. Due by Sep-22 | MaKi | Complete |
| | | This will be included within the Litter Strategy and covering report that will be brought to Services Committee on 6 September 2022. | | |

* | 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).

Council Body
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Agenda Item 7



**Service Delivery
Committee**

**Tuesday, 06
September 2022**

**Matter for
Information**

Report Title: Corporate Performance Update (Q1 2022/23)

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

| | |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Purpose of Report:</p> | <p>To provide an update on progress during Quarter 1 of the 2022/23 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in the Corporate Plan 2019 - 2024. The report updates Members on the Council's Key Performance Indicators with appendices for information on service updates, items of note from working groups and future events.</p> |
| <p>Report Summary:</p> | <p>In January 2022 the LGA conducted a Peer Review. Two of the key recommendations were for a new vision and corporate plan to be created by Members. The sign off for both these items is not likely to be until September 2022 and February 2023 respectively. This report contains KPI's which relate to continuous improvement in line with our Corporate Plan 2019 – 2024 and statutory KPI's that have to be delivered as 'business as usual'.</p> <p>There are 44 Continuous Improvement Key Performance Indicators from our Corporate Plan 2019-2024. 40 are to be reported on in this quarter 1 2022-2023.</p> <p>There are 24 are statutory Key Performance Indicators. 19 are to be reported for Quarter 1 2022-2023.</p> <p>For both continuous improvement and statutory reporting the Key Performance Indicators are categorised by each objective and service delivery arm.</p> <p>Each target has been graded using the Red/Amber/Green status ranking system. There are two other ranks, a "blue" ranking and this is for indicators where work has yet to begin and a "white" ranking system where it is outside the control of the Council for delivery, and therefore cannot be ranked.</p> |
| <p>Recommendation(s):</p> | <p>That the performance of the Council against its Corporate Objectives in delivering services be noted.</p> |
| <p>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</p> | <p>Trish Hatton (Head of Customer Service and Transformation) (0116) 257 2677 trish.hatton@oadby-wigston.gov.uk</p> <p>Philippa Fisher (Strategic Director) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk</p> |
| <p>Corporate Objectives:</p> | <p>Building, Protecting and Empowering Communities (CO1)</p> |

| | |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Providing Excellent Services (CO3) Growing the Borough Economically (CO2) |
| Vision and Values: | "A Stronger Borough Together" (Vision) Accountability (V1) Innovation (V4) |
| Report Implications:- | |
| Legal: | There are no implications arising from this report. |
| Financial: | There are no implications directly arising from this report. |
| Corporate Risk Management: | Reputation Damage (CR4) Organisational / Transformational Change (CR8) |
| Equalities and Equalities Assessment (EA): | There are no implications arising from this report. EA not applicable |
| Human Rights: | There are no implications arising from this report. |
| Health and Safety: | There are no implications arising from this report. |
| Statutory Officers' Comments:- | |
| Head of Paid Service: | The report is satisfactory. |
| Chief Finance Officer: | The report is satisfactory. |
| Monitoring Officer: | The report is satisfactory. |
| Consultees: | None. |
| Background Papers: | Corporate Plan 2019 -2024 |
| Appendices: | <ol style="list-style-type: none"> 1. Operational Update 2. Working Groups Update 3. Forward Planning Events Calendar 4. Cost of Living Action Plan 5. Collection Rate – NNDR and Council Tax Action Plan (To Follow) 6. Continuous Improvement KPIs 7. Statutory KPIs 8. Customer Service Statistical Analysis (Q1 2022/23) |

1.0 Introduction

In January 2022 the LGA conducted a Peer Review. Two of the key recommendations were for a new vision and corporate plan to be created by Members. The sign off for both these items is not likely to be until September 2022 and February 2023 respectively.

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

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

- 1.1 The Council has produced 44 new Continuous Improvement Key Performance Measures for 2022/23, and these measures relate to each of the Council's three Corporate Objectives as part of the Council's five-year Corporate Plan (2019-2024). These will be reviewed once the new corporate plan is approved.
- 1.2 The Council has produced 24 Statutory Improvement Key Performance Measure for 2022/2023, these measures relate to each of the Council's three Corporate Objectives as part of the Council's five-year Corporate Plan (2019-2024). Statutory KPI's refer to those that the Council has to report and measure from a legislative, legal or need to report to a particular body. These will be reviewed once the new corporate plan is approved.
- 1.3 These measures are "outcome" based measures, meaning that they identify key deliverables for the authority that actively work towards meeting the Corporate Objectives, and will allow for greater accountability and transparency. This will mean that the public, Members and Officers can clearly see how the Council is performing against its objectives, and if it isn't, then why it isn't.

2.0 Corporate Performance

- 2.1 The following report provides analysis and statistics on the performance of the indicators used to monitor our progress against the Council's new Corporate Objectives.
- 2.2 There are three main objectives, with these being:
 - Building, Protecting and Empowering Communities
 - Growing the Borough Economically
 - Providing Excellent Services
- 2.3 There are Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system.

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

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

Amber Indicator is in danger of falling behind target

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

2.4 Continuous Improvement Key Performance Indicators

Out of the 44 indicators, 40 were due for reporting as at the end of Quarter 1 2022-2023. Although we emerge from the pandemic into the endemic phase there are some areas where the Council is taking a cautious approach and continue to display responsibility to our residents on any potential risks and therefore there is some impact on reporting KPI's and the ability to deliver is recorded and the ability to deliver on these which have fallen into the white and blue categories.

Of the 40

34 were green status

6 were amber status

0 was red status

This equates to 85% Green, 15% Amber and 0% Red status. The following table identifies the Council's performance, by objective and service delivery section.

As this is a new reporting year and this is a new way of KPI reporting there will be no comparison for the first quarter of 2022/2023.

Performance Chart One – Continuous Improvement - Corporate and by Objective

| Quarter One 2022/23 | Green | | Amber | | Red | |
|-------------------------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| Overall Performance | | | | | | |
| All Targets Due | 34 | 85% | 6 | 15% | 0 | 0% |
| Corporate Priority | | | | | | |
| Building, Protecting and Empowering Communities | 11 | 100% | 0 | 0% | 0 | 0% |
| Growing the Borough Economically | 4 | 80% | 1 | 20% | 0 | 0% |
| Providing Excellent Services | 19 | 79% | 5 | 21% | 0 | 0% |

Performance Chart Two – Continuous Improvement - By Service Area

| Quarter One 2022/23 | Green | | Amber | | Red | |
|-----------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| Overall Performance | | | | | | |
| All Targets Due | 34 | 85% | 6 | 15% | 0 | 0% |
| Department | | | | | | |
| Built Environment | 13 | 93% | 1 | 7% | 0 | 0% |
| Customer Service & Transformation | 6 | 100% | 0 | 0% | 0 | 0% |
| Finance & Resources | 9 | 90% | 1 | 10% | 0 | 0% |
| Law & Democracy | 6 | 60% | 4 | 40% | 0 | 0% |

2.5 Statutory Key Performance Indicators

Out of the 24 indicators, 19 were due for reporting as at the end of Quarter 1 2022-2023. Although we emerge from the pandemic into the endemic phase there are some areas where the Council is taking a cautious approach and continue to display responsibility to

our residents on any potential risks and therefore there is some impact on reporting KPI's and the ability to deliver is recorded and the ability to deliver on these which have fallen into the white and blue categories.

Of the 19

17 were green status

1 were amber status

1 were red status

This equates to 90% Green, 5% Amber and 5% Red status. The following table identifies The Council's performance, by objective and service delivery section.

As this is a new reporting year and this is a new way of KPI reporting there will be no comparison for the first quarter of 2022/2023.

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

| Quarter One 2022/23 | Green | | Amber | | Red | |
|-------------------------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| Overall Performance | | | | | | |
| All Targets Due | 17 | 90% | 1 | 5% | 1 | 5% |
| Corporate Priority | | | | | | |
| Building, Protecting and Empowering Communities | 6 | 100% | 0 | 0% | 0 | 0% |
| Growing the Borough Economically | 0 | 0% | 0 | 0% | 0 | 0% |
| Providing Excellent Services | 11 | 84% | 1 | 8% | 1 | 8% |

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

| Quarter One 2022/23 | Green | | Amber | | Red | |
|-----------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| Overall Performance | | | | | | |
| All Targets Due | 17 | 90% | 1 | 5% | 1 | 5% |
| Department | | | | | | |
| Built Environment | 8 | 100% | 0 | 0% | 0 | 0% |
| Customer Service & Transformation | 0 | 0% | 0 | 0% | 0 | 0% |
| Finance & Resources | 3 | 60% | 1 | 20% | 1 | 20% |
| Law & Democracy | 6 | 100% | 0 | 0% | 0 | 0% |

3.0 Built Environment Update

3.1 Exception Reporting – Built Environment

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

(Continues overleaf)

Continuous Improvement Key Performance Indicators

| Corporate Objective | Measure Activity | Target | Quarter 1 Commentary | Forecast |
|------------------------------------------|-------------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------|----------|
| Growth the Borough Economically GBE 3 | Develop Housing Site Projects | Deliver Horsewell Lane & SWRC | Prices have been sought for the groundworks at Horsewell Lane and a survey undertaken. Report on SWRC received. | Amber |

Statutory Key Performance Indicators

There are no exception reporting for Quarter 1 2022- 2023

4.0 Finance Update

4.1 Exception Report – Finance

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

Continuous Improvement Key Performance Indicators

| Corporate Objective | Measure Activity | Target | Quarter 1 Commentary | Forecast |
|---------------------------------------|-------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------|----------|
| Providing Excellent Service PES 13 | Reduce prior years arrears for Council Tax (debt not in recovery) | 5% | Maintaining the current rate of recovery would see a year-end figure of 5.5% for council tax arrears. | Amber |

Statutory Key Performance Indicators

| Corporate Objective | Measure Activity | Target | Quarter 1 Commentary | Forecast |
|-------------------------------------------|------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Providing Excellent Service PES 15 (s) | Council Tax Collection Rates | 97.5% | 0.81% short of June target of 29.39% 0.36% short of 21/22 position. Improvement plan being delivered to Service Delivery Committee in September with details of steps being taken, expected impact on service and performance, and timelines. Changes made to streamline processes including new customer | Red |

| | | | | |
|----------------------------------------|-----------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | | | forms and procedures in Council Tax to facilitate timely collection. New and refresher training delivered to team members to increase productivity. Disability Reduction Review undertaken to ensure accurate billing." | |
| Providing Excellent Service PES 16 (s) | NNDR Collection Rates | 98.5% | "2.7% short of June target. 5.45% improvement on 21/22 position. Improvement plan going to Service Delivery Committee in September with details of steps being taken, expected impact on service and performance, and timelines. Empty property review scheduled to begin in September. Intensive work on high balance rates avoidance cases to increase collection and strengthen the position of Oadby and Wigston as a borough that does not tolerate rates avoidance. | Amber |

5.0 Customer Service & Transformation Update

5.1 Exception Reporting of Customer Service and Transformation

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

Continuous Improvement – Key Performance Indicators

There is no exception reporting for Quarter 1 2022-2023

Statutory Key Performance Indicators

There are no exception reporting for Quarter 1 2022- 2023

6.0 Law and Democracy Update

6.1 Exception Reporting – Law and Democracy

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

(Continues overleaf)

Continuous Improvement – Key Performance Indicators

| Corporate Objective | Measure Activity | Target | Quarter 1 Commentary | Forecast |
|---------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Providing Excellent Service PES 16 | Council Elections in May 2023 and Associated Member Induction | To plan for the administration of a fully compliant and resourced poll (including the implementation of the relevant Elections Act 2022 requirements) and devise an inclusive Members Induction Programme. | First strategic elections planning meeting held in June 2022 between RO and DRO's. Preparations underway to identify staffing levels. 90% of polling stations provisionally booked. | Amber |
| Providing Excellent Service PES 17 | New reports and decision-making workflow process | Scoping out, implementing, and training officers on a new, streamlined internal reports and decision making-process to make forward planning more effective and efficient. | Research, scoping out and testing currently in progress to test new workflow process in the back-end application Issue Manager. To be reported back to and feedback sought from SLT in September 2022. | Amber |
| Providing Excellent Service PES 18 | Fit-for-Purpose Meeting AV equipment at Brocks Hill Integrating New Member ICT Offer/ Equipment | Scope out, bid-for and oversee the installation of fit-for-purpose audio-visual equipment for Council and committee meetings at Brocks Hill complementing its flexible meeting space(s) and assist in integrating and maximising Members' new | Benchmark specification from other Leicestershire authority sent to Corporate Project Lead in July 2022 in order to scope out OWBC requirements and prepare tender. | Amber |

| | | | | |
|------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | | ICT offer/equipment into that set-up. | | |
| Providing Excellent Service PES 19 | Paperless/light Committee Administration | Continue to support, encourage, and persuade less technically able Members to receive and annotate agenda papers electronically consistent with the Council's newly adopted Agile Working Policy. | Registration links and re-set login details send to all Members who have received their new Surface Go Tablet. Drop-in training sessions on using the Mod.Gov app (Windows platform) to be arranged in August 2022 once all Members in receipt of new hardware. | Amber |

Statutory Key Performance Indicators

There are no exception reporting for Quarter 1 2022 – 2023.



Service Delivery Committee Operational Updates – Quarter One – 2022 – 2023

BUILT ENVIRONMENT UPDATE

Planning

The new Local Plan production has slowed during quarter 1. However this is expected to progress with good pace in quarter 2 because we now have experienced Officers in post. The team is currently on course to meet all of the statutory Government targets as well as local Key Performance Indicators.

For planning applications during quarter 1 there was a backlog of over 8 weeks both in validation and determination. However, this backlog is now reducing given that we have a full time Validations Officer in post. Validation of planning applications has now reduced to 1 – 2 weeks.

In terms of the determination of planning applications, there is still a backlog. However due to having agency staff in post we have been able to focus on specific tasks with some, concentrating on the backlog, others on more major applications and other officers focussing on new applications. It is our intention to recruit on a permanent basis to vacant posts during quarter 2.

This first Quarter, all of the statutory Government targets have been exceeded as well as local Key Performance Indicators.

Housing

2022-23 Homelessness

The Council's position in respect of homelessness is that there were 30 households in temporary accommodation as at 30 June 2022. This comprised of:-

- 14 single/couple household
- 16 Family household

At the end of the first quarter we had accepted a main duty to 17 Households. The main housing duty owed by the authority is to someone who is homeless, eligible, has a priority need and is not intentionally homeless. This means we have a duty to rehouse the family whether this is through a social housing tenancy or a tenancy in the private sector for a minimum of 12 months.



Between 1st April and 30th June, we created 34 Relief cases. A relief case is where we are satisfied that a household applicant is homeless and eligible, this may include applicants who are not in priority need or that could be seen as intentionally homeless. The relief duty requires the authority to take reasonable steps to help the applicant to secure that suitable accommodation becomes available for the applicant's occupation for at least six months. Help to secure does not mean that the authority has to source and provide accommodation, but that it should try to agree reasonable steps with the applicant which could result in accommodation being found.

Between 1st April and 30th June, we recorded 23 prevention cases. A prevention case is where we are satisfied that an applicant is threatened with homelessness and eligible, and we have taken reasonable steps to help the applicant secure accommodation. Helping to secure does not mean that we have a duty to directly source and provide accommodation for the applicant. Instead, we provide support and advice to applicants who are taking some responsibility for securing their own accommodation.

We have renewed our focus on homelessness prevention and set prevention as our top priority for the housing option service. We have strengthened our partnership arrangements through;

- Increased the support hours we receive from Women's Aid from 10 to 16 hours per week. This is financed through the annual homelessness grant
- Building on existing partnerships with other districts and developing initiatives to end rough sleeping
- Adopting the Offender Pathway service level agreement working with prison and probation services to provide early interventions to prevent homelessness
- Producing a Care Leaver Offer and improving our communication and operational processes with the County's Care Leaver Team

Homes for Ukraine

We are working closely with the County Council in our response to accommodate and support those fleeing the Ukraine and providing support to those host families in Leicestershire.

We currently have 9 households in the Borough that are or have applied to accommodate families from the Ukraine.

The location of these homes are spread out in the Borough and these placements are for an initial period of 6 months.

There are a number of emerging issues coming to the fore in respect of accommodating Ukraine families and we are working with our district colleagues and the County Council to plan for any eventualities. This includes,

- Managing threats of homelessness
- The rematching process in respect of relationship breakdown
- Facilitating planned move on as placements meet their natural end



The County Council are to recruit to 3 posts that will be the first point of contact when risk of homelessness has been identified. An assessment will be carried out and the officers will pro-actively work with hosts and guests in an attempt to identify solutions through resources and services attributed to the Ukraine programme.

As of the end of June 2022 the impact of the Homes for Ukraine programme has not significantly impacted on resources within Oadby And Wigston Borough Council and this has been absorbed within existing resources for which costs have been recovered.

Lightbulb

The Quarter One Partnership Highlight Report and Disabled Facilities Grant Performance Reports are included in this document.

In summary:

- the first quarter performance show that 25 DFG works have been completed with an average cost of £6,486 per grant (Total value £162,000)
- there are a further 29 grant requests (Including quarter two DFG) that have been processed and are awaiting contractor sign off
- there are 4 cases that are still waiting to be assessed the longest wait dating back to 22nd June 2022
(Note: all figures as at the time of writing – 12th August 2022)

In the first quarter there was 3 applications that were withdrawn. The reasons for this being

- Applicant withdrawal
- Contribution required from applicant was too high
- Applicant contact details incorrect

This information responds to Members requests at the last meeting for this specific information to be provided.

The Home Gadgets Project provide a range of housing support solutions, aiming to help older and vulnerable people stay safe and well in their own home for as long as possible. In the first quarter the project received 8 referrals in to the scheme. With 3 cases being closed having received some equipment or smart technology or gadgets.

Examples of equipment include

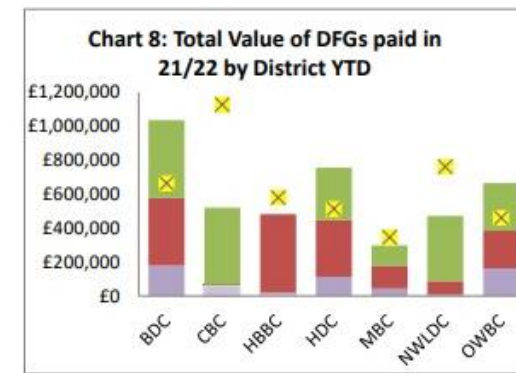
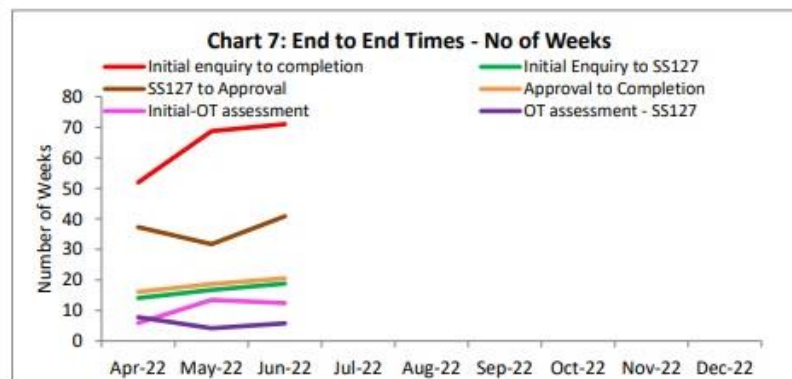
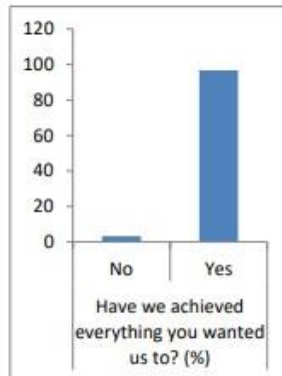
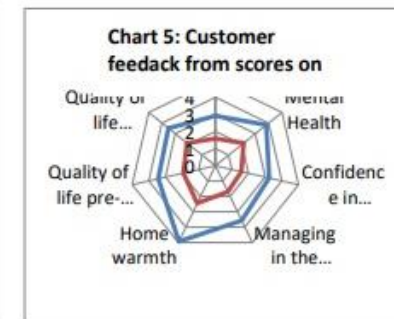
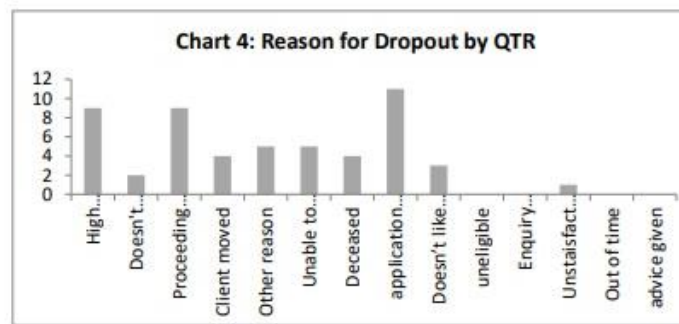
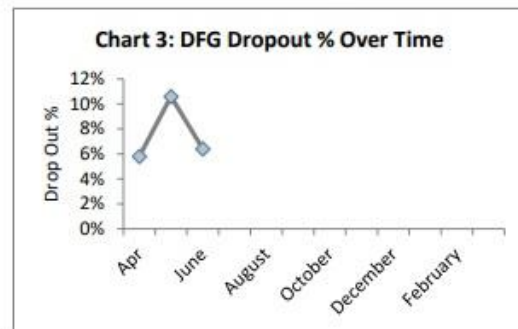
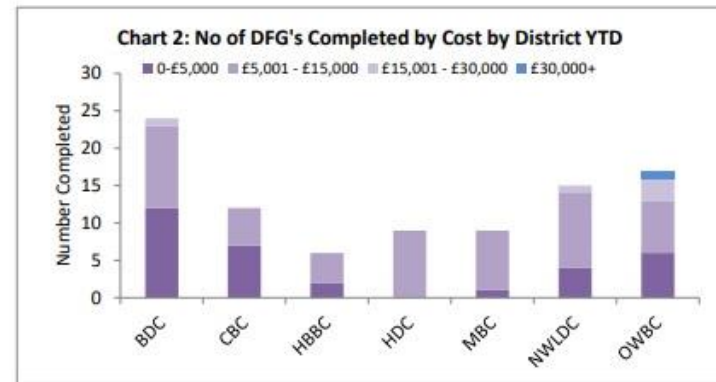
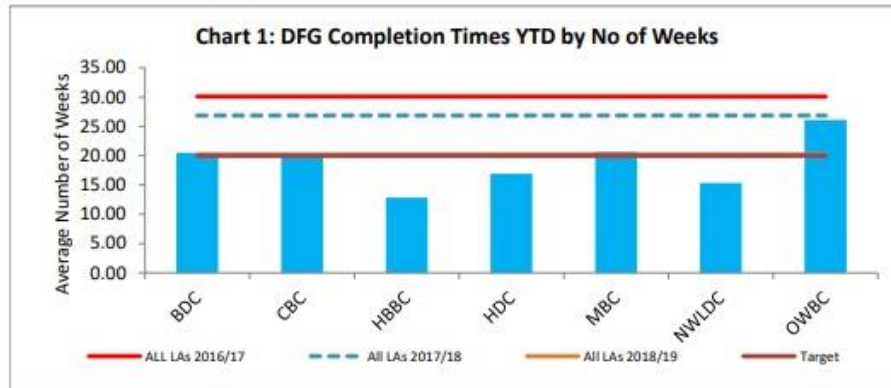
- A digital calendar displaying the date and month
- Remote control blinds
- Smart hub
- Pill dispenser
- Pen reader

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



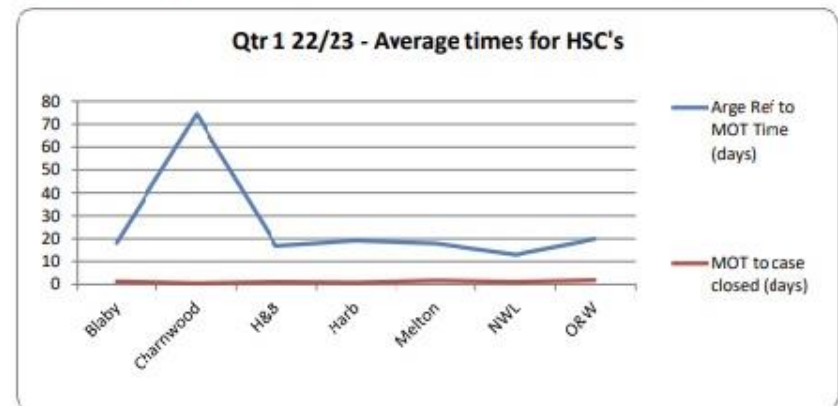
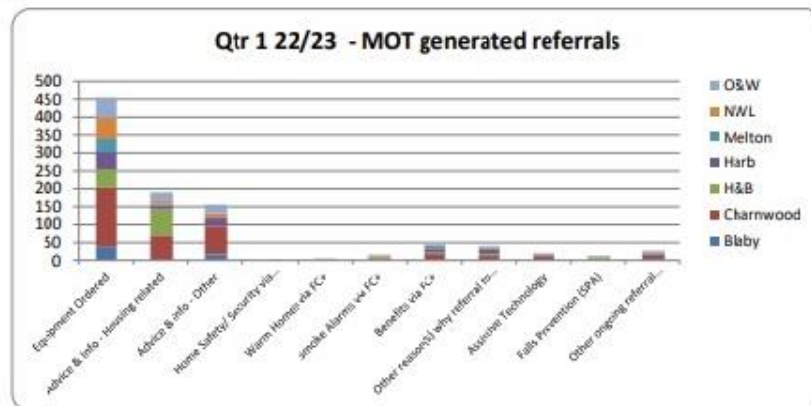
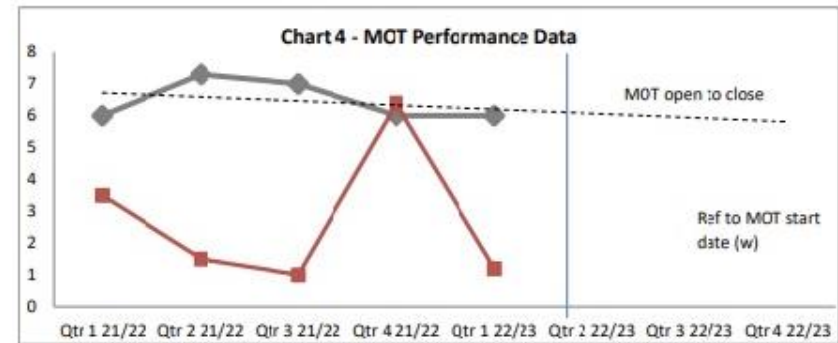
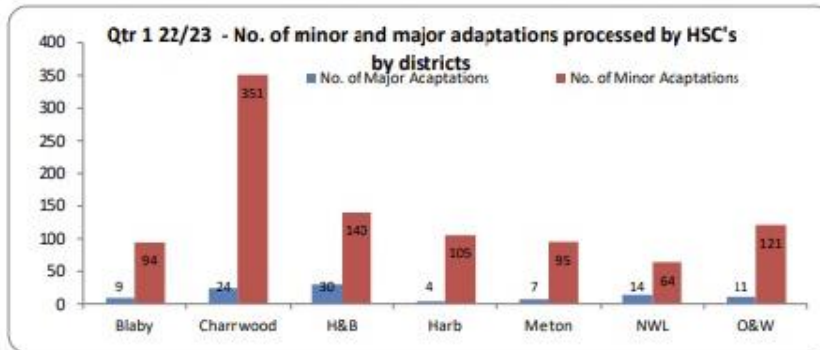
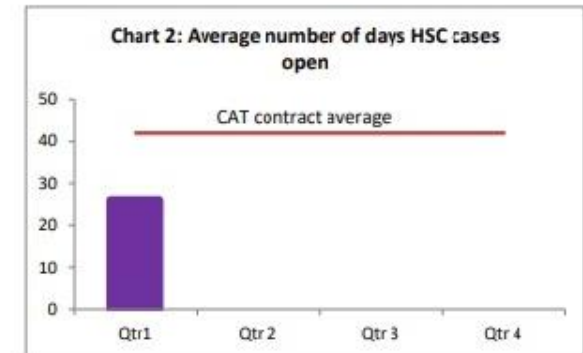
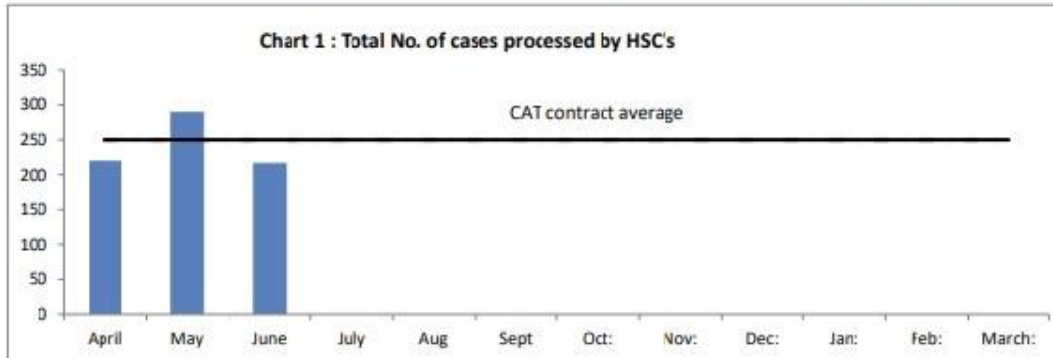
Light Bulb Quarter One Performance Dashboard

Lightbulb Qtr 1 2022/2023 Performance Dashboard



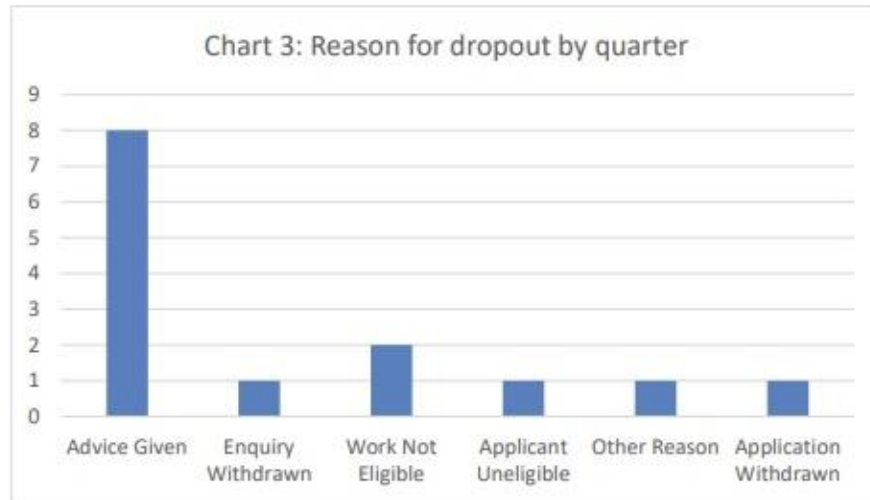
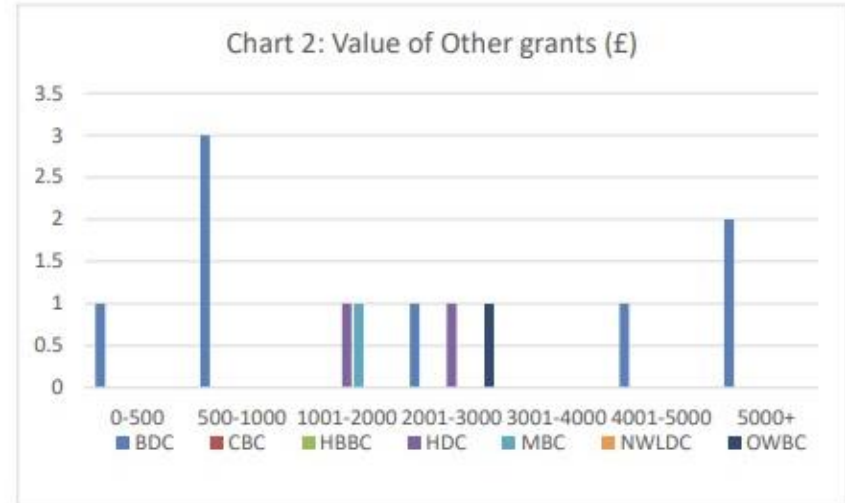
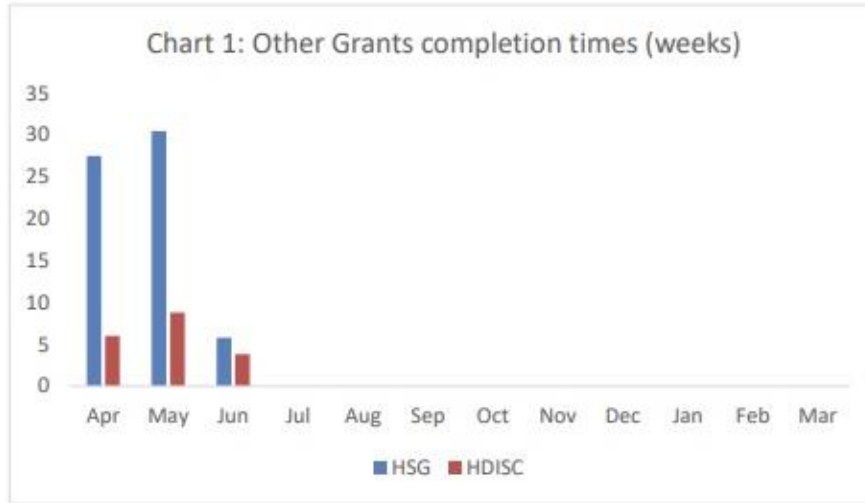


Lightbulb HSC Qtr1 2022/2023 Performance Dashboard





Lightbulb RRO grant data Qtr 1 2022/23





FINANCE UPDATE

Revenues and Benefits

Benefits

The Benefits team is responsible for the administration of Housing Benefit and Council Tax Support as well as facilitating the implementation of Universal Credit which will ultimately replace Housing Benefit for most working age claimants.

The Test and Trace scheme has now finished and the audit is complete and signed off. £273,000 was issued by the team to support residents that suffered a loss of income due to COVID-19 restrictions.

Revenues

The Revenues team is responsible for administering and collecting £34.6m of Council Tax and £11.2m of National Non Domestic Rates which it does on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service, Central Government as well as Oadby and Wigston Borough Council.

The Council Tax team continue to deliver excellent customer service, answering 88% of calls in Quarter 1 and receiving positive feedback from 100% of callers surveyed in a recent exercise. Focus remains on the delivery of the £150 Council Tax Rebate with 97% of c.20,000 residents now paid.

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

Collection Rates

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

Council Tax collection rates are 0.81% short of the target for Q1, a drop of 0.34% on the same point last year. Business Rates collection rates are 2.7% short of the target for Q1, an improvement of 5.5% on the same point last year.



A cost-of-living focus group has been set up to consider the impact on residents and collection to ensure we are providing the right level of support. Alongside this is a review of our debt collection policies with the cost of living in mind.

A collection rate improvement plan has been written and will be shared at the September Service Delivery Committee meeting.

| Percentage of Debit Collected (Cumulative) | Apr % | May % | Jun % |
|---------------------------------------------------|-----------------|-----------------|-----------------|
| Council Tax | | | |
| Target Rate | 10.94% | 20.28% | 29.39% |
| Actual Collection Rate | 10.49% | 19.66% | 28.58% |
| Actual Collection Rate 2020/21 | 10.82% | 19.91% | 28.94% |
| National Non-Domestic Rates (NDR) | | | |
| Target Rate | 11.93% | 19.31% | 29.33% |
| Actual Collection Rate | 11.00% | 18.31% | 26.63% |
| Actual Collection Rate 2020/21 | 7.81% | 15.08% | 21.08% |

Property Statistics

Direct debit take-up remains high due to the energy rebate payments. This reduces the work required to collect payments.

| | Apr | May | Jun |
|------------------------------------------------------------|------------|------------|------------|
| No of Council Tax properties | 23,818 | 23,852 | 23,869 |
| No of Council Tax Direct Debits | 18,558 | 18,643 | 18,619 |
| No of Single Person Discounts | 7,537 | 7,561 | 7,577 |
| No of Businesses | 1,421 | 1,421 | 1,420 |
| No of Businesses in receipt of Small Business Rates Relief | 660 | 654 | 659 |



CUSTOMER SERVICE AND TRANSFORMATION UPDATE

Customer Satisfaction Programme

Work continues with the rollout of the customer satisfaction measurement programme, we have introduced measurement of customer satisfaction in the following areas:

- Anti-Social behaviour
- Revenues & Benefits
- Communications
- Community & Wellbeing
- Customer Services
- DPA/Compliance
- Democratic & Electoral Services
- Environmental Health
- HR
- Housing Cleaning, Lettings, Repairs Teams
- Planning

Customer insight gathered from these surveys drives continuous improvement and survey review meetings ensure teams are acting on feedback.

Customer Champions

The Customer Champions group was formed in 2021, To promote consistency and understanding of customer service excellence across the Council. Each service area has a representative and the group works together to

- Share best practice in customer service excellence across the organisation
- To take part in any customer service initiatives
- Be a central point of contact to their section and to give advice and guidance on excellent customer service
- To identify evidence and co-ordinate submission from their department as part of the assessment process

An idea from the group was to produce a Contact Us Card to be used by staff working in the borough, to help signpost people who need help or advice to the Customer Service Team, see images below:

Front



Back





LAW AND DEMOCRACY UPDATE

Environmental Health

Food inspections continue with the support of Officers from Harborough District Council. 2022/23 Food Service Plan endorsed by Licensing and Regulatory Committee at their meeting on 16 June 2022. Focus is on high-risk premises and the continued triaging of new businesses. A Food Standards Agency (FSA) 'temperature check' will take place in Quarter 2 to ensure we are on track.

Examining options to build capacity and resilience within the service, with the possibility of creating a new Technical Officer post with the opportunity to study for the higher certificate in food. This would bring much needed help in the environmental health team and on completion of qualification to inspect food establishments.

Following a national recall of Kinder Eggs following an outbreak of salmonella the team were busy visiting and contacting all businesses to ensure the FSA guidance was followed.

Training was provided to our Officers by the FSA on Natasha's Law and the requirement for food allergen labelling changes.

Day to day work was busy and varied with the following significant areas of work – filthy and verminous case and clear up, several welfare burials, noise abatement action for a commercial premise, an industrial fabrication business and numerous community protection warnings issued.

A considerable amount of time has been spent on the Midland Mainline electrification project following notification from Network Rail and SPL their project lead. A formal application has been received under the Control of Pollution Act 1974 which will be determined in Quarter 2.

The Annual Status Report 2022 is being prepared for submission to DEFRA in July 2022. This is a statutory requirement to review and assess air quality in our area. A new monitoring station was installed on Blaby Road/Canal Street junction using developer contributions. Work will continue during quarter 2 to host data from this and the monitor along the A6 on the UK Air Quality Website.

A new and exciting project is developing with the County Public Health Team along the Blaby Road corridor leading from South Wigston High School to the Council Offices to seek to address the high prevalence of asthma and viral wheeze cases in the under 15-year-olds. It is hoped that this new partnership approach may create improvements in how we understand air pollution, reduce our contribution to it and mitigate against its risks to health in this area.



Private Sector Housing

The team provide services which include delivery of the Selective Licensing Scheme (SLS), Local Authority Delivery Programme (green homes grants), and other work linked with the private rented sector. During Quarter 2 we will be examining the feasibility of an additional SLS and recruiting to a vacancy.

Key performance data for the quarter:

Selective Licensing

| | |
|--------------------------|----------|
| No of rented properties | 807 |
| Applications received | 733 |
| Exemptions/empty | 34 |
| Licenses issued | 598 |
| Notices of intent issued | 78 |
| Income | £536,259 |

Green Homes Grants

| Scheme | Amount | Progress | Measures |
|--------|----------------|-------------------------------------------------|----------------------------------------------------------------|
| LAD 2 | £280,000 grant | 39 applications 27 retrofits 17 completed | Loft insulation, cavity wall insulation and solar panels |
| LAD 3 | £480,000 grant | Tenders received and being assessed | As LAD 2 plus external wall insulation |
| HUG 1 | £50,000 | Off gas properties | To be confirmed |

Licensing

Policies are being updated to ensure they reflect the latest legislation and guidance and reports taken as appropriate to the relevant committees.

During quarter 1 approximately 160 applications were made for licenses. This includes hairdressers, private hire, animal welfare, premise licenses, street collection, tattooing etc.

A driver who held a combined Hackney Carriage and Private Hire Driver's Licence had their licence revoked due to their unprofessional and unacceptable behaviour.

The Home Office provided guidance on drink spiking and needles which was brought to the attention of the Licensing and Regulatory Committee. In short, the advice was for Council's and other regulators to continue using the Licensing Act 2003 provisions to safeguard people.

An audit is scheduled for Quarter 2 on premises licenses.



Corporate Assets

Allotments:

- Eleven allotment plots changed hands during the quarter. There are 74 people in total on the waiting list for an allotment across all four sites and there are currently 12 plots vacant that are in the process of being re-let.
- Work has been carried out on some of the boundary trees between Aylestone Lane Allotment site and the rear of properties on Repton Road. Further work is scheduled for later in the year to complete tree works to this boundary.

Cemeteries:

- Fifteen burials, 33 interment of ashes and 5 scatterings have taken place across the two cemeteries during the quarter.
- Assuming interment rates remain at the current level then the remaining lifespan of Wigston Cemetery is approximately 8 years for burials and 5 years for ash caskets (Garden of Remembrance) and the remaining lifespan of Oadby Cemetery is approximately 3 years for burials and 5 years for ash caskets.

Car Parks:

- A Variation Order to the main Parking Order went out to statutory consultation during the quarter. This was required in order to add the electric vehicle charging points at Countesthorpe Road Car Park and to include Washbrook Lane as part of Parklands Leisure Centre Car Park. In both cases, including these within the parking order will allow enforcement to take place. The revised order comes into effect in August 2022 and signage and double yellow lines will shortly be installed to complete the work.
- Lighting repairs have been carried out at Parklands Leisure Centre car park
- Surface repairs have been carried out at Wigston Pool and Gym car park

Clean and Green:

- The clean and green teams have been heavily involved in preparing for Green Flag judging and East Midlands in Bloom.
- Green Flag judging took place at Brocks Hill Country Park on 20 May and at Peace Memorial Park 7 June. Both locations have been successful in retaining their Green Flags and feedback has been received on both locations which includes recommendations for future improvements to the sites.
- East Midlands in Bloom judging is due to take place on 13 July.



Brocks Hill Country Park:

- The Ranger continues to lead regular volunteer sessions twice weekly with an average attendance of 14 volunteers each week.
- Council Offices, Depot, Community Centres & Pavilions:
- Fire Risk Assessments have been completed for Bushloe House and Oadby Depot.
- Legionella Risk Assessments have been completed / updated for all council owned buildings
- Structural repairs (capital works) to Biere House (Oadby Cemetery) have been completed
- Capital works to carry out floor repairs and replace carpets at Oadby Depot were completed during the quarter.

Community and Wellbeing

Crime and Disorder

Community Safety:

As of the end of Q1 the Partnership's funding position is unclear, with the OPCC to date not having confirmed with any Partnership across LLR their funding allocation, PCC directed strategic priorities, or any new or revised funding criteria. This prevents the Partnership from fully developing a Delivery Plan for 2022-23 until this information has been made available, with the information being chased from the OPCC by each district and borough's respective Partnerships.

For O&W the annual commitments of the Partnership, such as Sentinel licence fees and Domestic Homicide Review contributions, are covered by the Council's funding contribution to the Partnership. Statutory work set through National legislation for the Partnership is also mostly unaffected as individual Partners will still address their 'everyday' objectives within their own organisations.

Crime and Disorder in the Borough remains in line with national statistics, with crime types reverting to pre-Covid patterns. The Police and other Partners are putting longer term, seasonal plans in place which reflect this and will direct the allocation of resources through 2022-23 accordingly.

Anti-Social Behaviour:

The Anti-Social Behaviour (ASB) Officer in Q1 of 2022/23 has logged a total number of **24** new ASB cases. **6** in April, **9** in May and **9** in June.

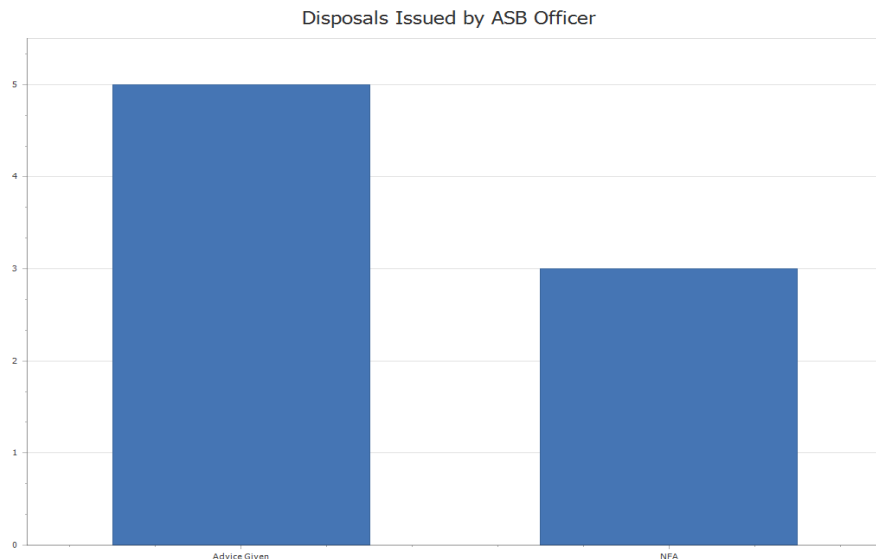
Of these 24 reports, concerns with games being played in inappropriate areas and loud music have been most commonly reported with **4** each. It is worth noting, that there has been an increase with reports of young people playing games in the street since the school summer holidays, but after liaising with complainants, I strongly suspect the young people to be innocently playing rather than purposely causing issues.



8 perpetrators have been discovered upon investigation of each report with **5** receiving advice and **3** no further action.

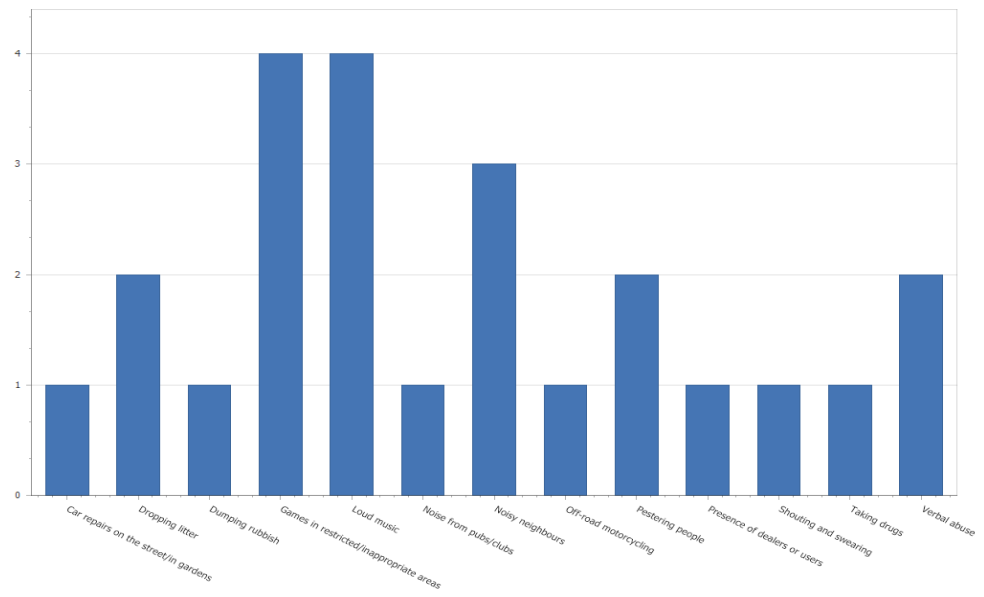
In Q4 of 2021/22, a Community Trigger meeting took place involving Leicestershire Police and the Council for a Housing led ASB case. A Community Trigger is when a victim of ASB can request for a review of their case. A result of this meeting was for all Housing ASB cases to be logged on the same system (Sentinel) that the ASB Officer and Leicestershire Police use to ensure cases were being managed effectively and to allow information to be shared. Since this was implemented, Housing have logged a total number of **18** ASB cases in Q1 2022/23, **14** in May and **4** in June. Training opportunities have been given to Housing to allow cases to be correctly logged on Sentinel, which is ongoing, with cases being reviewed monthly.

Tables showing the above results are detailed below.

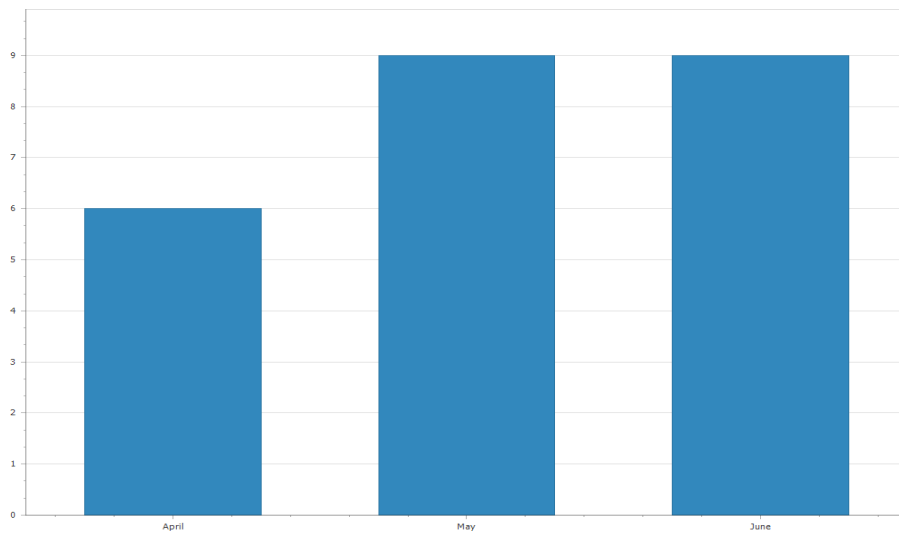




Types of ASB Logged by ASB Officer



ASB Reports Created by ASB Officer





Youth Engagement:

Young People / Youth Provision

Youth provision nationally remains in a poor condition post-Covid, with organisations working hard to restructure around severely depleted resources and staffing to offer a suitable service to young people. In O&W the Youth Engagement Activator continues to engage with young people inside schools, currently working out of Beauchamp College and Wigston Academy / College for one day per week respectively.

The input of these young people is shaping the work offered by the YEA, with a project running out of the Freer Centre being developed as an after-school offer to young people. This location has been chosen due to previous community profiling, utilising census data alongside indices of deprivation, with the activities on offer being developed to fulfil the YEA's remit of mental health support, and be in line with young people's wishes.

Health and Wellbeing:

Since April, the Health and Wellbeing team have delivered 12 health and physical activity programmes. The programmes include walking groups, seated activity, ladies only and dance for diabetes. The programmes engage with a range of residents, including young people, older people, those with disabilities and ethnic minorities.

The Exercise Referral programme that is targeted for those with long term health conditions, has engaged with over 50 participants since April, offering them gym-based and community provision. Moreover, 17 events have been supported or delivered, including National Play Day, VASL Carers event, Men's Wellbeing event and the Commonwealth Games for all festival. The Health and Wellbeing team have engaged with hard-to-reach residents, through collaborative working with other departments and organisations, such as OWBC housing, and social prescribers. A range of forums and boards have been chaired and supported, including the three residents' forums, Health & Wellbeing board and the Community Engagement Forum.

The Health and Wellbeing team attend and actively support a range of task groups and meetings, including the Oadby and Wigston Integrated Leadership group, the Get Moving Together Operational Group and Active Together task groups. The Health and Wellbeing team have continued to provide support for First Contact referrals, having received 16 since April. Moreover, additional provision delivered has included engaging with sport clubs, providing staff health and wellbeing and community pop ups.



Everyone Active Leisure Services Report:

April 2022 to June 2022

The report covers April to June 2022. There is normally a slowdown from busy Quarter 1 and the weather improving and peoples New Year resolutions starting to falter.

Everyone Active believe they have nearly returned to the new normal post 'covid' with restrictions disappearing and many activities coming back to the centres.

It is pleasing to see that the leisure centres can still look to play a pivotal role within the community and for the health and wellbeing of the local people. The New normal being how the industry has embraced changes and subsequently looked to move forward for the long term.

Review:

This review is based on the leisure centres operating for the whole quarter and no closures or incidents compared to the previous year where they were just starting to re-open following the previous three months being locked down.

An average of over 64,000 customers per month coming through the doors , up over 1000 per month over the previous quarter was pleasing to see with a range of activity sessions taking place. Swimming continues to remain popular and continue its recovery from last years closures. It is pleasing to note that the free disabled swim sessions being offered at both pools are now starting to attract more users with over 100 coming in during the period.

| Description | Apr | May | Jun | | Total |
|---------------------|--------|--------|--------|--|---------|
| Swimming | 21,395 | 23,471 | 23,372 | | 68,238 |
| Gym/Fitness Classes | 23,094 | 28,089 | 26,775 | | 77,958 |
| Sports/Activities | 2,602 | 3,691 | 3,205 | | 9,498 |
| Activity Total | 47,091 | 55,251 | 53,352 | | 155,694 |
| Spectators | 12,004 | 12,146 | 12,018 | | 36,168 |
| Events | 272 | 156 | 156 | | 584 |
| Education | 0 | 0 | 0 | | 0 |
| Grand Total | 59,367 | 67,553 | 65,526 | | 192,446 |

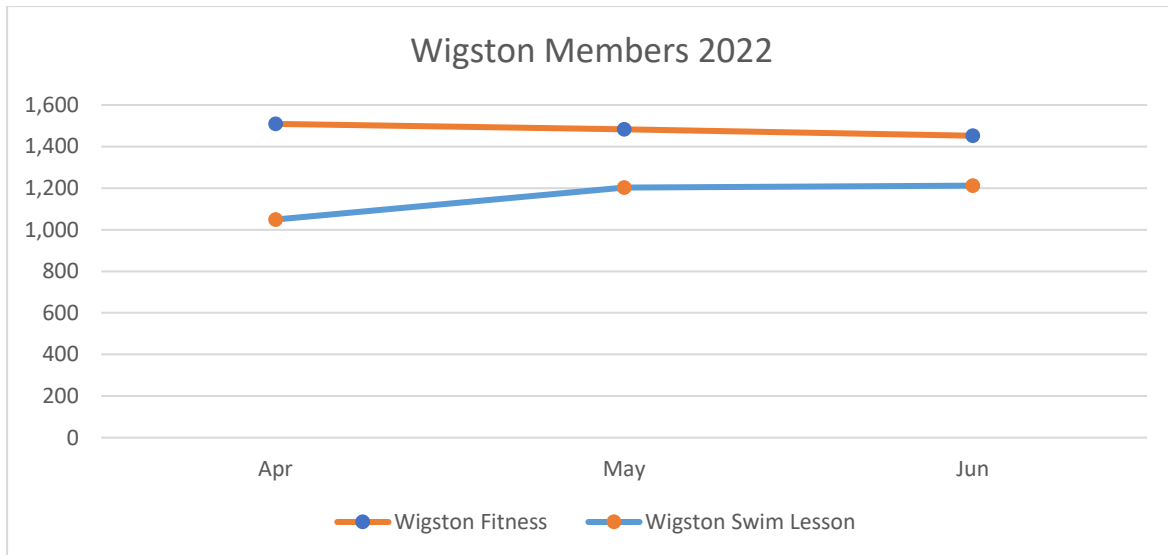


Membership Numbers:

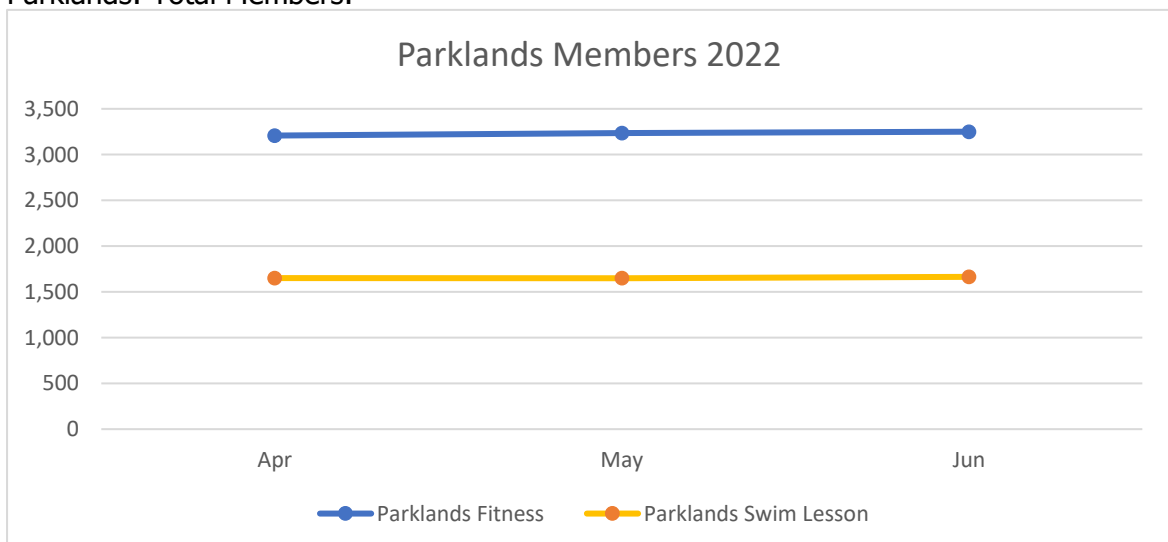
Following significant growth month on month last year for fitness membership numbers, we have recently continued to see a plateauing effect along with a slight reduction since the new year and into the summer period. Currently the Car Park charging effect has seen just shy of 500 additional leavers directly citing the charges as reasons for leaving and this has impacted on the sites membership growth which would have ordinarily been expected.

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

Wigston: Total Members:



Parklands: Total Members:





Community Well-Being:

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

- Free Weekly Children's soft play sessions for the Memphis Charity Group.
- Free Family Activity Sessions in partnership with Children's and Family Well Being Service and OWBC
- Free Coffee for VASL Carers
- Free Memberships for Care Leavers
- Free Memberships for PARS
- Free Memberships for Ukrainian Refugees
- Free Memberships for Parkinsons Sufferers.
- Free Swimming Sessions for Disabled Swimmers.

Sessions have been delivered for 11 Schools and over 520 children with Pond Dipping and Den Building Sessions in the country park, along with over 400 children from cubs / scouts groups etc on our climbing walls.

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

General:

The centres are busy now but could be busier. Attitudes have changed since the pandemic and society attitudes to fitness and finding alternative ways to be fit rather than the traditional leisure centres and Gyms have been taken. We need to look at our offering and see where we can accommodate those that may want to work out away from the centres or in other realms of the borough and society in general.

The next Quarter will focus on reducing the impact of people leaving the membership schemes and look to encourage more users through our mainstream and community well-being programs.

Working more closely with the Boroughs in house team in identifying and delivering to groups who find access to fitness difficult must be one of our priorities and as a company we must continue to promote access and provide free memberships to Parkinson's sufferers, Ukrainian Refugees and other identified groups that could also be afforded the same opportunity.



Service Delivery Committee Working Group Update – Quarter One – 2022 – 2023

ENVIRONMENT WORKING GROUP

Update from Working Group Meeting

For the first Agenda item the Climate Change Officer reported that energy data for Oadby and Wigston Borough Council Climate Baseline Study has now all been collected and submitted to our consultants APSE. They will produce a baseline carbon footprint for council operations 2019/20 and a report on decarbonisation recommendations in late summer.

Carbon Literacy Training was discussed next and will remain a standing agenda item. We are exploring options, including training from an external provider, to deliver a Carbon Literacy Project course and a further option of using a suite of Net Zero resources through the council's subscription to the Learning Pool. We will aim to conclude with a preferred option by the Autumn to feed into the budget setting process.

The Arboricultural Officer gave a Tree Strategy Update and had been in contact with the Tree Warden Co-ordinator who is available to attend the next meeting to provide an overview of the role. It was noted that the planting of wildlife verges at the entrances to the Borough is possible via a 'Licence to Cultivate' however a community group is required to look after it. Regarding LCC's a "Tree for Every Person" the Borough Council has planted the fewest trees and so there is a need to promote and for people to report that they have planted a tree.

The Climate Change Officer gave an overview of the council's response to LCC's draft Net Zero Strategy and invited Members to provide feedback. It was noted the emphasis placed on collaboration and partnership working within the Strategy and Action Plan, but it lacked 'smart' action points and details on prioritisation given funding considerations. It was agreed that subject to further consideration of Member feedback the officer comments were endorsed by the Environment Working Group for submission to the County Council.

For the final Agenda item, the Climate Change Officer gave a presentation to outline future projects on the climate change agenda with a focus on raising awareness of the various climate related activities undertaken by the Council.

Appendix 3



OWBC Event Calendar 2022

| Events | | | |
|--------------------------|--------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------|
| Date | Overview | Type | Details |
| Wednesday 5 October 2022 | Armed Forces Breakfast | Event | Breakfast for Armed Forces Veterans to be held 9am-11am in the Council Chamber. Invites and more detail to be issued soon |
| Friday 11 Nov 2022 | Remembrance Day/ Armistice Day | Observance & Event | Remembrance Service in Peace Memorial Park |
| Sunday 13 Nov 2022 | Remembrance Sunday | Event | Remembrance parades and services in Oadby, Wigston and South Wigston |
| Friday 27 January 2022 | Holocaust Memorial Day | Observance & Event | Service held at Peace Memorial Park |

| Observance | | |
|--------------------------|-----------------------------------------------|--------------------------------------------|
| Date | Overview | Details |
| 1 September 2022 | Samvatsari | Jain (Forgiveness Day) National Observance |
| 3 Sep 2022 | Navy Day flying the flag | National Observance |
| 10 Sept 2022 | World Suicide Prevention Day | National Observance |
| 25-27 Sept 2022 | Rosh Hashana | Jewish holiday |
| 4-5 October 2022 | Yom Kippur | Jewish holy day |
| 21 Sept 2022 | World Alzheimer Day | National Observance |
| 26 September – 5 October | Navratri | Hindu Festival |
| 30 Sept 2022 | World's Biggest Coffee Morning with MacMillan | National awareness |



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| 1-31 Oct 2022 | Black History Month | National Observance |
| 10 Oct 2022 | World Mental Health Day | International Observance |
| 8-15 Oct 2022 | National Hate Crime Awareness Week | National Observance |
| 24 Oct 2022 | Diwali/ Deepavali | International Festival of Light, Observance |
| 31 Oct 2022 | Halloween | Safety messaging & National Observance |
| 5 Nov 2021 | Guy Fawkes Day | Safety messaging & National Observance |
| 11 -17 Nov 2022 | Alcohol Awareness Week | National Observance |
| 19 Nov 2022 | Birthday of Guru Nanak | The celebration of the birth of Guru Nanak the founder of Sikhism, Observance |
| 03 Dec 2022 | International Day of Persons with Disabilities | National Observance |
| 18-26 Dec 2022 | First day of Hanukkah | Jewish holiday |
| 25 Dec 2022 | Christmas Day | National Observance |
| 26 Dec 2022 | Boxing Day | National Observance |
| 31 Dec 2022 | New Year's Eve | National Observance |

Cost of Living Response Draft Action Plan

| Theme 1 – Preparation | | | | | |
|-----------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------------|----------------------------------|
| | Issues | Action | Timeframe | Status | Who |
| 1.1 | Leadership focus, awareness and commitment | <ul style="list-style-type: none"> • SLT Group discussion/consideration workshop session • CMT Group discussion/consideration workshop session • Set up Cost of Living Focus group of key officers to drive preparation/response • SLT participation in the assumptions and scenario analysis as part of development of revised MTFP and MTFS | Early July | <p>Complete</p> <p>Complete</p> <p>Complete</p> | SLT CMT Focus Group |
| 1.2 | Planning | <ul style="list-style-type: none"> • Create draft action plan | End July | Complete | SLT Focus Group |
| 1.3 | Staff Awareness | <ul style="list-style-type: none"> • Use Staff Briefing (25.07) used to be delivered key messages • Regular staff newsletter articles to keep staff up to date • Focus Group to feedback to Service Areas • Head of Service/Managers to feedback in Team meetings | July onwards | <p>Complete</p> <p>In progress</p> <p>In Progress</p> | SLT Comms Team Focus Group |
| 1.4 | Staff Training | <ul style="list-style-type: none"> • Training/awareness session for frontline teams • Website awareness comms | September onwards | Not started | Comms Team Focus Group |
| 1.5 | Financial awareness and preparedness | <ul style="list-style-type: none"> • Identification of likely service pressures arising as a result of cost-of-living crisis • Inclusion of themed discussions as part of budget monitoring meetings to | July onwards | In progress | SLT CMT Finance |

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| | | estimate financial impact of service pressures | | | |
| 1.6 | The wider organisational effects of inflation on the Council | <ul style="list-style-type: none"> • Identification of inflationary pressures • Inclusion of themed discussions as part of budget monitoring meetings to estimate financial impact • Inclusion of analysis in revised Medium Term Financial Plan and new Medium Term Financial Strategy | July onwards | In progress | SLT CMT Finance |

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| Theme 2 - Supporting Residents | | | | | |
| | Issues | Action | Timeframe | Status | Who |

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|-----|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|----------------------------------------------------------------------------|
| 2.1 | Rising cost of utility bills, rent, mortgage costs, fuel, clothing goods etc | <ul style="list-style-type: none"> • Promote Financial Inclusion Officer (FIO) role (via social media/other non - digital methods) • Utilise Household support fund • Consider increasing resource (for example recruit Cost of Living Coordinator or additional FIO) • Set up an online advice referral form for staff to use to request call back from FIO • Internal & external promotion of Helping Hand Service • Maximising partnership working to provide targeted support where needed • Promote ways for residents to switch to lower energy tariffs • Benefits team to balance processing of New Benefits claims and change of circumstances notifications • Corporate debt policy review • Consider of establishment of corporate debt group | End September | In progress | Comms Revenue & Benefits Manager SLT Finance Team Housing Team |
| 2.2 | Rising cost of food, residents relying on/using food banks more, food banks getting less donations | <ul style="list-style-type: none"> • Promote foodbanks on social media and noticeboard around the Borough • Ensure our website has clear & up to date information on food banks in our Borough • Arrange a OWBC staff collection for donations to increase awareness and help food bank stock levels | Aug/Sept | In progress | Comms Team Clean & Green Team SLT |
| 2.3 | Families struggling, living in poverty | <ul style="list-style-type: none"> • Communication programme with schools • Produce leaflet/business cards to encourage/help schools signpost parents to OWBC Council for help/advise/support | End of September | In progress | Comms Team Financial Inclusion Officer |

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| 2.4 | OWBC Tenants struggling to pay rent, food costs, utility bills | <ul style="list-style-type: none"> • Tenant Comms Plan to be developed • Income Management Team to continue supporting tenants experiencing in financial hardship with advice, form completion, referrals and payment arrangements • Housing Officers to refer tenant to IMT or FIO where needed | End September | In progress | Comms Team Housing Team Income Management Team |
| 2.5 | Decrease in Health & Mental Health wellness | <ul style="list-style-type: none"> • Promoting Mental health support • Promote cost effective healthy eating • Promoting community-led “wellbeing” initiatives • Work with SLM to promote Everyone’s Active Services | End of September | In progress | Comm Team Community Wellbeing Team |

Theme 3 - Supporting Businesses

| | Issues | Action | Timeframe | Status | Who |
|-----|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|---------------------------------------------------------------------------------|
| 3.1 | Businesses struggling with all bills, utilities, Business Rates etc | <ul style="list-style-type: none"> Promote Hardship Relief for business rates | Sept | Not started | Comms Team Economic Development Team Climate Change Officer Comms Team |
| 3.2 | Businesses struggling to keep staff employed and stay open | <ul style="list-style-type: none"> Economic Regeneration Team to use their established contacts and partnerships, particularly the LLEP to identify any support that is available and to work with the comms team to promote this through our Business Newsletter and Social Media Make use of our relationships with organisations that support businesses directly such as the FSB and LLEP Consider becoming a Local Leadership partner with the FSB Continue to provide Town Centre Management Support to town centre businesses and support businesses in organising town centre events, such as Christmas Events Deliver our UKSPF Investment Plan which include a number of programmes that will support businesses Signpost businesses to other means of business support such as government grants When the Council is aware of local employment issues, offer support to local business owners to engage with DWP and benefits | August onwards | Ongoing | Economic Development Team Comms Team |

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| 3.3 | Customers shop less, local business hit further | <ul style="list-style-type: none"> • Run a “Shop Local” Campaign to promote/encourage people to shop local to support local businesses • Consider the possibility of suspending parking charges in town centre to promote special shopping events at certain key times or holiday periods | Oct onwards | Not stated | Comms Team SLT |
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| | Issues | Action | Timeframe | Status | Who |
|-----|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------|
| 4.1 | Staff struggling with Rising cost of utility bills, food, rent, mortgage costs, fuel, clothing goods etc | <ul style="list-style-type: none"> • Use staff briefing to encourage concerned staff to reach out to the HR Team • Use Staff Wellbeing Hub to promote information, help & Support available • Review staff crisis assistant/loan scheme • Promote Employment Assistant Programme • Promote Mental Health First Aiders • Review staff benefit in view of cost of living | <p>End of July</p> <p>Sept onwards</p> <p>September</p> <p>September onwards</p> | <p>Complete</p> <p>In progress</p> <p>In Progress</p> | <p>Comms Team</p> <p>Community & Wellbeing Team</p> <p>HR Team</p> |
| 4.2 | Staff struggling to pay traveling cost to work | <ul style="list-style-type: none"> ▪ Consider travel needs for staff coming forward ▪ Encourage agile working were possible ▪ Encourage car sharing | Ongoing | In progress | HR Team SLT |
| 4.3 | Reaching staff most affected | <ul style="list-style-type: none"> ▪ Guidance gives to manager about advice to give to staff ▪ Develop Managers tool kit ▪ Supporting staff that come forward | <p>September</p> <p>September</p> <p>Ongoing</p> | Not started | HR Team Comms Team |

| | Issues | Action | Timeframe | Status | Who |
|-----|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------|
| 5.1 | Residents/Businesses not knowing what help/support is available to them | <ul style="list-style-type: none"> • Create a webpage to centralise information, this page will sign post customers to a wide range of information/support | To be launched end of August | In progress | Comms Team |
| 5.2 | Digital inclusivity - Skills/Access issues | <ul style="list-style-type: none"> • Ensure other communication channels are utilised such as posters, leaflets, notice boards etc • Ensure help/advice can be provided via phone skilling our Customer Service Team effectively | Aug/Sept | In progress | |
| 5.3 | Staff Awareness and understanding of issues and support available | <ul style="list-style-type: none"> • Awareness training session to be carried out for all frontline officers • Regular updates in Staff Newsletter • Link to webpage sent to all staff | Aug/Sept Ongoing End August | In progress | Comms Team |
| 5.4 | Members Engagement & Awareness | <ul style="list-style-type: none"> • Initial Members bulletin article (22.07) • On-going key messages provided in Members bulletins • Members Hub to be used (once launched) • IT Working group to explain plan for web page • SCD to include Cost of Living Response Action Plan | July Ongoing Ongoing August September | Complete In progress In Progress Complete Complete | Comms Team SLT |

(To Follow)

Key Performance Indicators 2022/23 - Continuous Improvement

QUARTER ONE

| Reference | Measure/Activity | Target | Benchmark | Frequency | Responsible Staff | Corporate Objective | Sub-Objective | Service | June 2022 Commentary | June Forecast |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-------------------|-------------------------------------------------|--------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| BPE 1 | Council Move into Brocks Hill | Deliver works on site and manage contractors | Local | Q4 | Jeffery Kenyon | Building, Protecting and Empowering Communities | Improving How we work | Built Environment | Following the approval of planning permission, pre contract work continues to finalise the costs for the development. | Green |
| BPE 2 | To continue to increase the amount of materials recycled by borough residents, through educational programmes | To deliver educational programmes via Borough Forms and promotional opportunities in order to achieve a minimum recycling rate of 45%. | Local | Quarterly | Depot Manager | Building, Protecting and Empowering Communities | Delivering High Quality and Health Lifestyles in Communities | Customer Service and Transformation | 47.1% Ongoing promotion of recycling at new build sites. Initial meetings with comms and partners at the county council has been held to raise ideas and themes for a comms campaign plan. This plan is now being worked on with a view to launching in autumn'. | Green |
| BPE 3 | Continue to collaborate with the University of Leicester to provide beneficial community engagement beneficial to our residents and businesses across the borough | Delivery on the action plan for the CIVIC University Agreement | Local | Annual | Philippa Fisher | Building, Protecting and Empowering Communities | Informing, Including and Understanding our Communities | Customer Service and Transformation | Meetings have been held in June with the University of Leicester and the key leads based on the 5 work streams from the CIVIC University Agreement. Action Plan in progress. | Green |
| BPE 4 | Deliver an effective, efficient and fair planning enforcement service. | Ensure that any enforcement action is robust and legitimate. | Local | | Jamie Carr | Building, Protecting and Empowering Communities | Delivering High Quality and Health Lifestyles in Communities | Built Environment | The Department continues to carry out robust and legitimate enforcement action. To date, none of the enforcement action taken has been challenged at appeal. | Green |
| BPE 5 | Deliver an effective, efficient and fair arboricultural service. | Assess and determine tree works, both TPO'd and those in conservation areas, robustly and within timely manner. | Local | | Jamie Carr | Building, Protecting and Empowering Communities | | Built Environment | Applications impacting TPO'd trees within the Borough continue to be assessed and determined in a timely manner. There is currently no backlog of applications relating to TPO'd trees. | Green |
| BPE 6 | Increase the number of affordable homes in the borough, both encouraging people to remain in the borough and attract new families to the area. | Ensure that affordable homes are delivered as per the Local Plan requirement. | Local | | Jamie Carr | Building, Protecting and Empowering Communities | | Built Environment | The Department continues to seek new affordable homes on all new qualifying development sites. | Green |
| BPE 7 | Successfully prepare and develop a new Local Plan to seek to meet the Government's target of an up to date plan by 2023. | Stage two of the new Local Plan Process completed by Year end – March 2023. | Local | | Jamie Carr | Building, Protecting and Empowering Communities | | Built Environment | The Department is currently seeking to consult on Stage 2 new Local Plan during Winter 2022/2023. | Green |
| BPE 8 | Maintain our national requirement to have a rolling 5-year housing land supply. | Maintain a 5-year housing land supply. Publish an Annual Monitoring Report by 31st December 2022 to inform residents of the 5 year land supply position. | Local | | Jamie Carr | Building, Protecting and Empowering Communities | | Built Environment | Due to be published prior to the end of this calendar year. | Green |

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| BPE 9 | Ensure tenants views are considered when delivering on estate priorities | Annual | Local | Quarterly | Housing Officers | Building, Protecting and Empowering Communities | Delivering our housing needs | Built Environment | The Council is now a member of TPAS the tenant engagement service that supports landlords and tenants. TPAS promote, support and champion tenant involvement and empowerment in social housing across England. | Green |
| BPE 10 | Residents who experience rent arrears/financial difficulty will receive practical support and advice in respect of their situation | 3 working days (residents and tenants to be contacted within 3 working days) | Local | Quarterly | Louise Taylor | Building, Protecting and Empowering Communities | Delivering our housing needs | Built Environment | 1 day | Green |
| BPE 11 | Monitor effectiveness of our procedures and services through customer surveys, service reviews and tenant scrutiny | Quarterly | Local | Quarterly | Sunny Basran | Building, Protecting and Empowering Communities | Delivering our housing roosn | Built Environment | Updated Aids and Adaptations Policy (Council Properties), Recharge Policy, Income Management | Green |
| GBE 1 | Secure external funding | Deliver a round 2 levelling up fund bid | Local | Q2 | Jeffery Kenyon | Growing the Borough Economically | Attracting people and business to the borough | Built Environment | Work is well advanced on the LUF bid and it will be submitted by the July deadline. | Green |
| GBE 2 | Secure external funding | Delivery UKSPF | Local | Q2 | Jeffery Kenyon | Growing the Borough Economically | Attracting people and business to the borough | Built Environment | Work is advancing on writing the UKSPF Investment Plan for submission on 1 August. | Green |
| GBE 3 | Develop Housing sites project | Deliver Horsewell Lane & SWRC | Local | | Jeffery Kenyon | Growing the Borough Economically | | Built Environment | Prices have been sought for the groundworks at Horsewell Lane and a survey undertaken. Report on SWRC received. | Amber |
| GBE 4 | Business Improvement District (BID) development | Work to bring forward a BID to cover the Borough's three towns | Local | | Jeffery Kenyon | Growing the Borough Economically | Delivering development to the Town Centres | Built Environment | A consultant to lead on the works has been identified. | Green |

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| GBE 5 | Develop the Council's business offering | | Local | | Jeffery Kenyon | Growing the Borough Economically | | Built Environment | Work continues on updating and adding to the business website - www.investow.co.uk | Green |
| PES 1 | Undertake review of the Asset Strategy | Council assets identified and being put to full use | Local | Key Milestone | Corporate Assets Manager | Providing Excellent Services | Excellence for our customers | Law & Democracy | In progress | Green |
| PES 2 | Re-purpose of public toilet facilities | Invite expressions of interest from businesses who may wish to lease the buildings and provide public toilet facilities as part of the lease agreement. | Local | Key Milestone | Corporate Assets Manager | Providing Excellent Services | Excellence for our customers | Law & Democracy | Mock details prepared and a report is being drafted for consideration at SLT in August on the next steps for this project. | Green |
| PES 3 | Clean and green management and maintenance | Investigate the potential for offering grounds maintenance and/or cleaning services to private clients | Local | Key Milestone | Assistant Corporate Assets Manager | Providing Excellent Services | Excellence for our customers | Law & Democracy | Not yet due | Blue |
| PES 4 | Install new play equipment at Brocks Hill Country Park | Upgrade existing equipment and install new play equipment at Brocks Hill Country Park | Local | Key Milestone | Assistant Corporate Assets Manager | Providing Excellent Services | Excellence for our customers | Law & Democracy | Meetings being held with potential suppliers of play equipment | Green |
| PES 5 | Compliance with health and safety legislation across the council | Safety and Resilience Officer to develop and maintain key H&S compliance information for the council (H&S Library) | Local | Key Milestone | Health and Safety and Resilience Officer | Providing Excellent Services | Improving How we work | Law & Democracy | A health and safety library is being created to ensure documentation is stored in one central location. | Green |
| PES 6 | Continue to improve our public community facilities and generate commercial income for the authority | Complete capital programme upgrades to our community and commercial buildings (for 2022-2023 this includes upgrades to the office floors at Oadby Depot and installation of new steps at Peace Memorial Park bowling green | Local | Quarterly | Corporate Asset Officer | Providing Excellent Services | Excellence for our customers | Law & Democracy | Upgrading the flooring at Oadby Depot is complete. New steps at Peace Memorial Park bowls green are scheduled to be installed following the end of the bowls season so as not to disrupt scheduled matches. | Green |
| PES 7 | Car Park Strategy 2021-2026 | Carry out a review of year one of implementing the car park strategy | Local | Annual | Corporate Assets Manager | Providing Excellent Services | Excellence for our customers | Law & Democracy | Not yet due / information being collated throughout year one | Blue |

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| PES 8 | To review the provision and standards of the parks and open spaces across the borough | Produce a Parks and Play Strategy that outlines maintenance and upkeep, and also identifies aspirational goals that the authority can work towards | Local | Key Milestone | Assistant Corporate Assets Manager | Providing Excellent Services | Excellence for our customers | Law & Democracy | Draft strategy to be circulated by end of July 2022 | Green |
| PES 9 | Compliance on our IT security across the whole of the Council | Annual review by provider to assess security and ensure certification so that the Council is PSN compliant | Local | Annual | IT & Corporate Projects Manager | Providing Excellent Services | Excellence for our customers | Customer Service and Transformation | Annual and not due until Q4 2023 | Blue |
| PES 10 | Redesign of the customer service offering that provides a consistently high level of service and satisfaction. | Delivery of the Customer Experience Strategy | Local | Q4 | Trish Hatton | Providing Excellent Services | Excellence for our customers | Customer Service and Transformation | Preliminary work started but not due for delivery until Q4 2022/2023 | Blue |
| PES 11 | Improve our customer satisfaction rating for the first point of contact Customer Service | Maintain customer satisfaction ratings above 85% | Local | Monthly | Rachel Maidment | Providing Excellent Services | Improving How we work | Customer Service and Transformation | Target is 99% | Green |
| PES 12 | Continuous Improvement of processes and systems to deliver excellent customer services | Successful attainment of the Customer Service Excellence Award - Year 3 | Local | Annual | Customer Service Improvement Manager | Providing Excellent Services | Improving How we work | Customer Service and Transformation | Reviewing satisfaction level results, working with Champions Groups to discuss 3 elements of CSE award - 2.1.6, 1.1.2, 2.24. | Green |
| PES 13 | Reduce prior years arrears for Council Tax (debt not in recovery) | 5 % | Local | Quarterly | Senior Recovery Officer/ Revenues and Benefits Manager | Providing Excellent Services | Excellence for our Customers | Finance and Resources | Maintaining the current rate of recovery would see a year-end figure of 5.5% for council tax arrears. | Amber |
| PES 14 | Reduce prior years arrears for NNDR (debt not in recovery) | 7% (provisional) | Local | Quarterly | Senior Recovery Officer/ Revenues and Benefits Manager | Providing Excellent Services | Excellence for our Customers | Finance and Resources | This target of reducing prior years NNDR arrears to 7% has been achieved. It has been reduced to 6.80% | Green |
| PES 15 | Reduce outstanding Housing Benefit overpayments (debt not in recovery) | <£480k | Local | Quarterly | Senior Recovery Officer/ Revenues and Benefits Manager | Providing Excellent Services | Excellence for our Customers | Finance and Resources | Projection of £475,000 at year end, on target | Green |
| PES 16 | Council Elections in May 2023 and Associated Member Induction etc. | To plan for the administration of a fully-compliant and resourced poll (including the implementation of the relevant Elections Act 2022 requirements) and devise an inclusive Members Induction Programme. | Local and National | Annual | Anne Court/ David Gill / Samuel Ball | Providing Excellent Services | Excellence for our Customers | Law & Democracy | First strategic elections planning meeting held in June 2022 between RO and DRO's. Preparations underway to identify staffing levels. 90% of polling stations provisionally booked. | Amber |
| PES 17 | New reports and decision-making workflow process | Scoping out, implementing and training officers on a new, stream-lined internal reports and decision making-process to make forward planning more effective and efficient. | Local | Annual | Samuel Ball | Providing Excellent Services | Improving How we work | Law & Democracy | Research, scoping out and testing currently in progress to test new work-flow process in the back-end application Issue Manager. To be reported back to and feedback sought from SLT in September 2022. | Amber |

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| PES 18 | Fit-for-Purpose Meeting AV equipment at Brocks Hill Integrating New Member ICT Offer/Equipment | Scope out, bid-for and oversee the installation of fit-for-purpose audio-visual equipment for Council and committee meetings at Brocks Hill complementing its flexible meeting space(s) and assist in integrating and maximising Members' new ICT offer/equipment into that set-up. | Local | Annual | Samuel Ball | Providing Excellent Services | Improving How we work | Law & Democracy | Benchmark specification from other Leicestershire authority sent to Corporate Project Lead (BW) in July 2022 in order to scope out OWBC requirements and prepare tender. Awaiting progression by BW. | Amber |
| PES 19 | Paperless/light Committee Administration | Continue to support, encourage and persuade less technically able Members to receive and annotate agenda papers electronically consistent with the Council's newly adopted Agile Working Policy. | Local | Annual | Samuel Ball | Providing Excellent Services | Improving How we work | Law & Democracy | Registration links and re-set login details sent to all Members who have received their new Surface Go Tablet. Drop-in training sessions on using the Mod.Gov app (Windows platform) to be arranged in August 2022 once all Members' in receipt of new hardware. | Amber |
| PES 20 | Improve digital communication reach with our residents | Develop and implement a robust communication campaign to increase take up of the gov.delivery digital e mail platform | Local | | Rob Helliwell | Providing Excellent Services | Excellence for our customers | Customer Service and Transformation | Initial communication plan around the launch of the tool has been completed but a new plan is now required to ensure growth continues in autumn and beyond. Plan due for completion in Sept/Oct. Current subscribers over 3,000. | Green |
| PES 21 | Communicating with hard to reach communities and demographics | Delivery of 2 paper communications to residents | Local | | Rob Helliwell | Providing Excellent Services | Excellence for our customers | Customer Service and Transformation | Preparation for first paper comms due to begin in August/September for October target date | Green |
| PES 22 | Financial Appraisal of capital projects – to assess viability and priority ranking | Costs are within budget and project is completed on time and achieves planned objectives | Local | Milestone | Rashpal Sohal | Providing Excellent Services | Improving How we work | Finance and Resources | The Broxhill and Oadby Pool project are examples of using Financial appraisal methods to assess viability. | Green |
| PES 23 | Achieve an unqualified opinion on the annual statement of accounts by external auditors | Achieve unqualified opinions on the Statement of Accounts | Local | Milestone | Rashpal Sohal | Providing Excellent Services | Improving How we work | Finance and Resources | The Accounts for 2020/21 are expected to receive an unqualified opinion by the Councils auditors | Green |
| PES 24 | Achieve a positive value for money opinion by the external auditors | Achieve an unqualified opinion in relation to value for money | Local | Milestone | Rashpal Sohal | Providing Excellent Services | Improving How we work | Finance and Resources | The Council will be assessed by its external auditors later this year to see if it is achieved value for money for 2020/21. Due to the delay in the external auditors doing their assessment they will take into consideration the Councils current position | Green |
| PES 25 | Maintains a culture of prompt payment by paying suppliers with a specified time | 95% of suppliers paid within 30 days of receipt of invoice | Local | Monthly | Rashpal Sohal | Providing Excellent Services | Improving How we work | Finance and Resources | The Council normally makes a payment run at least once a week which facilitates achieving this target. | Green |

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| PES 26 | Set balanced revenue budget for 2023/24 | Set budget for Council approval (February 2023) | Local | Milestone | Tracy Bingham/Rashpal Sohal | Providing Excellent Services | Improving How we work | Finance and Resources | Work on the 2023/24 budget is due to start July/August. The Medium Term Financial Plan and Strategy will be updated and developed. | Green |
| PES 27 | Reduction of outstanding sundry debtors | Debt to remain under 50% of the total sundry debtors balance outstanding | Local | Monthly | Rashpal Sohal | Providing Excellent Services | Improving How we work | Finance and Resources | This monitored regularly to ensure Debt remains less than 50% of the sundry debtor balance. | Green |
| PES 28 | Budget monitoring | To ensure Council expenditure does not exceed it set budget | Local | Monthly | Rashpal Sohal | Providing Excellent Services | Improving How we work | Finance and Resources | Budget Monitoring is completed on a monthly basis to a set time table. This ensures there is a regular review of expenditure and income receivable by the council for both Revenue and Capital. | Green |

Key Performance Indicators 2022/23 - Statutory

QUARTER ONE

| Reference | Measure/Activity | Target | Benchmark | Frequency | Responsible Staff | Corporate Objective | Sub-Objective | Service | June 2022 Commentary | June Forecast |
|--------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------------------------------------|-------------------------------------------------|---------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| BPE 1 (s) | Submit Annual Status Report to DEFRA for air quality | Complete report | National | Annual | Senior Strategic Manager - EH | Building, Protecting and Empowering Communities | Delivering High Quality and Healthy Lifestyles in Communities | Law & Democracy | Not due for reporting yet | Blue |
| BPE 2 (s) | Prescribed processes for pollution control | Maintain a register and complete annual inspections in accordance with LA-PPC requirements | National | Annual | Senior Strategic Manager - EH | Building, Protecting and Empowering Communities | Delivering High Quality and Healthy Lifestyles in Communities | Law & Democracy | Not due for reporting yet | Blue |
| BPE 3 (s) | Deliver an effective, efficient and fair planning application service. | Determine major planning applications within the statutory timeframe (within 13 weeks or an agreed Extension of Time). | Local | Monthly | Planning Policy and Development Manager | Building, Protecting and Empowering Communities | Excellence for our customers | Built Environment | During Quarter One, 1 out of 1 major planning applications were determined in time. Therefore 100% of major planning applications were determined in time against the Government target of at least 60%. | Green |
| ~ Page 57 ~ BPE 4 (s) | Deliver an effective, efficient and fair planning application service. | Determine all other non-major planning applications within the statutory timeframes (within 8 weeks or an agreed Extension of Time). | Local | Milestone | Planning Policy and Development Manager | Building, Protecting and Empowering Communities | Delivering our housing needs | Built Environment | During Quarter One, 71 out of 75 non major planning applications were determined in time. Therefore 95% of non major planning applications were determined in time against the Government target of at least 70%. | Green |
| BPE 5 (s) | Monitor our performance in the implementation of the Local Plan. | Publish an Annual Monitoring Report by 31st December 2022 to inform residents of our performance. | Local | Milestone | Planning Policy and Development Manager | Building, Protecting and Empowering Communities | Delivering High Quality and Healthy Lifestyles in Communities | Built Environment | Due to be published prior to the end of this calendar year. | Green |
| BPE 6 (s) | Ensure that our planning decisions are robust. | No more than 10 per cent of the total number of Decisions made being overturned at appeal. | Local | Milestone | Planning Policy and Development Manager | Building, Protecting and Empowering Communities | Excellence for our customers | Built Environment | During Quarter One, 6 Appeal Decisions were issued. Of the 6, 4 were dismissed (ie the Council's original Decision was upheld), 1 was withdrawn, and 1 was allowed (ie the Inspectorate overturned the Council's original Decision). Total Decisions = 76: 1 Appeal allowed: = 1% of total Decisions overturned. | Green |
| BPE 7 (s) | Ensure all Council properties are compliant | 100% compliance | National | Milestone | Housing Manager | Building, Protecting and | Excellence for our customers | Built Environment | Compliant | Green |

| | | | | | | | | | | |
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| | with gas & fire safety requirements | | | | | Empowering Communities | | | | |
| BPE 8 (s) | Average processing time for housing application | 5 working days | Local | Quarterly | Housing Officer | Building, Protecting and Empowering Communities | Excellence for our customers | Built Environment | Any housing requests received have been delivered within the 5 days | Green |
| PES 1 (s) | Deliver Food Service Plan | Complete all high risk inspections by quarter | National | Quarterly | Senior Strategic Manager - EH | Providing Excellent Services | Excellence for our customers | Law & Democracy | All identified high risk food businesses completed | Green |
| PES 2 (s) | Achieve an unqualified opinion on the annual statement of accounts by external auditors | Achieve an unqualified opinion on the statement of accounts | Local | Annual | Finance Manager | Providing Excellent Services | Improving how we work | Finance and Resources | The Accounts for 2020/21 are expected to receive an unqualified opinion by the Councils auditors | Green |
| PES 3 (s) | HB new claims speed of processing | No set target but quarterly review with DWP. Below 30 day or may result in further intervention from DWP | National | Monthly | Revenues and Benefits Manager | Providing Excellent Services | Excellence for our customers | Finance and Resources | 21.75 days. | Green |
| PES 4 (s) | HB change of circs speed of processing | No set target but quarterly review with DWP. Under 10 day change or may result in further intervention from DWP | National | Monthly | Revenues and Benefits Manager | Providing Excellent Services | Excellence for our customers | Finance and Resources | 2.63 days | Green |
| PES 5 (s) | Statutory publication of meeting agendas prior to public meeting | Publication of public meeting agendas 5 clear working days before the date of meeting | Nationally | As of when required | Legal and Democratic Services Manager | Providing Excellent Services | Excellence for our customers | Law & Democracy | All targets have been met for the Q1 meeting cycle for 2022/2023 | Green |
| PES 6 (s) | Average Freedom of Information request Processing time | Statutory target 30 days | National | Milestone | Policy and Compliance Officer | Providing Excellent Services | Excellence for our customers | Law & Democracy | 5 days | Green |
| PES 7 (s) | Average Environmental Regulation Request Processing Time | Statutory target 30 days | National | Milestone | Policy and Compliance Officer | Providing Excellent Services | Excellence for our customers | Law & Democracy | 1 day | Green |
| PES 8 (s) | Average Data Protection Act processing times | Statutory target 30 days | National | Milestone | Policy and Compliance Office | Providing Excellent Services | Excellence for our customers | Law & Democracy | 4 days | Green |

| | | | | | | | | | | |
|-------------------|-------------------------------------------------------|---------------------------------------------------------------|---------------------|-----------|-------------------------------|------------------------------|------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| PES 9 (s) | Average subject access request processing time | Statutory target 30 days | National | Milestone | Policy and Compliance Officer | Providing Excellent Services | Excellence for our customers | Law & Democracy | No requests made | Green |
| PES 10 (s) | Advertisement of vacant council homes | 100% of available council owned properties will be advertised | Local | Quarterly | Housing Officer | Providing Excellent Services | Excellence for our customers | Built Environment | In line with performance and target | Green |
| PES 11 (s) | Emergency repair – average time to attend & make safe | 4 hours | Local | Quarterly | Property Services Manager | Providing Excellent Services | Excellence for our customers | Built Environment | In line with performance and target | Green |
| PES 12 (s) | Gas safety inspection | Each property inspected yearly | Local | Annual | Property Services Manager | Providing Excellent Services | Excellence for our customers | Built Environment | Does not need reporting on yet | Blue |
| PES 13 (s) | Service main heating appliance | Each property serviced yearly | Local | Annual | Property Services Manager | Providing Excellent Services | Excellence for our customers | Built Environment | Does not need reporting on yet | Blue |
| PES 14 (s) | Service for smoke and heat alarm system | Each property serviced yearly | Local | Annual | Property Services Manager | Providing Excellent Services | Excellence for our customers | Built Environment | Does not need reporting on yet | Blue |
| PES 15 (s) | Council Tax Collection rate. | 97.5% | Regional & National | Annual | Revenues and Benefits Manager | Providing Excellent Services | Excellence for our Customers | Finance and Resources | <p>0.81% short of June target of 29.39% 0.36% short of 21/22 position.</p> <p>Improvement plan going to Service Delivery Committee in September with details of steps being taken, expected impact on service and performance, and timelines.</p> <p>Changes made to streamline processes including new customer forms and procedures in Council Tax to facilitate timely collection. New and refresher training delivered to team members to increase productivity.</p> <p>Disability Reduction Review undertaken to ensure accurate billing.</p> | Red |

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| PES 16 (s) | NDR Collection rate | 98.5% | Regional & National | Annual | Revenues and Benefits Manager | Providing Excellent Services | Excellence for our Customers | Finance and Resources | <p>2.7% short of June target. 5.45% improvement on 21/22 position. Improvement plan going to Service Delivery Committee in September with details of steps being taken, expected impact on service and performance, and timelines.</p> <p>Empty property review scheduled to begin next month. Intensive work on high balance rates avoidance cases to increase collection and strengthen the position of Oadby and Wigston as a borough that does not tolerate rates avoidance.</p> | Amber |
|------------|---------------------|-------|---------------------|--------|-------------------------------|------------------------------|------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Statistical Analysis

Quarter 1 Results

Introduction

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

Background

The pandemic has created channel shift naturally. More customers have now chosen to utilise our digital channels to access Council services.

With the introduction of the Council's customer services improvement function it has created a greater focus on our performance and also ensures that we focus on our customers being first and the delivery of our services.

This document gives a detailed analysis of all the *tasks* undertaken by the Customer Service Centre and the role of the Technical Officer. This includes volumes of calls or items processed, an explanation and any action that has been taken to address where performance is not meeting the required standard or where improvements have been made.

Oadby & Wigston Borough Council is committed to delivering a high standard of service to all our customers and to improving the services we provide. We have a Customer Charter which covers the whole Council which is available on the website.

The Customer Service Centre also has a published service standards agreement along with all other front facing services.

While the Customer Service Centre offers the traditional call centre provision it also provides far more. Our Technical Officers are multi-disciplined staff trained with expertise in all the key services areas provided by the Council.



Oadby & Wigston

BOROUGH COUNCIL

Email/Contact Us Online

The turnaround service standards for emails and contact us online forms are to acknowledge receipt within 1 working day and to fully reply within 3 working days when residents contact the Council via email and online contact. The vast majority of online/email enquiries are answered the same day.

| Quarter 1 | April | May | June |
|--------------------------------------|-------|-------|-------|
| Number of emails | 395 | 457 | 383 |
| Number of contact us forms processed | 153 | 152 | 139 |
| Number of complaints triaged | 6 | 1 | 1 |
| Average response time | 1 day | 1 day | 1 day |

Calls

Although channel shift has taken place, telephone contact still remains the most popular access channel to the Council. The Customer Service Team work hard to reduce waiting times and answer calls quickly.

The primary role of the Customer Service Technical Officer is to answer customer enquiries. However, as previously stated they also provide essential admin support to other service areas in the Council and to reflect this they are targeted to answer at least 85% of calls.

The published turnaround times are to answer 85% of all initial contact calls into the contact centre with an average wait time of 5 minutes.

It does not include onward transmission to other service areas such as Revs and Bens or Housing which is considered a secondary contact point and a further wait could be incurred.

| Quarter 1 | April | May | June |
|----------------------------|-------|------|------|
| Number of calls | 5463 | 5643 | 4577 |
| Number of calls answered | 5034 | 5267 | 4266 |
| Percentage answered | 92% | 93% | 93% |
| Number of abandoned calls* | 429 | 376 | 311 |
| Average wait time | 1.51 | 1.44 | 1.41 |



Oadby & Wigston

BOROUGH COUNCIL

Definition of Abandoned Calls

Abandoned calls are calls that are terminated by the customers before they are answered by a customer service technical officer.

There are many reasons for customers choosing to abandon their call, the most common ones include:

- The wait time being too long
- The customer has picked wrong option or has misdialled
- The customer changes their mind and hangs up
- Systems stating that calls are recorded, and callers are reluctant to have their calls recorded.

All call centres have abandonment rates. Benchmarking with other councils shows us that these vary between 10% and 20%.

Service Area Administration Support

The Customer Service Team carry out a variety of admin tasks for teams across the council.

This involves them:

- Running/producing reports to direct work e.g. the depot like delivery/collection of bins and issuing Garden waste permits
- Logging/allocating work to the Environmental Health team, registering food businesses
- Booking appointments/inspections for the Building control and Licensing team
- Raising invoices
- Processing applications for housing and taxi vehicles
- Acting upon referrals and information received via First Contact and Tell Us Once.

| Quarter 1 | April | May | June |
|------------------------------------------|-------|-----|------|
| Number of Taxi vehicle app processed | 26 | 26 | 12 |
| Number of competency tests booked | 10 | 14 | 12 |
| Number of EH admin tasks | 54 | 53 | 66 |
| Number of Waste reports run/processed | 223 | 241 | 232 |
| Number of Housing Apps processed | 26 | 43 | 31 |
| Number of Homelessness admin tasks | 63 | 129 | 121 |
| Number of First Contact Requests | 3 | 4 | 1 |
| Number of Tell Us Once Requests | 42 | 32 | 41 |
| Number of Sport Pitch Invoices raised | 6 | 9 | 4 |
| Number of Facilities email/contact forms | 37 | 36 | 43 |



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Centre Team - Output summary

| Quarter 1 | April | May | June |
|-------------------------------------------|-------|------|------|
| Number of emails/online contacts answered | 548 | 609 | 522 |
| Number calls answered | 5034 | 5267 | 4266 |
| Number of admin work items processed | 490 | 587 | 563 |

Customer Service Satisfaction

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

- Telephone
- E Mail
- On-line

Customers are asked to score our Customer Service Team performance out of ten in relation to each factor. Our overall customer satisfaction target is 93% for 2021-2022.

| Quarter 1 | Waiting time | Customer Service skills | Knowledge of advisor | Treated fairly as a valued customer | Enquiry resolution | Quality of service |
|-----------|--------------|-------------------------|----------------------|-------------------------------------|--------------------|--------------------|
| April 22 | 93% | 99% | 99% | 98% | 98% | 99% |
| May 22 | 97% | 99% | 99% | 99% | 98% | 99% |
| June 22 | 97% | 99% | 99% | 100% | 99% | 99% |

Other Satisfaction Surveys

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

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



Oadby & Wigston

BOROUGH COUNCIL

| Month | Number of Responses | Very Satisfied | Satisfied | Not Satisfied | Percentage Satisfied/Very Satisfied |
|----------|---------------------|----------------|-----------|---------------|-------------------------------------|
| April 22 | 13 | 12 | 1 | 0 | 100% |
| May 22 | 25 | 23 | 2 | 0 | 100% |
| June 22 | 19 | 19 | 0 | 0 | 100% |

Complaints

Our refined complaints process continues to work well. Our early resolution approach helps to improve the customer experience and reduce the number of complaints that need full investigation and response. We continue to resolve a very high number of complaints this way.

As part of our customer service improvement programme and in order to support the complaints process, we have recruited to a Compliance Officer role. Managing and processing complaints form part of this job role once it moves Stage 1 and beyond.

| Month | Total Number of Complaints received | Number of complaints triaged & resolved by CS Team | Number of complaints that reached early resolution | Number of complaints ending up at Stage 1 | % of complaints Resolved at Triage or Early Resolution | Number of complaints Stage 2 |
|----------|-------------------------------------|----------------------------------------------------|----------------------------------------------------|-------------------------------------------|--------------------------------------------------------|------------------------------|
| April 22 | 26 | 6 | 3 | 17 | 35% | 4 |
| May 22 | 14 | 1 | 1 | 12 | 14% | 2 |
| June 22 | 11 | 1 | 2 | 8 | 27% | 3 |



Oadby & Wigston

BOROUGH COUNCIL

Complaints Satisfaction Survey

The Customer Service Improvement Team survey customers that have recently made complaints.

| Month | Number of responses | Were you treated fairly your complaint? | How satisfied were you that staff were helpful and polite? | How satisfied were you on the handling of your complaint? | How satisfied were you on the outcome of your complaint ? |
|----------|---------------------|-----------------------------------------|------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|
| April 22 | 6 | 83% Fairly | 100% Very/Satisfied | 100% Very/Satisfied | 67% Very/Satisfied |
| May 22 | 7 | 100% Fairly | 100% Very Satisfied | 100% Very/Satisfied | 71% Very/Satisfied |
| June 22 | 2 | 100% Fairly | 100% Very/Satisfied | 100% Very/Satisfied | 100% Very/Satisfied |

Agenda Item 8



| | | |
|---------------------------------------|---------------------------------------|----------------------------|
| Service Delivery Committee | Tuesday, 06 September 2022 | Matter for Decision |
|---------------------------------------|---------------------------------------|----------------------------|

Report Title:

Litter Strategy (2022-27)

Report Author(s):

Margaret Kind (Corporate Asset Manager)

| | |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose of Report: | To agree a Litter Strategy for the Borough |
| Report Summary: | This report sets out a Litter Strategy for the Borough for the period 2022 to 2027 which is broken down into four main themes; education, infrastructure, community engagement and enforcement. |
| Recommendation(s): | That the draft Litter Strategy (2022–27), as set out in Appendix 1 of this report, be approved. |
| Senior Leadership, Head of Service, Manager, Officer and Other Contact(s): | <p>Philippa Fisher (Strategic Director) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law & Democracy / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Margaret Kind (Corporate Asset Manager) (0116) 257 2832 margaret.kind@oadby-wigston.gov.uk</p> |
| Corporate Objectives: | <p>Building, Protecting and Empowering Communities (CO1)</p> <p>Growing the Borough Economically (CO2)</p> <p>Providing Excellent Services (CO3)</p> |
| Vision and Values: | <p>"A Stronger Borough Together" (Vision)</p> <p>Teamwork (V3)</p> <p>Innovation (V4)</p> <p>Customer Focus (V5)</p> |
| Report Implications:- | |
| Legal: | There are no implications directly arising from this report. |
| Financial: | There are no implications arising from this report. |
| Corporate Risk Management: | <p>Decreasing Financial Resources / Increasing Financial Pressures (CR1)</p> <p>Effective Utilisation of Assets / Buildings (CR5)</p> |
| Equalities and Equalities Assessment (EA): | There are no implications arising from this report. EA not applicable |
| Human Rights: | There are no implications arising from this report. |
| Health and Safety: | There are no implications arising from this report. |
| Statutory Officers' Comments:- | |

| | |
|----------------------------|--------------------------------------|
| Head of Paid Service: | The report is satisfactory. |
| Chief Finance Officer: | The report is satisfactory. |
| Deputy Monitoring Officer: | The report is satisfactory. |
| Consultees: | None. |
| Background Papers: | None. |
| Appendices: | 1. Litter Strategy (2022–27) (Draft) |

1. Background

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

Litter Strategy

2022 - 2027



| | |
|----------------|--|
| Approved by: | |
| Date approved: | |
| Review date: | |



Introduction

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

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

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

Behind the Litter Strategy sits the Council's:

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

Our vision is:

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

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

Our council:

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

Our communities:

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

Our economy:

- to make our borough an inviting place to visit.

Our environment:

- to be seen to be green.

Our partners:

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

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

Litter Strategy 2022 – 2027

Litter Strategy Aims and objectives:

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

In order to do this, we will seek to:

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

Underpinning the main objectives above are the principles that:

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

Context:

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

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

What the council can do:

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

What the council cannot do:

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

Our current position:

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

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

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

Across the Borough there are a total of 543 litter bins (at 1 April 2022) These range from floor mounted single and double bins as well as post mounted litter and dog waste bins.

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

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

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

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

Actions moving forwards:

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

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

We will do this by:

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

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

We will do this by:

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

- Investigate the possibility of including a requirement to provide public litter bins (and a contribution to on-going collection and maintenance costs) as part of the planning conditions for premises that are likely to generate a high volume of waste, particularly applications for fast food premises.
- Encourage businesses to support anti-litter initiatives including sponsoring litter bins.
- Investigate the option of installing 'smart bins' that have wireless technology to alert the back office when they require emptying.
- Use the criteria set out in Appendix 1 when assessing requests for new litter bin locations.

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

We will do this by:

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

Objective 4 - Enforcement: Carry out enforcement against offenders.

We will do this by:

- Using the powers provided to the council under The Environmental Protection Act 1990 to carry out enforcement against offenders. These range from fixed penalty notices, direct action to remove littering/fly tipping at the offenders' expense to court action.
- Ensuring all enforcement action is taken in accordance with the Council's Enforcement Policy.

- Use social media and our web site to explain the types of litter offences and how we carry out enforcement action.
- Publicising enforcement action once it has been taken, in order to act as a deterrent.

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Appendix 1:

Criteria for assessing new litter bin locations:

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

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

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