



TO COUNCILLOR:

R H Adams
N Alam
S S Athwal
L A Bentley
G A Boulter (Chair)

L M Broadley
F S Broadley (Vice-Chair)
J K Chohan
H E Darling
F S Ghattoraya

C S Gore
S Z Haq
J Kaufman
K J Loydall
C J R Martin

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

Meeting: Service Delivery Committee
Date & Time: Tuesday, 28 November 2023, 7.00 pm
Venue: Civic Suite 2, Brocks Hill Council Offices, Washbrook Lane, Oadby, Leicester, LE2 5JJ
Contact: Democratic Services
t: (0116) 257 2775
e: democratic.services@oadby-wigston.gov.uk

Yours faithfully

Council Offices
Oadby
20 November 2023

Anne E Court
Chief Executive



Meeting ID: 2563

ITEM NO.

AGENDA

PAGE NO'S

Meeting Live Broadcast | Information and Link

This meeting will be broadcast live.

Press & Public Access:

A direct link to the live broadcast of the meeting's proceedings on the Council's Civico platform is below.

<https://civico.net/oadby-wigston/18277>

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.



Postal Address: Brocks Hill Council Offices, Washbrook Lane, Oadby, Leicester, LE2 5JJ

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicester, LE2 5JE

Telephone: (0116) 288 8961 **Email:** customer.services@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby_Wigston

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**

3 - 5

To read, confirm and approve 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**

6 - 7

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

6. **Petitions and Deputations**

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

7. **Corporate Performance Update (Q2 2023/24)**

8 - 70

Report of the Head of Customer Services & Transformation

8. **Communication Strategy Action Plan Update (Presentation)**

71 - 89

Presentation of the Communications & Marketing Manager

9. **Provision of Temporary Accommodation To Meet The Needs Of Homeless Households**

90 - 96

Report of the Housing Manager

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Agenda Item 4

MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT CIVIC SUITE 2, BROCKS HILL COUNCIL OFFICES, WASHBROOK LANE, OADBY, LEICESTER, LE2 5JJ ON TUESDAY, 5 SEPTEMBER 2023 COMMENCING AT 7.00 PM

PRESENT

G A Boulter Chair
F S Broadley Vice-Chair



Meeting ID: 2534

COUNCILLORS

R H Adams
N Alam
S S Athwal
L A Bentley
J K Chohan
H E Darling
C S Gore
S Z Haq
P Joshi
J Kaufman
K J Loydall
C J R Martin

OFFICERS IN ATTENDANCE

S J Ball	Legal & Democratic Services Manager / Deputy Monitoring Officer
B Bull	Head of Finance / Section 151 Officer
C Eyre	Housing Manager
D M Gill	Head of Law & Democracy / Monitoring Officer
T Hatton	Head of Customer Service & Transformation
A Hunt	Democratic & Electoral Services Officer
S Khan	Interim Strategic Director
A Thorpe	Head of Built Environment

8. APOLOGIES FOR ABSENCE

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

9. APPOINTMENT OF SUBSTITUTES

Councillor P V Johsi substituted for Councillor F K S Ghattoraya.

10. DECLARATIONS OF INTEREST

None.

11. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on 13 June 2023 be taken as read, confirmed and signed.

12. ACTION LIST ARISING FROM THE PREVIOUS MEETING

The Housing Manager provided an update on an action arising from the previous meeting to benchmark what the Council is paying for replacement bathroom and kitchens to what has been paid in the past and also to benchmark the costs for the clearance of void properties with the past. The written response is provided below:

An exercise was completed in which the Housing Teams procured and non-procured contractors were asked to provide a financial estimate to carry out work on a void property. The total value of the void works was approximately £7,000 with the procured contractor providing a quote to complete the works which was 1.23% (£86) more expensive than a non-procured contractor. As a result, there is no significant cost issues between the newly appointed void contractor and contractors previously used for void property work.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The action list from the previous meeting held on 13 June 2023 be noted.

13. PETITIONS AND DEPUTATIONS

None.

14. SOCIAL HOUSING DECARBONISATION FUND (2023-2025)

The Committee gave consideration to the report (as set out on pages 7 – 10 of the agenda reports pack), which outlined the approved Social Housing Decarbonisation Fund project to be undertaken between April 2023 to September 2025.

By general affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The content of the report be noted.

15. CORPORATE PERFORMANCE UPDATE (Q1 2023/24)

The Committee gave consideration to the report and appendices (as set out on pages 11 - 59 of the agenda reports pack), which asked it to note the update on the progress made during Quarter 1 of the 2023/24 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives, as agreed in the Corporate Plan 2019 - 2024.

Councillor J Kaufman left the meeting at 9:00pm and re-entered at 9:02pm.

Councillor R H Adams left the meeting at 9:03pm and re-entered at 9:05pm.

By general affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The content of the report and appendices be noted.

THE MEETING CLOSED AT 9.16 pm

Agenda Item 5

SERVICE DELIVERY COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 05 September 2023

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
1.	Corporate Performance Update (Q1 2023/24)	The average re-let time for Long term voids properties to be recorded separately from shorter term void properties in the Corporate Performance Update report. <i>Due by Nov-23</i>	AdTh & ChEy	Complete
		Update has been included in the operational update for 28 th November 2023.		
2.	Corporate Performance Update (Q1 2023/24)	Report to come to the next meeting about what the Council is doing about homelessness in the borough, whether looking at hostels or renting property form another body. <i>Due by Nov-23</i>	ChEy & BeBu	Complete
		Report will be presented at Service Delivery Committee on 28 th November 2023.		
3.	Corporate Performance Update (Q1 2023/24)	Track the number of days that the Council have employed waste agency staff, figure to be included as part of the HR Operational update. <i>Due by Nov-23</i>	TrHa	Complete
		Update has been included in the operational update for 28 th November 2023.		
4.	Corporate Performance Update (Q1 2023/24)	For statistics on number of welfare burials, fly tipping, etc to be provided in the Corporate Assets Operational Update <i>Due by Nov-23</i>	DaGi	Complete

		Update has been included in the operational update for 28 th November.		
5.	Corporate Performance Update (Q1 2023/24)	Clarify on the percentage figures on the chart in Appendix 3 of the Corporate Performance Update report, which shows the breakdown of the tonnage of the total waste collected per month	DaGi	Complete
		<i>Due by Nov-23</i>		
		Update has been included in the operational update for 28 th November 2023.		

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

Agenda Item 7



**Service Delivery
Committee**

**Tuesday, 28
November 2023**

**Matter for
Information**

Report Title: Corporate Performance Update (Q2 2023/24)

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

<p>Purpose of Report:</p>	<p>To provide an update on progress during Quarter 2 of the 2023/24 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>This report contains KPIs which relate to continuous improvement in line with our Corporate Plan 2019 – 2024 and statutory KPIs that have to be delivered as 'business as usual'.</p> <p>There are 31 Continuous Improvement Key Performance Indicators from our Corporate Plan 2019-2024. 24 are to be reported on in this Quarter 2 2023-2024.</p> <p>There are 36 statutory Key Performance Indicators. 31 are to be reported for Quarter 2 2023-2024.</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 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 & Transformation) (0116) 257 2700 trish.hatton@oadby-wigston.gov.uk</p> <p>Sal Khan (Strategic Director) 0116 257 2635 sal.khan@oadby-wigston.gov.uk</p>
<p>Strategic Objectives:</p>	<p>Our Council (SO1)</p>
<p>Vision and Values:</p>	<p>"Our Borough - The Place To Be" (Vision) Customer & Community Focused (V1) Proud of Everything We Do (V2)</p>

	Collaborative & Creative (V3) Resourceful & Resilient (V4)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications 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:	Appendix 1 - Operational Update (Q2 2023/24) Appendix 2 - Customer Service Statistical Analysis (Q2 2023/24) Appendix 3 - Bi-Annual Complaints Report (April 2023-September 2023) Appendix 4 - Working Groups Update Appendix 5 - OWBC Event Calendar (2023/24)

1. Introduction

- 1.1 In January 2022 the LGA conducted a Peer Review. Two of the key recommendations were for a new vision and corporate plan to be created by Members. The vision was signed off in September 2022 and the new corporate plan is in development.
- 1.2 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.
- 1.3 As part of the Council's ongoing development to service performance management and reporting, we report on KPIs in two different ways. Firstly, continuous improvement in line with our Corporate Plan 2019 – 2024 and statutory KPIs that have to be delivered as part of legislative or legal duty as a Council (alongside the standard Finance Framework).
- 1.4 The Council has produced 31 new Continuous Improvement Key Performance Measures for 2023/24, 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).

- 1.5 The Council has produced 36 Statutory Improvement Key Performance Measures for 2023/2024, 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). Statutory KPIs refer to those that the Council has to report and measure from a legislative or legal need or need to report to a particular body.
- 1.6 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 Corporate Objectives as set out in the Corporate Plan (2019-2024).
- 2.2 There are three main objectives, with these being:
- Building, Protecting and Empowering Communities
 - Growing the Borough Economically
 - Providing Excellent Services
- 2.3 There are Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system.

There is also a "blue" ranking and this is for indicators where work has yet to begin, and therefore cannot be ranked.

Finally, there is a "white" rating where the indicator cannot be met due to circumstances outside of the Council's control. The scoring system has been applied using the following definitions:

Green Target fully achieved or 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 31 indicators, 24 were due for reporting as at the end of Quarter 2 (2023-2024).

Of the **24**:

22 were Green status

2 were Amber status

0 was Red status

This equates to 92% Green, 8% Amber and 0% Red status.

In comparison the first quarter of 2023-2024 (April, May, June) percentages were as follows: 96% Green, 0% Amber and 4% Red status.

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

Performance Chart One – Continuous Improvement - Corporate and by Objective

Quarter Two 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	22	92%	2	8%	0	0%
Corporate Priority						
Building, Protecting and Empowering Communities	3	100%	0	0%	0	0%
Growing the Borough Economically	3	100%	0	0%	0	0%
Providing Excellent Services	16	89%	2	11%	0	0%

Performance Chart Two – Continuous Improvement - By Service Area

Quarter Two 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	22	92%	2	8%	0	0%
Department						
Built Environment	5	100%	0	0%	0	0%
Customer Service & Transformation	7	100%	0	0%	0	0%
Finance & Resources	6	100%	0	0%	0	0%
Law & Democracy	4	67%	2	33%	0	0%

2.5 Statutory Key Performance Indicators

Out of the 36 indicators, 31 were due for reporting as at the end of Quarter 2 2023-2024. Of the 31:

- 28** were Green status
- 3** were Amber status
- 0** were Red status

This equates to 90% Green, 10% Amber and 0% Red status.

In comparison the first quarter of 2023-2024 (April, May, June) percentages were as follows: 94% Green, 6% Amber and 0% Red status.

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

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

Quarter Two 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	28	90%	3	10%	0	0%
Corporate Priority						
Building, Protecting and Empowering Communities	19	95%	1	5%	0	0%
Growing the Borough Economically	0	0%	0	0%	0	0%
Providing Excellent Services	9	82%	2	18%	0	0%

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

Quarter Two 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	28	90%	3	10%	0	0%
Department						
Built Environment	18	95%	1	5%	0	0%
Customer Service & Transformation	4	100%	0	0%	0	0%
Finance & Resources	3	60%	2	40%	0	0%
Law & Democracy	3	100%	0	0%	0	0%

3.0 Built Environment Update

3.1 Exception Reporting – Built Environment

Continuous Improvement Key Performance Indicators

There is no exception reporting for Quarter 2 2023 – 2024.

Statutory Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
BPE 20 (s)	Ensure all HRA Council buildings are compliant with electrical safety in terms of a valid electrical certificate	100%	84.26% The team has completed work on upgrading the electrical installation to the 17 communal blocks at Boulter Crescent. The programme will shortly be suspended for the winter until the Spring 2024. The primary reason for this is because of the cold weather and shorter daylight hours would mean it is not appropriate to disrupt	Amber

			tenant's electrical supply in the winter months.	
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4.0 Finance Update

4.1 Exception Report – Finance

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

Continuous Improvement Key Performance Indicators

There is no exception reporting for Quarter 2 2023 – 2024.

Statutory Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
PES 10 (s)	Council Tax Collection rate	97.5% (end year)	Below target of 57.31% at 55.98% work continues to focus on this so annual target can be met.	Amber
PES 11 (s)	NNDR Collection rate	96.4% (end year)	Slightly below target of 55.92% at 55.90%	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 2 2023 – 2024.

Statutory Key Performance Indicators

There is no exception reporting for Quarter 2 2023 – 2024.

6.0 Law and Democracy Update

6.1 Exception Reporting – Law and Democracy

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

Continuous Improvement Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
PES 19	Installation and continued optimisation of fit-for-purpose audio-visual and tech equipment for meetings at Brocks Hill complementing the Council's agile working arrangements and integrating, onboarding and maximising Members' ICT offer/equipment etc.	Continue to optimise the audio, visual and tech equipment in Brocks Hill's Civic Suite (with our appointed supplier) and integrating, onboarding and maximising functionality and training to Members' on the ICT offer/equipment in a targeted and bespoke manner to cater to all Member levels and abilities etc.	During the Q2 cycle of committee meetings, technical teething difficulties with the embedding of the new audio-visual-technology (AVT) in the Civic Suite after install arose which are currently being examined by the supplier.	Amber
PES 20	Scoping out, implementing and training relevant officers on a new, streamlined internal reports and decision making-process to make forward planning more effective and efficient.	Implementation of new reports and decision-making workflow process within the existing mod.gov software, to include periodic/regular onboarding and refresher training sessions on how to best	During the Q2 cycle of committee meetings, a review of the efficacy new internal Forward Plan document and processes was undertaken. This has resulted in 4 regular/periodic onboarding and refresher training for report authors and reviews on how to use mod.gov being arranged over the next 12-months.	Amber

		use the redesigned system.		
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Statutory Key Performance Indicators

There is no exception reporting for Quarter 2 2023 – 2024.

Appendix 1



Service Delivery Committee

Operational Updates – Operational Update (Q2 2023/24)

BUILT ENVIRONMENT UPDATE

Planning

In recent months there has been a significant increase in customer satisfaction in relation to planning applications and decision making. Initial customer satisfaction surveys undertaken in March 2022 highlighted a 62 per cent satisfaction in the service provided. This has now increased to over 90 per cent customer satisfaction in the latest surveys. The team is committed in continuing the upward trend in customer satisfaction. In addition, during this 2nd quarter, all of the statutory Government targets have been exceeded as well as local Key Performance Indicators, with 100 per cent of all major planning applications determined within time, and 98.8 per cent of non-major planning applications determined in time against the Government target of 70 per cent. During this quarter, 100 per cent of Planning Appeals were won by the Council, with 3 out of the 3 appeals being dismissed by the Planning Inspectorate.

Economic Regeneration

In quarter 2, the Economic Regeneration Team has drafted the new Economic Regeneration Strategy for the Council, which will be reported to PFD Committee on 5th December 2023 with a recommendation that the document is approved. This Strategy will guide the work of the Council to 2028 and will align the work of the UKSPF with the Council's priorities. The Team delivered a highly successful Business Networking Evening in September, with a dramatic increase in attendees from the earlier events held pre-covid. The success of this event will feed into future events in the next calendar year. Our Key Performance Indicators for continuous improvement continue to be met and the UKSPF Programme is being delivered to its timeline. The team has developed an events calendar for the rest of 23/24 and 24/25. The proposed calendar will be shared with Members via the Members Bulletin and in subsequent updates.

Housing

2023-24 Homelessness Management

The Homelessness update is provided through the Homelessness and Temporary Accommodation report which also forms part of the Agenda for this meeting.

2023-24 Void Property Management

The Housing Team continue to review the way that they manage void properties, to ensure the most cost effective and efficient processes are utilised to minimise the time taken to complete works and let property.



The definition of a void period is measured using the Best Value Performance Indicator 212 which defines a void period as being;

- The time in calendar days from the date when the tenancy is terminated up to and including the date when the new tenancy agreement starts. Where a notice has been served, the tenancy will not count as terminated until the notice period has ended and the Local Authority has possession of the property.

The rationale for adopting this method of calculation is that most social housing providers use this definition when measuring and reporting on void performance, this presents opportunities to improve performance through benchmarking with others.

It is also the most effective way of identifying the total amount of rent lost through a property being void.

In terms of the performance indicator we capture;

- the sum total of void time in the year
- the total number of void properties over the year.

By dividing the total void time of all void properties by the number of voids produces an average void period.

As an example;

	Tenancy Termination Date	Tenancy Commencement Date	Total Days Void
1 Acacia Walk	01/06/2023	27/06/2023	26
17 Trunch Lane	28/06/2023	29/07/2023	31
47 Sington Rd	18/07/2023	12/08/2023	25
		Total Days Void	82

The total amount of void days is 82 days, divided by three properties = 27.33 days being the average void time.

The average void time target for 2023-24 has been set at 35 calendar days, this is to achieve top quartile performance in void property management and to ensure rent loss is kept to a minimum.

At the end of Q2 the average void time for the year to date was 44.71 days.

The table below provides an illustration of the number of properties let in a month and the total void days.



	Number of lets	Number of void days	Monthly average void time	Cumulative void time
April	4	123	30.75	30.75
May	2	160	80	47.16
June	3	197	65.66	53.33
July	5	204	40.8	48.85
August	5	244	48.88	48.84
September	5	145	29	44.7
October				
November				
December				
January				
February				
March				
total	24	1073		44.71

Average Void time without major work properties

On occasions it is necessary to carry out major works on void properties. Major works could include, for example, kitchen and bathroom replacement; asbestos removal; and, property clearance/repair due to tenant neglect and abuse.

The nature of these works often results in a property being empty for longer periods of time. Removing properties that are subject to major works results in an average void time of 31.06 days.

	Number of lets	Number of void days	Monthly average void time	Cumulative void time
April	2	27	13.5	13.5
May	1	17	17	14.67
June	1	47	47	22.75
July	4	145	36.25	29.5
August	3	116	38.66	32
September	5	145	9	31.06
October				
November				
December				
January				
February				
March				
total	16	497		31.06

Housing Capital Programme



The team has completed work on upgrading the electrical installation to the 17 communal blocks at Boulter Crescent. The programme will shortly be suspended for the winter until the Spring 2024. The primary reason for this is because of the cold weather and shorter daylight hours would mean it is not appropriate to disrupt tenant's electrical supply in the winter months.

The housing team are running a domestic boiler replacement scheme. At the end of Q2 our contractor had upgraded 75 boilers through the replacement scheme in addition to installing 10 boilers as result of breakdowns where it was uneconomical to repair the boiler.

The team are currently consulting with leaseholders to install a new door entry system at Boulter Crescent and Bennett Way. It is anticipated that work will commence to replace the door entry systems from mid November 2023 onwards.

Lightbulb

At the end of Q2 the number of adaptations requests that were processed by the team was 77:

- 63 minor adaptations
- 14 major adaptations

The average completion time was within the 20 week target.

The safe spaces project is a scheme designed to help and support people with hoarding issues. The number of Oadby and Wigston residents who have benefitted from support is 15;

- 12 open and on-going
- 1 waiting list
- 2 closed cases

Through Lightbulb we are supporting residents to improve their home environments and their wellbeing. Support workers will work one to one with residents whose daily lives are affected by hoarding behaviours and excessive clutter in their homes. Support workers aim to identify the barriers that prevent residents from improving their living conditions and empower them to overcome those barriers.

FINANCE UPDATE

Revenues and Benefits

Benefits

The Benefits team is responsible for the administration of Housing Benefit, Council Tax Support and Discretionary Payments.

Demand on the Discretionary Housing Payment and Discretionary Council Tax Support schemes, which supports customers experiencing significant financial hardship, continues to grow. The Finance Inclusion Officer (FIO) plays a vital role in ensuring the right people are



supported through the cost-of-living crisis. Measures will be introduced during Quarter 3 to monitor the number of referrals and people being supported through the FIO.

There was an increase in the number of processing days taken to process New Claim's during Quarter 2, this was due to an issue identified with the monitoring of claims. This has now been resolved and should not have any further impact going forward.

Council	New Claims (up to 31.08.23)
Oadby and Wigston BC	18.17 days

Benchmarking with other local councils shows that new claims are processed on average between 15 – 30 days.

Processing of change in circumstances documents remains the fastest in Leicestershire.

Council	Change in Circumstances (up to 31.08.23)
Oadby and Wigston BC	3.06 days

Benchmarking with other councils shows that change of circumstances are processed on average between 5 – 19 days.

Benefit Calls

Quarter 2	July	Aug	Sept
Number of calls	287	277	231
Number of calls answered	263	265	217
Percentage answered	91.63%	91.63%	93.93%
Number of abandoned calls	24	12	14
Average wait time before abandonment (m:ss)	1:37	1:47	1:37

Business Rates

The Business Rates Team is responsible for the administration and collection of £12.2m of National Non-Domestic Rates. The Team has a duty to correctly bill over 1,400 non-domestic properties.

Business Rates Calls

The call percentages answered were low during July and August because there was only one NNDR Officer able to access a licence in Storm. Once the issue was highlighted, the Senior Business Rates Officer was added to the list of Officers who could access a licence. September has seen a significant improvement due to this resolution.

Quarter 2	July	Aug	Sept
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Number of calls	40	18	55
Number of calls answered	34	16	55
Percentage answered	85%	88.88%	100%
Number of abandoned calls	6	2	0
Average wait time before abandonment (m:ss)	1.19	4.13	N/A

Council Tax

The Council Tax Team is responsible for administering and collecting £36.5m of Council Tax. Revenue is collected on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service, Central Government, and Oadby and Wigston Borough Council. The team have a duty to ensure the correct billing of over 24,000 households within the borough.

Due to a full-time vacancy within the team, annual leave and sickness absences, the Council Tax Team have had staff shortages during quarter 2. This has had a significant impact on the amount of work outstanding. Recruitment for a Council Tax Officer was approved by SLT in September 2023. The new full-time Council Tax Officer should be in post at the beginning of November.

Council Tax Calls

Due to issues highlighted above, the Customer Services Team have been providing assistance to the Council Tax Team by taking all calls. This has meant the team could concentrate on processing work and identifying training needs within the team.

Quarter 2	July	Aug	Sept
Number of calls	316	163	171
Number of calls answered	283	138	154
Percentage answered	89.55%	84.66%	90.05%
Number of abandoned calls	33	25	17
Average wait time before abandonment (m:ss)	2:37	1:29	1:18

Recovery

The Recovery Team are responsible for collecting unpaid Council Tax, Business Rates and Housing Benefit Overpayments.

The Team issue reminders, final notices, summons and liability orders to customers for unpaid Council Tax and Business Rates.

Factors which affect the volumes of recovery documents are:

1. Payments received from customers vary each month.



2. The amount of information received which requires additional action/investigation.
3. Accounts being reviewed pending contacts e.g. reminders being removed or summonses being cancelled.

Q2 Council Tax Recovery	July	Aug	Sept
Reminders	1195	118	335
Finals	52	185	36
Summonses	55	280	154
Liability Orders	36	180	178

Q2 NNDR Recovery	July	Aug	Sept
Reminders	18	20	12
Finals	9	5	8
Summonses	25	14	5
Liability Orders	0	9	9

Recovery Calls

Quarter 2	July	Aug	Sept
Number of calls	628	472	457
Number of calls answered	538	435	419
Percentage answered	85.66%	92.16%	91.68%
Number of abandoned calls	90	37	38
Average wait time before abandonment (m:ss)	3:54	4:18	4:12

Collection Rates

Performance of the Council Tax and Business Rates Team is measured through a comprehensive series of indicators.

Collection rates and arrears levels are also reported as part of the Council's Key Performance Indicators.

Oadby and Wigston's collection rates for Q2 are below the set target rate.

The slight decrease in Business Rates collection in September is primarily due to annual leave and Rateable Value changes.



The Collection Rate Improvement Plan remains a priority for the Revenues Teams.

Percentage of Debit Collected (Cumulative)	July	Aug	Sept
	%	%	%
Council Tax			
Target Rate	38.71%	47.95%	57.31%
Actual Collection Rate	37.89%	46.79%	55.98%
Actual Collection Rate 2022/2023	37.63%	46.80%	56.00%
National Non-Domestic Rates (NDR)			
Target Rate	38.05%	46.83%	55.92%
Actual Collection Rate	40.83%	48.21%	55.90%
Actual Collection Rate 2022/23	36.56%	44.71%	58.74%

Property Statistics

The number of properties within the Borough continues to rise month on month.

Q2 has seen a reduction in the amount of non-domestic properties, this is due to deletions and reconstitutions (reorganisation and merges).

By bringing material changes and amendments to areas of occupation to the Valuation Office Agency's attention via Billing Authorities, for example, where 1 assessment is divided partitioned into 2 separate entities, we ensure the Rating List reflects the current state of Non-Domestic assessments in the Borough.

The timely working of NDR VOA Schedules of amendment to List and balancing totals and number of hereditaments ensures we bill accurately against the current Rating List.

A review of the Direct Debit processes and procedures will be taking place during Q3. The review and the introduction of another Direct Debit (DD) date around the 25th of the month, should hopefully see an increase and improvement in DD collections.

	July	Aug	Sept
No of Council Tax properties	24,166	24,200	24,229
No of Council Tax Direct Debits	18,787	18,845	18,847
No of Single Person Discounts	7,612	7,620	7,635
No of Businesses	1,422	1,420	1,416

IT Team

Throughout Q2 the IT team have been heavily involved in the Office relocation project and we have had a 'freeze' on all other works whilst we transitioned from Bushloe House to Brocks Hill. The work within this project included but not limited to:

- Final configuration of server room
- Moving servers from Bushloe to Brocks Hill
- Installing and setting up new network
- Installing and setting up wireless provision at building
- Setting up new desks and workstations including reception and meeting rooms



- Digitalising office sign in process, configuring door entry system & configuring Café area
- Full testing and go live plan, which was then implemented whereby no system down time for staff or Members was achieved.

The Bushloe House network has now been minimalised to bare minimum due to impending sale of the building. Throughout Q3, this building will be fully emptied and 'turned off' aside from Intruder Alarm and health and safety elements.

Although we had a significant transition, the section were still able to maintain a good level of service provision for users.

See key information of service delivery below:

	Type	Jul	Aug	Sept
Number of contacts	Email	153	123	125
	Phone	8	10	9
	Walk in	6	8	4

Standard	Target	Jul	Aug	Sept
Response time for urgent issue	Within 1 day	Less than 1 day	Less than 1 day	Less than 1 day
Response time for routine issue	3 working days	0.9 days	0.7 days	0.7 days
Turn-around time for new starters set up	5 working days	All within 5 days	All within 5 days	All within 5 days
Overall system uptime	99.9%	100%	100%	100%
Monitoring of system/software issues to drive improvements	Monthly Monitoring completed	Yes	Yes	Yes

Major changes completed by IT team	Jul	Aug	Sept
	Pre-works readying Bushloe House to transition to Brocks Hill Purchasing & installation of key equipment at Brocks Hill – notably in server room and ports/power	Full monitoring of network and user traffic to ensure maximum speeds and connectivity. Monitoring of firewall traffic and security	Final works of new network and - recommencing with patch and upgrade management for systems.



	<p>Fully testing new network lines and internet lines at Brocks Hill in readiness for office move</p> <p>Then, full move of all servers – key services were only down during non working hours and no downtime of services were affected</p> <p>Full 'switch on' of Brocks Hill – including WI-FI, desks, network, servers. Security Testing undertaken to ensure safety of infrastructure</p>	<p>features to ensure new building was secure following full transition</p> <p>Final configuration of CCTV and external buildings at Brocks Hill</p>	<p>Commencing with VPN certification testing (as new certificates are required due to office relocation).</p>
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CUSTOMER SERVICE AND TRANSFORMATION UPDATE

Customer Service Improvement

The Customer Service Improvement team continues to work hard on measuring customer satisfaction levels, in Q2 three new surveys have been launched, allowing us to gather valuable feedback from the following service areas:

- IT Team
- Brocks Hill Reception Desk
- Food Safety Team

In the last quarter customers have completed 672 surveys across 14 different service areas. The team assist service areas to use customer feedback to make improvements, driving and then monitoring improvement actions.

During Q2 the improvement team has collaborated extensively with the Customer Service and Revenue teams to enhance the customer journey by increasing the first point of contact resolution rate. As a result of these efforts, this first resolution has significantly increased from 33% to 71%. This achievement was made possible through refresher training and upskilling of the Customer Service team, the implementation of a priority form, and the revision of the service level agreement between the teams. These changes ensure that customer queries are addressed efficiently and where possible at first point of contact, improving the overall customer experience.

Progress has continued in the development of a comprehensive training package for handling challenging customers. This e-learning package is designed to empower frontline staff with essential skills, including active listening techniques to defuse challenging situations, an exploration of the psychology behind difficult customers, and coping strategies



to enhance staff well-being. This training will be launched early next year to front line officers.

Communications and Marketing

Our email subscription service

Measure	Q2 Totals	Comparison to previous quarter	Percentage of possible subscribers (based on 42,000 adults registered to vote)
Total subscriptions	9844	+17.4%	23.4%

Please note that whilst there are 42,000 registered voters in the borough, it is unlikely that every adult in each household will sign up to our email subscription service. It is more realistic to aim toward one adult in each property signing up. There are currently 24,038 household properties in the borough.

Measure	Q2 Totals	Comparison to previous quarter
Average subscriptions per subscriber	2.0	-0.0
Engagement rate	78.6	-1.5%
Open rate	51.3	-0.9%
Bulletins sent (in quarter)	44	-1
Emails delivered (in quarter)	58,359	-30%

Subscribers by topic (email subscription service)

Topic	Number of subscribers	Comparison to previous quarter
Citizen's Panel	109	No change
Community & Voluntary Sector	2233	+13.2%
Community Safety, Crime & Anti-Social Behaviour	655	+54.4%
Consultations & Surveys	2409	+12.1%
Council News & Information	5203	+12.2%
Health, Wellbeing, Sport & Leisure	3913	+7.8%
News for Businesses	963	+13%
News for Council Tenants*	701	+29.1%
Private Sector Housing News	574	No change
Recycling, Refuse & Bin Collections	4448	+6.1%



Sports Clubs	13	No change
What's On & Events	2608	+14.2%

*There are 1,203 council properties in the borough

Press releases

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

[Opportunity for borough businesses to improve accessibility and inclusivity](#)

[Council completes landmark move to cost saving, green, energy efficient new home](#)

[Countywide campaign to prevent fly-tipping launched](#)

[Borough community lottery to help boost good causes in Oadby & Wigston](#)

[Oadby & Wigston aiming for national glory in Britain in Bloom competition](#)

[Brocks Hill and Peace Memorial Park scoop 16th Green Flag awards!](#)

[Basketball programme setting young people in South Wigston up for a positive future](#)

[Councils join forces to tackle littering](#)

[Oadby & Wigston gets connected with free Wi-Fi](#)

[Another year, another Gold Award at East Midlands in Bloom!](#)

[Householders save with Solar Together scheme](#)

[Free town centre parking to support Christmas events in Oadby & Wigston](#)

Social media

Measure	Facebook	Comparison to previous quarter
Number of Followers	4193	+99
Number of posts	116	-17.1%
Post reach*	58,790	-6.7%
Engagement – reactions, comments, likes and shares	7,587	-60.7%
Measure	Twitter	Comparison to previous quarter
Number of Followers	2672	+6
Number of posts	42	-63.2%
Post impressions*	19,700	-73.1%
Engagement – reactions, comments, likes and shares	184	-77.8%



*Facebook and Twitter use different terminology to track similar figures. In using 'Reach', Facebook are telling us the number of **unique people** that saw at least one of our posts. In using 'Impressions', Twitter is telling us the number of times our tweets were seen overall.

Please note, Twitter has recently introduced charges, which means the council's free account can no longer pre-schedule Tweets. Pre-scheduling tweets saves time and resource, allowing us to put messages up in bulk and in advance. For example we may schedule 10 tweets all in one go about a particular campaign, that will then go onto the platform over a period of several weeks.

The loss of pre-scheduling is impacting the volume we can put onto the platform with the same resource. We have discussed this predicament with other authorities, while also taking into account that the platform has been declining in popularity in recent years. Most authorities, including ours, are waiting to see what the future holds for the platform and monitoring the situation, before making a decision on whether to pay for the pre-scheduling feature.

HR Team Update

The HR team have been working on a number of different projects/areas of work in Q2.

New appraisal and 121 forms and guidance documents for both processes have been developed and all line managers have been trained on the new process. The appraisals will be undertaken primarily in October with some undertaken in November/December due to operational challenges.

The new process will help us more effectively manage performance within the Council and also gain a better understanding of training & development needs across the organisation.

New probation forms and induction guidance have also been developed with training on these processes for all line managers planned for November 2023.

Significant work has been undertaken to set up further monitoring tools/trackers to ensure that we are able to monitor our performance and are able to track outcomes and decisions on HR related issues.

In addition the HR Pages on the intranet have been updated and refreshed to help our employees find the information that they need more easily and to allow them to self-serve.

People Strategy

The People Strategy has been published following consultation with staff and approval at the Policy, Finance and Development Committee in September. Work continues to progress on its action plan.

HR Management Information

Headcount

Quarterly Comparison Current Year 2023/24	Quarterly Comparison Previous year 2022/23
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Actual Headcount as at end of Q2 (30.9.23)			Actual Headcount as at end of Q2 (30.9.22)	
Headcount	Full Number	FTE	Full Number	FTE
Number of Permanent/Fixed Term Staff	183	175.97	176	168.58
Number of Temporary Staff (Agency Workers)	4	4	17	16.67
Total	187	179.97	193	185.25

In addition to the agency workers listed above there were also 465 days covered by agency workers within the Waste & Recycling team. These can be summarised as follows:

Reason for cover	Number of agency days worked
Sickness	41
Annual Leave/Contractual Bank holidays in lieu	178
Covering vacancy gaps for permanent staff	130
To aid compost crew due to increased heavy tonnages over the summer period arising from the weather conditions	116
Total	465

Leavers

Quarterly Comparison Q2 2023/24 Leavers between 1/7/23 – 30/9/23		Quarterly Comparison Q2 2022/23 Leavers between 1/7/22 – 30/9/22
Number of Permanent/Fixed Term Staff	7	7
Number of Temporary Staff (Agency Workers)	5	1
Total	12	8

Leavers (Permanent/Fixed Term Employees) Quarterly Comparison		
Teams	Q2 2023/2024 Leavers between 1/7/23 – 30/9/23	Q2 2022/23 Leavers between 1/7/22 – 30/9/22
Clean & Green	0	0



Communications & Marketing	0	0
Community & Wellbeing*	0	2
Corporate Assets	0	0
Customer Services	0	1
Economic Regeneration	0	0
Finance	1	0
Health & Safety	0	0
Housing	2	1
HR	0	1
IT, Projects & Procurement	1	1
Legal & Democratic Services	0	1
Planning Policy & Development	0	0
Regulatory Services	0	0
Revenue & Benefits	2	0
Waste Services	0	0
Built Environment	1	0
Total	7	7

*In Community & Wellbeing typically the majority of these positions are grant funded and this is awarded on a 12 month contract.

Staff Turnover - Yearly comparison		
	2022/23	2021/22
Average Head Count for the period	178	171
Number of Leavers	29	32
Staff Turnover	16.29%	18.71%

As you will see from the table above staff turnover has decreased. We are now in line with the sector average which is 16.2%.

LAW AND DEMOCRACY UPDATE

Regulatory Services

Environmental Health

We continue to follow the Food Standards Agency (FSA) guidance in relation to food business inspections and how we approach new businesses. Essentially this requires us to prioritise those that are considered high risk which might be due to past performance, their food safety management systems or the types of food they make and prepare.

During quarter 2, 32 inspections took place along with a review of the backlog of the lower risk premises arising from the pandemic where 70 have been contacted out of 170 with 20 now no longer trading. The remainder will be programmed for contact during quarter 3 and 4 by using a self-assessment questionnaire and visit.



The sampling programme started in quarter 2 with 12 samples taken so far and this will continue for the remainder of the year. This is part of a regional programme set out by the UK Health Security Agency (formerly Public Health England) where samples are taken from work surfaces and of certain foods to test for micro-biological quality. These tests will help us to monitor the safety of food sold in our area. So far, 5 of the 12 surface swabs were found to be unsatisfactory which indicates that more effective surface cleaning is required.

Overall compliance rates are high, with 97% of all registered food businesses achieving a score of 3 (generally satisfactory) and 67% achieving a score of 5 (very good). In terms of the poorer performers there are 8 (2%) who fall below the generally satisfactory standard and work continues with these to improve standards. New businesses triaged during quarter 2 was 23.

There have been 25 food and health and safety complaints investigated in this period.

The duty of care campaign commenced during this quarter and we are working initially with food businesses with the focus of this work to ensure trade waste is being controlled and disposed of lawfully. Other businesses will be targeted going forward.

Day to day work was busy and wide ranging with a further 2 welfare burials handled, fly tips to investigate and service requests to action.

We also took part in 2 countywide campaigns, one on fly tipping and the other littering.

The sign below was placed in a known littering hotspot on Glen Road when in 3 days a total of 12 enforcement patrols were made.



The midland mainline electrification project continues and we are now working with other local authorities to ensure the controls and methods of work minimise any disruption to residents.

The Blaby Road air quality project run jointly with Public Health, Leicestershire County Council, GPs, CCGs (Clinical Commissioning Groups) the South Leicestershire School Sport Partnership and the Respiratory Working Group has commenced. This will deliver a number of



interventions across the school year. Two assemblies were attended by Officers from the Council to introduce the project and encourage pupils to get involved. The additional air quality sensor has now been installed and we are working with the school to share the results.

We are working with the principal contractors on the extension to the prison (houseblock H) and have imposed strict controls on noise and vibration to minimise any impact to nearby residents.

Private Sector Housing

The team are dealing with 117 ongoing cases linked with empty homes, disrepair, energy standards and houses in multiple occupation.

Selective Licensing Scheme

Summary in the table below

Number of rented properties	826
Applications received	861
Number of exemptions, empty homes undergoing renovation	15
Licenses pending	134
Licenses issued	694
Licenses withdrawn	33
Income	£630,184.01
Enforcement cases	2

Empty Homes

There are currently 53 empty properties we are engaging with to try and bring them back into use (this figure may vary from figures provided by revenues due to property not being liable for Council Tax, this could be due to an internal exemption, or the property being deleted by the valuation office).

Energy Grants

Summary below of the energy efficiency grant projects the Council is delivering.

Project	Funding Awarded	Additional Narrative	Suitable Properties	Number	Number of measures	Status
Local Authority Delivery Phase 3 (LAD3)	£528,000 + £327,000 additional funding secured due to successful	Projected underspend of £76,000 due to withdrawing prior to install	Private properties with mains gas supply (owned	73 to date	113 installed to date	Closure in progress with internal auditor, final measures in process



Project	Funding Awarded	Additional Narrative	Suitable Properties	Number	Number of measures	Status
	delivery of program		or rented)			of being installed.
Better Care Fund	£150,000	Funding agreed by lightbulb to be spent in line with LAD3 project used to supplement Solar Panels with batteries for energy storage which was not included in the original brief	Can be used for either LAD3 or HUG1 properties	20	22	Until funding is exhausted or LAD3 and HUG1 close
Home Upgrade Grant, Phase 1 (HUG1)	£55,000	£6,436.30 underspend due to approved properties falling through and cost of measures, further research has been conducted prior to HUG2 to ensure successful delivery.	Private properties without mains gas supply (owned or rented)	4	5	Closed and audited



Project	Funding Awarded	Additional Narrative	Suitable Properties	Number	Number of measures	Status
Home Upgrade Grant, Phase 2 (HUG2)	£335,000	N/A	Private properties without mains gas supply (owned or rented)	TBC	TBC	Contract awarded and engagement with residents underway
Social Housing Decarbonisation Fund, Wave 2.1 (SHDF)	£579,501.18	Requested value of funds as per approved project plan, awaiting formal award letter. SHDF funding is match funded by the Authority.	Only Oadby and Wigston Borough Council Stock	128 forecast	To be confirmed following assessment	Tender for contract is currently out for bidding and the project team has nearly been fully established

Licensing

As part of the ongoing service transformation the next stage will be to integrate back office systems and digitise forms to improve productivity.

A review of all our premises licenses continues to ensure they all up to date and appropriate payments are being made. A review of all our hairdressers and barbers has started and will be completed in quarter 3.

The Licensing and Regulatory Committee on 21 September 2023 agreed to amend the Street Trading Policy to allow a half a day permit and dual permits for traders to operate across the whole borough rather than having to specify a specific area. In addition, following consultation on a hackney fares review the Committee agreed to change the rates subject to the appropriate public notice procedure. Proposals were also discussed about changes to the Hackney Carriage and Private Hire Policy to promote low emission vehicles, encourage more wheelchair accessibility, and clarify age and executive criteria. Consultation will now take place with drivers and operators to seek their views before further consideration and decision at a future Committee.



There have been numerous investigations into complaints about taxi drivers and several have received penalty points on their licence.

Q2 licenses processed

New and renewal vehicles	99
New and renewal drivers	57
New and renewal operators	3
Street collections	2
Small society lottery	1
House to house	14
Other licences	6
Licensing Act	24

Overall there has been a 117% increase in new driver applications during 2023 when compared with the previous year.

Community Lottery

The lottery started on 5 August 2023 and we now have 19 approved causes who have joined with 501 tickets currently sold weekly which is generating an annual £15,631.20 for good causes.

Corporate Assets

Corporate Assets has had multiple demands on its resources in period Q2.

CA received 561 enquiries through the DASH system. Numerous further enquiries came direct to CA team members through calls, and other communications through regular channels. In addition the routine FOI's, complaints, request and members enquiries were also received. As with Q1, DASH and other enquiries are currently flagging up many land ownership searches and concerns.

There was significant input from the team into the office move to Brocks Hill, from both the property management, building compliance and Health and Safety implications, handover and coordination of the grounds and other related works to support the move as well as supporting and ensuring security in the closing down of Bushloe House and transferring utilities and other aspects. Brocks Hill offices still have a 1 year 'snagging' period which from the point of handover, has meant an ongoing period of communications with Kier.

Property related general and one-off maintenance was ongoing as usual – but with the added pressure of the transition between offices.

In addition the operational, management and support teams have supported the Boroughs entry to both the regional East Midlands in Bloom and the national Britain in Bloom entries on behalf of OWBC inputs. Judging took place in July and August. Last minute impacts to this came from LCC not undertaking the highways spraying which meant additional resource input was required from C&G.

The Clean & Green have had a challenging period in which the weather has had a significant impact on where resource is directed. Ongoing rain and warm weather has meant there has



not been a break from the grass growing and between the preparations for 'in bloom', the grass has invariably grown at a faster rate than it was being cut.

The new cleansing team member has reduced the need for the green team to cover for cleansing operations. In addition, this operative has covered for the vacant sweeper operative role.

A significant input of resource from the Clean & Green team was required to underpin the Boroughs entries into the 'In Bloom' competition and during the two separate judging periods. Further additional resource was also required due to LCC not undertaking their commitment to highway works such as the highway/pavement weed spraying.

The Clean & Green team Supervisor has unexpectedly been away from the role for the period.

The Cemetery Officer completed their induction and subsequently took over the lead on the cemeteries and the allotment service. All elements of the role now sit with the CO.

The cemeteries service Sexton is in post now and resuming duties. A cemeteries action plan is being drafted to provide areas of focus and priority.

Cemetery maintenance has been under increased scrutiny this year, particularly on the grounds maintenance grass cutting, particularly where the frequency has invariably been the same as previous years but the growth rate of the grass itself has increased due to the warm wet weather and not slowed as would be usual in the early to mid-summer months.

Parking continues to provide regular enquiries.

The weather has impacted many operations this year, and the constant ideal growing conditions has meant no slowdown in the rate of the grass and shrub growth – this being particularly evident where the clean & green team juggle the demand on the resource with parks, public and housing land maintenance together with the ongoing demands to deliver for the 'In Bloom' preparations and also Brocks Hill office grounds.

Recruitment was completed for the Assistant Corporate Assets Manager and a candidate appointed – although this is unlikely to ease the pressure on the team overall with the CA admin role being vacant still.

Community and Wellbeing Leisure Services

Leisure Services – Provided by SLM

Q2 has again been very challenging for the Leisure Contract with a continued trend in reduction of use. This is particularly with Swimming and Fitness Sessions and in an overall reduction in member numbers, which when coupled with continuing high delivery costs particularly with utilities, it does bring a level of concern to the management of the sites.

Although maintaining high and challenging targets to recover the membership, feedback continues to be received that the main concern with joining the centres is the car parking charges and the GYM Group in Oadby who opened last year offering a cheaper experience along with free parking.



Everyone Active continue to deliver on a wide ranging offerings and activities and continue to develop this with their Active Communities Manager who is looking at increasing the community offering, providing for activities and one's that are tailored to delivering on the Councils health and wellbeing strategies and initiatives.

Review: An average attendance of 59,050 per month (except spectators), came to the leisure centres during the quarter which in contrast to the previous year, the average attendance was over 61,990 customers per month. Two factors attributable to this downward trend, as mentioned above is the introduction of car parking charges and coupled with the general cost of living issues which has seen people review their leisure spend and review all their non-essential spending.

There has been notable increases in some activities, and in particular the use of the soft play centre which over the same quarter last year saw a like for like increase of over 50%. This is primarily in relation to the inclement weather that we saw over the summer period bringing activity users in site. The other significant growth in general is in swimming lessons, where there has been improvement in spectators due to the highest amount of swimming lessons being delivered in the area ever, averaging just under 3000 children being taught each week.

Description	Jul-22	Aug-22	Sep-22	Total	Jul-23	Aug-23	Sep-23	Total	Variance
Swimming	31,267	34,454	34,225	99,946	29,977	30,659	28,614	89,250	-10,696
Gym/Fitness Classes	23,113	25,161	21,182	69,456	23,641	24,350	21,120	69,111	-345
Sports/Activities	5,195	4,808	6,564	16,567	5,573	6,329	6,887	18,789	2,222
Activity Total	59,575	64,423	61,971	185,969	59,191	61,338	56,621	177,150	-8,819
Spectators	7,028	6,427	9,107	22,562	12,860	12,790	12,551	38,201	15,639
Grand Total	66,603	70,850	71,078	208,531	72,051	74,128	69,172	215,351	6,820

Membership	Jul-22	Aug-22	Sep-22	Average	Jul-23	Aug-23	Sep-23	Total	Variance
Gym	4,756	4,817	4,825	4,799	4,431	4,427	4,431	4,430	-370
Swim Lessons	2,831	2,838	2,936	2,868	2,902	2,992	2,995	2,963	95
Total	7,587	7,655	7,761	7,668	7,333	7,419	7,426	7,393	-275

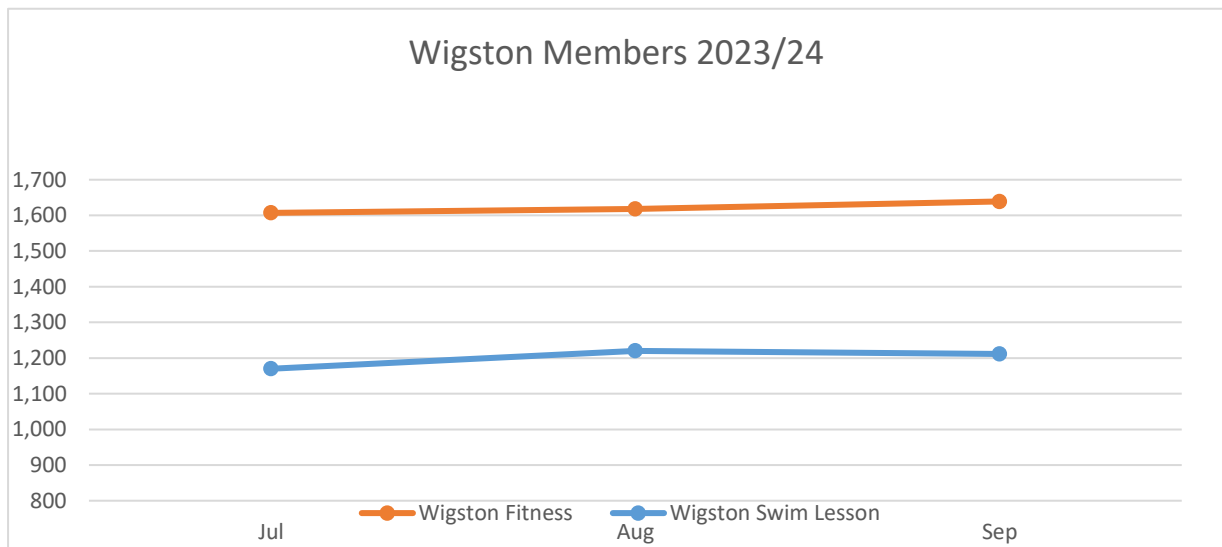
Membership Numbers:

Fitness and Health Membership numbers have grown over the last quarter by 45, but is still significantly lower than at the same period last year where it is currently 394 down like for like. However, this is across the contract and shows that Parklands has lost 568 members as against a growth of 174 at Wigston. The latter being attributable to the refurbishment programme and low price point there.

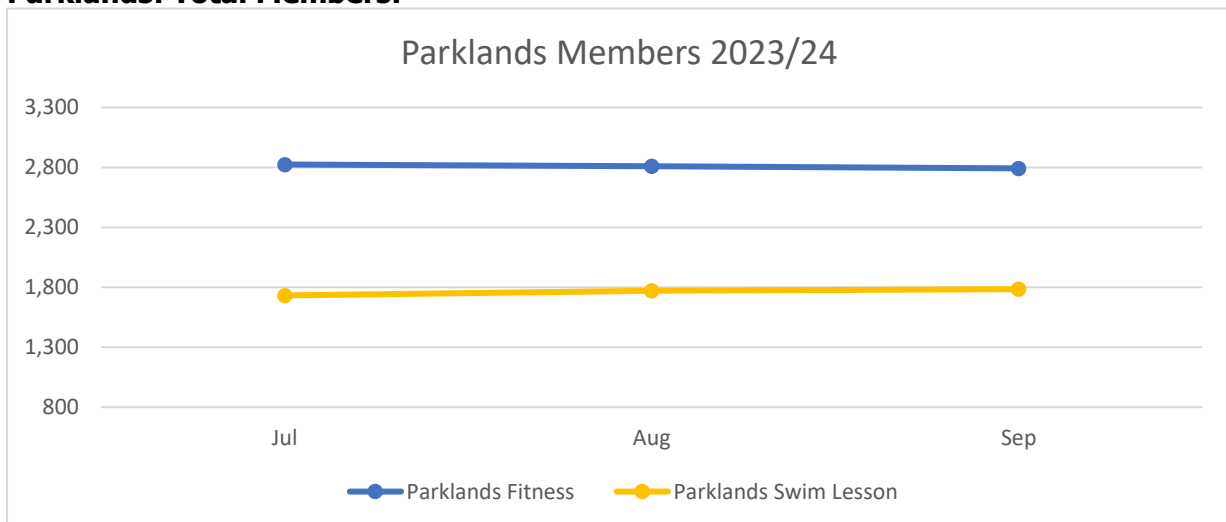


Membership numbers dropping particularly at Parklands despite maintaining the price point throughout the year and is in stark contrast to the other Everyone Active contracts in Leicestershire and further afield which have all showed continued growth post Covid.

Wigston: Total Members:



Parklands: Total Members:



Community Well-Being:

The Leisure Centres have been busy in Q2 looking to deliver the years Community Wellbeing Plan and this has been one of the major positives of delivery with increases across the board in all health and wellbeing categories, hitting targeted groups from young people to ageing adults and people with health inequality issues.



- Provided free swimming sessions for 1815 children over the summer holidays.
- Through the summer, Everyone Active delivered a HAF (Healthy Activity and Food) programme funded by LCC that covered 4 sites across South Leicestershire, which included Wigston Pools & Fitness. The HAF programme was run as a pilot and secured funding across all Leicestershire contracts. The HAF provision ran in South Leicestershire included Junior Gym memberships for young people aged 11-16 over the summer and a free meal at the leisure centre on their visit. This programme is aimed at children whom are on the free school meals program. 56 young people accessed this offer and we are now currently writing the specification to run this programme across the winter, spring and summer of 2024.
- There are 31 care leavers and care experienced young that are currently accessing the gym in Oadby & Wigston.
- Everyone Active are working with Leicester City Football Club on their Violence Reduction Network programme to offer 3-month gym memberships to young people aged 11-18. In this quarter, we have had a further 6 referrals: 4 taking up the option at Wigston.

Targeted Groups	2022-23	2023-24	Variance	% Variance
Exercise Referral	1,692	1,955	263	16%
Children and Young People	18,689	19,657	968	5%
Community	658	810	152	23%
Older Adults	1,798	2,129	331	18%
Total	22,837	24,551	1,714	8%

This is on top of the below activities delivered for free in the local community.

- Free Weekly Children’s soft play sessions for the Menphys Charity Group.
- Free Coffee for VASL Carers
- Free Memberships for PARS
- Free Memberships for Parkinsons sufferers and their carers with over 40 free memberships provided for.

The centres have provided over £8000 of free activities included within the above and it is pleasing that these activities / memberships are small to no cost to the community as it is identified the value that this brings to increase the health and wellbeing benefits to the whole community.

General:

The Active Communities Manager is proving to be an asset to the team with their role to increase community usage (much of which is free). This is having a positive impact on the overall health and wellbeing picture in the Oadby and Wigston area which is certainly showing success in the short term on numbers attending services and in particularly the social value that the centres bring to the Borough which is said to be worth over £855,000 in the last quarter alone.



Health and Wellbeing

Relationships amongst health partners have further developed in Q2. Officers attended an event for the 75th anniversary for the NHS on Bell Street in Wigston as well as supported a Community and Volunteering event at the Salvation Army in South Wigston. Stakeholders were engaged with and promotional leaflets were distributed to advertise the Borough's services.

Q2 saw the first Mental Health Networking meeting hosted at the Menphys Centre in South Wigston. In attendance were Local Area-Coordinators, mental health leads, PCN, Schools Sports Partnership, LCC and the voluntary sector. The meeting was to introduce partners, network and discuss initial plans with how to operate an effective working group to support residents.

Further to this, the Oadby and Wigston Locality meeting was chaired by the Health Lead at Blaby DC. Core health teams attended to discuss operational matters.

The Community Health and Wellbeing Plan working group met, and shared health priorities and work being undertaken in the Borough. The Integrated Care Board are working closely with partners, including the Council to develop the plan and organise future working groups in Q3, as well as the future stakeholder's event in November which is set to be hosted in the Brocks Hill Council Offices.

Sport and physical activity has really started to take off across Oadby & Wigston this quarter. As mentioned previously, quarter one was focusing on maintaining ongoing activities and aligning working practices between the old Active Oadby & Wigston methods and the ongoing Active Blaby processes. This is now complete, and delivery of activities has started in earnest. Some key services were delivering summer events with the Children and Family Wellbeing Service to support parents in encouraging their children into activities, the introduction of Rounders and Walking Hockey as a social physical activity for women and have planned delivery of three Steady Steps programmes. Officers are well embedded into health and community sectors within the Borough and building relationships deeper to enable the effective launch of the Physical Activity Pathway which will be communicated over the next few weeks. Quarter three will bring more delivery and preparation for new activities such as the JUST programme, a boroughwide initiative encouraging women to get active in the new year.

The financial output at the end of quarter two is excellent. Additional funds have been sourced from the beginning of the year through Active Together Let's Get Moving fund (£4,000) and one more Steady Steps programme (£3,060). From the current total expenditure budget of £81,033, £43,344 has been spent which is 53.5% at the halfway point of the year so the programme budgets are on track. Income is also projected to be greater than budgeted to provide additional expenditure budget by the end of the year.

Youth Engagement

Leicestershire County Council's IMPACT Team continued their football sessions for young people on Blaby Road Park in Q2. 10 sessions were held with the aim being raising awareness of respect, conflict resolution skills, discouraging dangerous behaviour, inclusivity, consequences, building relations and a sense of community in the group. A total of 126 young people attended throughout the summer.

Evaluation forms were conducted with the young people where feedback highlighted positive engagement and providing a sense of structure during the school summer holidays.



Leicester Riders commenced their Positive Future sessions on Blaby Road Park in July. Sessions were held twice weekly with two Leicester Riders coaches. These sessions were funded by the Community Safety Partnership and later, the UKSPF. Included within the commissioning of the project, was food and drink for the young people who attended. Some sessions have seen more than 20 young people take part in the basketball where good relationships have been built between them and coaches.

Due to the success of the project, sessions were extended past the school summer holidays into Q3. This, as well as organising a trip for the young people to a Development Day at the Morningside Arena to watch a Leicester Riders game later in the year.

Boxing sessions to improve mental wellbeing for students at South Wigston High School finished in July at the end of the school year. Students who took part in the activities led by a semi-professional boxer all provided positive feedback with the sessions, improving their mental health, attendance and behaviour. Those who participated received certificates and medals. Two young people who particularly achieved during activities were given signed boxing gloves. Again because of the success, plans are underway to continue the sessions in Q3.

Early plans are also being worked on to redevelop the Borough's Youth Council with initial conversations regarding this, aimed at agreeing a new format for the Youth Council including a revised schedule of meetings, taking place at the Children and Young People's Forum in October where relevant Partner Agencies, such as the County Council and some private youth work services, will have input into its development. It is envisaged that two meetings of the CYP Forum will take place before the first meeting of a renewed Youth Council takes place in the new year.

Community Safety

In early August the OPCC informed the Community Safety Partnership that Oadby & Wigston had been selected by the Home Office as a 'Safer Streets' area eligible for significant funding investment, up to £300,000 focussed on Neighbourhood Crime. A 50% match funding requirement applies to the Safer Streets budget which meant to qualify for the full funding available £150,000 in match funding over three years, also focussed on Neighbourhood Crime, needed to be committed to by the OPCC, the Community Safety Partnership, and Leicestershire Police. This was achieved through commitments to CCTV (new camera units and associated infrastructure), target hardening in relation to burglaries, speed monitoring and ANPR units, and additional policing hours.

Officers from all three organisations put significant time into achieving the match funding threshold in order to meet the Home Office's deadline of 29 August. This was met and the Home Office is now expected to make its final decision on the bid's success by the end of October 2023.

Anti-Social Behaviour

The ASB Officer has logged and investigated **27** reports of ASB in Q2, please see chart below for monthly breakdown:

Q2		
Number of ASB logged/investigated by ASB Officer: 27		
Number of incidents per month		
July 23	August 23	September 23



7	13	7
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Of these 27 ASB reports, issues remained that of a wide range. Most common reports included 'Noisy neighbours' and 'Shouting and swearing'. Incidents were also reported that included, 'Taking drugs', 'Hooliganism/loutish behaviour' and 'Games in inappropriate/restricted area'.

Investigations into each report lead to:

- **10** perpetrators being identified
- **4** perpetrators after investigations took place received no further action
- **4** perpetrators received words of advice
- **1** perpetrator received a written warning
- **1** perpetrator who resided in a Childrens Care Home was served a Notice of Seeking Possession and has subsequently left. Their behaviour also included offences investigated by Leicestershire Police

The ASB Officer continued to work in partnership with Leicestershire Police through Q1 into Q2 who have been leading on a case which involved ASB in Wigston Town Centre caused by young individuals of school age. The number of phone calls into Leicestershire Police reduced after early Council and Police intervention with the young people identified.

1 young person remained on an Acceptable Behaviour Contract (ABC), but due to ill health in their family, meetings were not attended. The young person was subsequently taken off her ABC as well as refusing to accept support offered by the Children and Family Wellbeing Service.

This case was still discussed at the Joint Action Group (JAG) further where reports from the IMPACT Team found that there was little engagement with young people in Wigston Town Centre due to not seeing numbers present.

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

Q2 Number of ASB logged on Sentinel by Housing Department : 4		
Number of report logged per month		
July 23	August 23	September 23
0	0	4

The Council therefore in Q2 have recorded and investigated **31** reports of ASB, please see chart below for number per area breakdown:

Q2 Total number of ASB reports: 31		
Oadby	South Wigston	Wigston
13	6	12



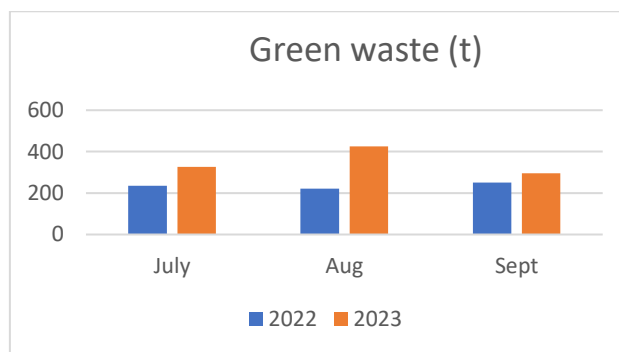
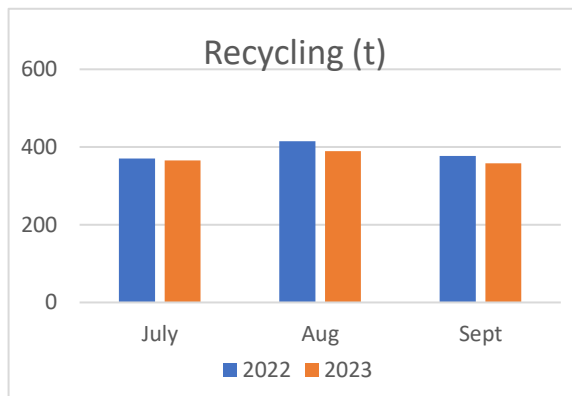
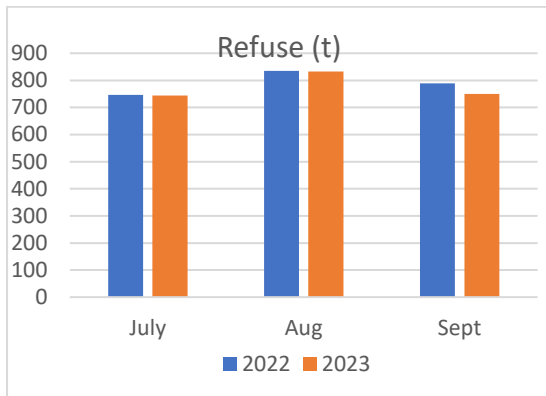
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Refuse and Recycling

In Q2 2023 there has been an overall reduction of 45.56 tonnes in the refuse collected, this is a 1.92% reduction compared to Q2 2022.

For the recycling tonnages, there has also been a reduction of 50.58 tonnes in Q2 2023 compared to Q2 2022. This translates to a 4.35% reduction of recycling collected between these periods.

For the green waste collected there was a considerable increase of 337.86 tonnes in Q2 2023 compared to the r2 2022, which equates to a 47.68% increase.



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

Waste Type	July		August		September	
	Weight (t)	%	Weight (t)	%	Weight (t)	%
Green Waste	326.00	21.72%	428.55	25.07%	294.91	20.21%



Recycling	365.10	24.33%	389.00	22.76%	358.10	24.54%
Refuse	743.84	49.56%	832.14	48.69%	749.54	51.37%
Other	65.80	4.39%	59.50	3.48%	56.67	3.88%

Customer Service Statistical Analysis**Quarter 2 2023-2024****Introduction**

This document gives a detailed analysis of all the tasks undertaken by the Customer Service Team 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 Team also has a published service standards agreement along with all other front facing services.

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

Email/Contact Us Online

The Customer Service team is targeted to acknowledge receipt of customer email and contact forms within 1 working day and to fully reply within 3 working days.

The vast majority of online/email enquiries are answered the same day.

Quarter 2	July	August	September
Number of emails	413	405	318
Number of contact us forms processed	146	147	138
Number of complaints triaged	10	6	10
Average response time	1 Day	1 Day	1 Day

Online forms

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

Online Forms Q2	July	August	September
Garden Waste Renewal	55	35	7
Garden Waste Sign up	40	28	18
Contact Us Form	145	150	137
Direct Debit Form	133	151	151
Council Tax Occupation Form	97	96	83
HB & CTS Application	63	66	54
Council Tax Vacation Form	48	33	26
Arrange Clinical Waste Collection	27	40	30
Taxi Vehicle Application	29	32	30

Single Person Discount	10	12	9
Other Council Tax Discount/Exemptions	13	6	10
Council Tax Moving within the Borough	17	15	6
ASB online report	8	5	5
DHP Application	18	19	24
Selective Licence Payment	0	0	0
Compliments, Comments & Complaints form	7	4	2
Book a Competency Test	20	57	48
Abandoned Vehicle Report	9	4	6
New Noise Complaint	6	7	4
Garage Waiting List Enquiry	8	8	0
Taxi Driver Renewal	10	14	17
HB Change of Circumstances	2	4	5
Electoral Job Enquiry	0	0	0
Monthly Total	766	768	672
Q2 Total	online forms completed by customers in Q2 2206		

Calls

Although channel shift has taken place, telephone contact 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 with an average wait time of no longer than 5 minutes.

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

Quarter 2	July	August	September
Number of calls	4632	4462	4119
Number of calls answered.	3979	3965	3801
Percentage answered.	86%	89%	92%
Number of abandoned calls*	653	497	318
Average wait time	1.47	1.39	1.05

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%.

Face to Face

As part of the work on our Customer Experience Strategy and following on from customer feedback we have increased our face-to-face service provision. At the start of June 2023 Appointment Hubs were introduced in the following locations in each of our town centres:

Location	Day	Time
South Wigston Elliot Hall	Tuesday	9am – 12pm
Oadby Trinity Methodist Church	Wednesday	10am – 1pm
Wigston King's Centre	Thursday	1pm – 4pm

Hub Appointment Stats			
Quarter 2	July	August	September
Number of appointment request enquiries	2	7	1
Number of booked appointments.	0	3	0

The three hub appointments which were booked were for customers who needed assistance from Housing Options and Income management, all appointments were at the King Centre in Wigston. Of the seven other appointments requested

- 1 required a home visit to resolve.
- 5 were resolved over the phone by relevant departments.
- 1 was resolved at Brocks Hill Reception

Whilst take up of the appointment hubs is low, customers using the service have been very positive with their feedback. We continue to promote the appointment hubs in the following ways:

- In the latest edition of Our Borough
- Prominent signage and information leaflets provided in all hub locations.
- Council contact us page has details on how to book an appointment.
- Regular posts about hubs on our social media accounts including Facebook and twitter.
- All staff signatures display information about appointments.
- Reminders about appointment hubs are included in relevant emails to email subscribers through Gov Delivery

Reception

A reception point to deal with basic customer enquiries was opened at our new Council offices at Brocks Hill on 10th July 2023.

Reception Stats Q2			
Quarter 2	July	August	September
Number of Quick Enquiries	359	509	278
Full Enquiries (Waste, Housing, Clean & Green)	26	63	40
Total number of enquiries	385	572	318

Quick Enquiries Breakdown			
Enquiry Type	July	August	September
Visitors/contractors	183	184	105
General basic council enquiries	47	75	73
Handing in post/documents & photo copying proofs	39	31	16
Request to use toilet	44	97	7
Jenno's enquiry	14	51	8
Directions	9	0	1
Refer to back office/assistance with customer phone	14	21	18
Key Collection/drop off	2	19	11
County Council Issue	1	4	6
Issue Pride of Borough card	3	4	2
Appointment Hub Enquiry	1	0	0
Garden Waste Assistance	1	0	0
Form issued	0	3	0
Delivery	0	17	30
Signpost to another Agency	1	3	1

We have introduced customer satisfaction surveys at the reception, Customer feedback regarding has been very positive. Survey questions include:

- Customer Care Skills
- Wait Time
- Officer Knowledge
- Overall Satisfaction with reception service

September's overall performance rating was 100% in all areas, see some comments below:

"Grateful for all the info given"

"Thank you have gone above and beyond to help"

"Very helpful and accommodating"

"Thanks you for the service it felt very personal to me, and the receptionist went above and beyond and the issue was sorted"

"Nice to be greeted by a smile made me feel welcome and at ease".

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

Quarter 2	July	August	September
Number of Taxi vehicle apps processed	29	32	30
Number of competency tests booked	22	60	50
Number of EH admin tasks	73	84	69
Number of Waste reports run/processed	294	297	264
Number of Housing apps processed	45	45	53
Number of Homelessness admin tasks	61	76	86
Number of First Contact Requests	0	0	0
Number of Tell Us Once Requests	31	34	33
Number of Sport Pitch Invoices raised	4	4	15
Number of Facilities email/contact forms	69	104	92

Customer Service Centre Team - Output summary

Quarter 2	July	August	September
Number of emails/online contacts answered	413	405	318
Number of calls answered.	3979	3965	3801
Number of admin work items processed.	628	736	692

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 97% for 2023-2024.

Q2	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
July 23	96%	99%	99%	99%	99%	99%
Aug 23	96%	99%	99%	99%	99%	99%
Sep 23	95%	100%	99%	99%	99%	99%

Future plans

In November we will begin to trial a customer call back service on our phone lines, this feature will allow customers to request a call back from a customer Services officer rather than waiting in the queue for their call to be answered. The queue call back service means the customer can leave their phone number and keep their place in the queue. The agent will call them back when they would have reached the front of the line had they stayed on the phone. This can save time and frustration for customers who during busy periods can face long wait times on certain lines.

The Team is also currently exploring the option of offering a virtual call back service (video calls). This will allow customer to have the option to talk to a customer services officer via a video link that is emailed to them. This is following on from our Customer Experience Strategy Consultation, where customer feedback showed that this was a popular idea. The team are working with the IT and communication teams to see if this is a viable option and hope to launch this additional contact channel in Q3.

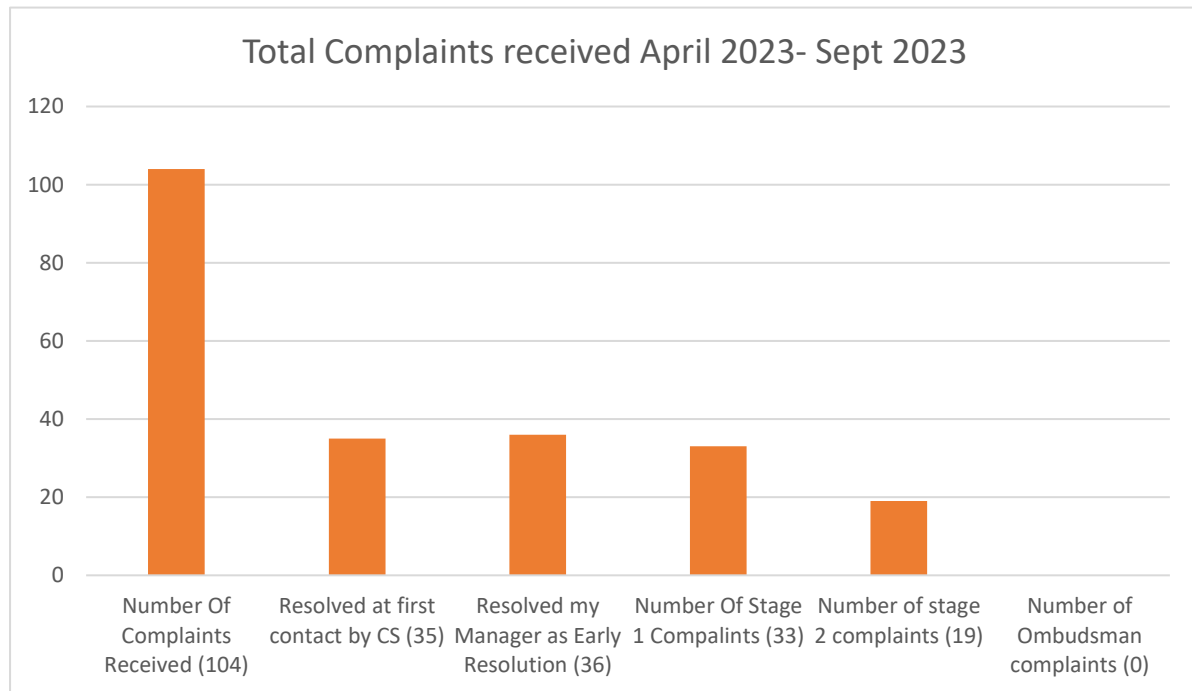
Bi-Annual Complaints Report April 2023 - September 2023

Introduction

The report summarises the Council's complaints performance during the 1st and 2nd quarter of 2023/2024 covering the period from 1st April 2023 to 30th September 2023.

The purpose of this report is to review the complaints received by the Council over a six-month period, looking at the statistical data, in order to provide information about complaint themes, trends and the effectiveness of our current complaint's procedure.

The Overall Picture



- The number of complaints received between 1st April 2023 to 30th Sept 2023 was 104
- 35 complaints were resolved at first point of contact by the Customer Service team which is an increase from 21 in the previous 6 month period.
- 36 complaints were resolved by managers as Early Resolution which is an increase from 30 in the previous 6 month period
- 33 complaints went through the formal complaints process and were investigated as Stage 1 complaints which is down from 42 in the previous 6 month period.
- 19 complaints were escalated to Stage 2
- 0 complaints were received by the Ombudsman

Monthly Breakdown for all complaints

Month	Number Of complaints received	Early Resolution			Stage 1 complaints received
		Resolved By Customer Services	Resolved By Manager	Percentage	
Apr 23	12	5	3	67%	4
May 23	25	12	9	84%	4
June 23	19	4	8	63%	7
July 23	18	6	8	77%	4
Aug 23	21	3	5	38%	13
Sept 23	9	5	3	88%	1
Total	104	35	36	68%	33

The chart above shows the breakdown of how each complaint was handled. Overall, 68% of the complaints received were dealt with either by customer services or by early resolution without the need for an investigation and formal response. This is a much more effective, efficient and customer focused method of resolving customer complaints.

The below figures give a breakdown of the early resolution figures and the departments responsible.

Department	Number of complaints that were dealt with as Early resolution
ASB / Selective licensing	1
Benefits	2
Communications	1
Corporate Assets	8
Waste	12
Environmental Health	1
Electoral services	1
Housing	5
Planning	1
Revenues	4
Total Resolved by Early Resolution	36

The chart below shows the stage 1 complaint comparison from April – Sept 2022 and the current reporting period Q1 and Q2 (Apr 23-Sept 23) to show a more direct comparison between months.

April- Sept 2022		April – Sept 2023	
Month	Stage 1 complaints received	Month	Stage 1 complaints received
Apr 22	14	Apr 23	4
May 22	12	May 23	4
Jun 22	8	Jun 23	7
July 22	5	July 23	4
Aug 22	9	Aug 23	13
Sept 22	9	Sept 23	1
Total	57	Total	33

The chart below shows the stage 1 complaint comparison from Q3 and Q4 (Oct 22-Mar 23) to show a comparison with the previous reporting period.

Previous reporting 6 months Oct 22- Mar 2023		Current reporting 6 months April – Sept 2023	
Month	Stage 1 complaints received	Month	Stage 1 complaints received
Oct 22	6	Apr 23	4
Nov 22	6	May 23	4
Dec 22	7	Jun 23	7
Jan 23	6	July 23	4
Feb 23	11	Aug 23	13
Mar 23	6	Sept 23	1
Total	42	Total	33

Stage 1 complaints have shown a decline, this is in part due to the proactive approach of early resolution where complaints are handled quickly eliminating the need for formal responses.

The chart below illustrates a direct comparison of Stage 2 complaints between April to September 2022 and the current reporting period encompassing Q1 and Q2 (April 23 to September 23).

April – Sept 2022		April – Sept 2023	
Month	Stage 2 complaints received	Month	Stage 2 complaints received
Apr 22	4	Apr 23	2
May 22	2	May 23	2
Jun 22	3	Jun 23	5
July 22	0	July 23	1
Aug 22	3	Aug 23	3
Sept 22	2	Sept 23	6
Total	14	Total	19

The chart below shows the stage 2 complaint comparison from Q3 and Q4 (Oct 22-Mar 23) to show a comparison with the previous reporting period.

Oct 2022 – Mar 2023		April 2023 – Sept 2023	
Month	Stage 2 complaints received	Month	Stage 2 complaints received
Oct 22	6	Apr 23	2
Nov 22	6	May 23	2
Dec 22	7	Jun 23	5
Jan 23	0	July 23	1
Feb 23	3	Aug 23	3
Mar 23	3	Sept 23	6
Total	25	Total	28

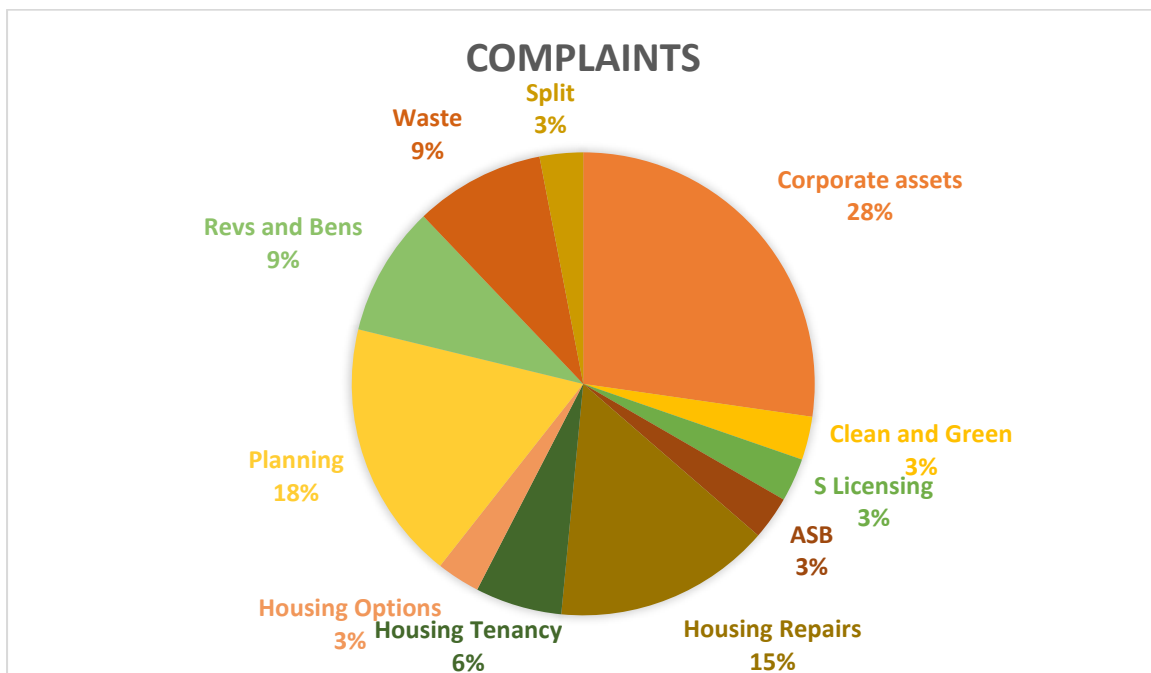
The comparison charts above show an increase in Stage 2 complaints. Whilst this is disappointing analysis shows this is primarily because the customer is unhappy with the stage 1 response. There are two main reason for this:

- The complainant believes their complaint should be upheld and the investigating manager rightly disagrees
- Ineffective investigation at stage 1

We recognise we will always receive un justified complaints so there is very little that can be done about the first reason. We are therefore focusing our efforts on better stage 1 complaints handling. Key managers/service areas have received 1:1 face to face training and all managers across the Council have completed our E learning Complaints Handling and investigation training.

Departmental Breakdown

The chart below shows all Stage 1 complaints received by each department.



Multi-faceted complaint

There was one complaint which was dealt with via the Environmental Health, Planning, Corporate assets, and legal team as it was a multi-faceted complaint. All other complaints appear in the departmental breakdowns below.

Law and Democracy

Area: Clean and Green & Corporate Assets

Stage 1 Complaints				
Total Number of Complaints	Number	Category	Overview	Upheld Y/N
10	1	Green Space, lack of action	Overgrown green area, lack of maintenance	1x Not Upheld
	2	Allotments, lack of action	Failure to respond to emails, maintenance issues, failure to provide information. Repeated requests for overgrown trees to be cut back.	1x Upheld 1x Upheld
	4	Cemeteries condition of cemetery Cemeteries-Condition of grave	General Untidiness Uncut Grass Vermin and rubbish/ closed toilets Damage to grave by strimmer	1x Not Upheld 1x Upheld 1x Upheld 1x Not Upheld
	2	Parking	Permit system Car parking signage	1x Not Upheld 1x Not Upheld
	1	Council Building	Building alarm & light issue	1x Not Upheld

Stage 2 Complaints				
Total Number	Area	Category	Overview	Upheld
2	Corporate Assets	Allotment – Lack of Action	Unhappy with Level 1 Response	Not Upheld
	Corporate Assets	Allotments lack of action– Overgrown Trees	Unhappy with Level 1 Response	Upheld – Maintenance Work to be Done

	Corporate Assets	Condition of Cemetery	Unhappy with Level 1 Response	Upheld – Maintenance Work to be Done
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Corporate Assets Manager – Commentary

A very busy first half of the year. Seasonal challenges in a challenging growing season have meant vegetation growing throughout and not having a prolonged dry period to stop growth.

Complaints in some part were a perception of maintenance standards, rather than a lack of maintenance.

Complaints relating to the Allotments were based on neighbours wishes and historic maintenance rather than any planned maintenance. Whilst the complainant had been contacted and given a guide as to when work would be carried out, it was always weather and resource based. The difficulty in getting a subcontractor to commit was an initial problem. When work was completed as originally requested, the expectation extended to more work required to close out the complaint.

The cemetery grass cutting was always within maintenance levels however at times the grass grew faster than the maintenance could be carried out. This led to a perception of lack of maintenance.

The toilets/facilities were addressed as part of discussions and a plan in place in agreement with the complainant.

Car parking issues relate to the regular subjects.

Area: Selective Licensing / Private Sector Housing

Stage 1 Complaints				
Total Number	Number	Category	Overview	Upheld
1	1	State of private housing, lack of support.	Concerns regarding house state of repair and landlady issues.	1x Not Upheld

Stage 2 Complaints				
Total Number	Area	Category	Overview	Upheld
1	Selective Licensing / Private Sector Housing	State of private housing , lack of Support	Unhappy with Level 1 Response	Not Upheld

Regulatory Services Manager Commentary

Upon investigation it was that the team were supporting the private tenant well, The disrepair items reported have and continue to be tackled with the property owner. There were no record of telephone calls being ignored as alleged, in fact officers have been proactive in their approach.

Officers from the Council have provided support and advice to the occupier on the alleged harassment and no evidence has been forthcoming.

The discretionary housing payment application was not successful as the criteria were not met. An offer has been made to review this if she believes it is not correct. Officers have offered to continue to assist and support the resident.

Area: ASB

Stage 1 Complaints				
Total Number	Number	Category	Overview	Upheld
1	1	Handling ASB case issue	Unhappy with ASB investigation and outcome.	1x Not Upheld

Community Safety and Wellbeing Manager Commentary

The resident was complaining about issues regarding his neighbour that were either historic and with the length of time passed, it would not have been proportionate to take action, this was explained to the customer at the time, therefore the complaint was not upheld.

Built Environment

Area: Housing Options

Stage 1 Complaints				
Total Number	Number	Category	Overview	Upheld Y/N
1	1	Housing waiting list issue	Allegations of negligence in banding and allocation of properties.	1x Not Upheld

Area: Housing Repairs

Stage 1 Complaints				
Total Number	Number	Category	Overview	Upheld
5	1	Staff Attitude	Alleged Rudeness	1x Not Upheld
	3	Delays in getting works completed.	Failure of service by contractor	2x Not Upheld
		Missed appointment	Failure of service by contractor	1X Upheld
	1	Outstanding repairs issues, lack of action	Lack of communication	1x Upheld

Area: Tenancy

Stage 1 Complaints				
Total Number	Number	Category	Overview	Upheld Y/N
2	1	Property issues	Overgrown Grass / Vegetation around property	1x Upheld
	1	ASB issues in property	Wants to move, unaware of longstanding ASB issues in area.	1x Not Upheld

Stage 2 Complaints				
Total Number	Area	Category	Overview	Upheld
6	Housing Tenancy	ASB multiple issues	Unhappy with Level 1 Response	Not Upheld
	Housing Tenancy	Garden- request for turfing of garden	Unhappy with Level 1 Response	Not upheld
	Housing Tenancy	Lack of Support- Allegations of negligence in banding and allocation of properties.	Unhappy with Level 1 Response	Not Upheld
	Housing Tenancy	ASB- Issues with property	Unhappy with Level 1 Response	Partially Upheld

	Housing Options & Repairs	Lack of Support or Communication	Unhappy with Level 1 Response	Upheld – Compensation Offered
	Housing Repairs	Lack of Communication/ outstanding repairs issues	Unhappy with Level 1 Response	On-Going

Housing Manager - Commentary

There has been a significant reduction in the total number of complaints made against all sections of the Housing Department. The number of complaints for the same period last year has reduced from 25 in 2022 to 8 in 2023.

The number of stage one complaints that were upheld was three, two of which were complaints relating to the delivery of service from our contractors and one was a complaint in which the team did not keep the tenant fully informed on the status of a repair job.

The number of stage two complaints totalled six. Four of these were not upheld and an additional one partly upheld and the remaining one fully upheld. The reason for the partly and fully upheld complaints was that information not available during stage one was presented at stage two altering the original findings.

Area: Planning

Stage 1 Complaints				
Total Complaints	Number	Category	Overview	Upheld
6	3	Tree issues	Overgrown Tree , not our land	3x Not Upheld
	3	Planning Application- Differing officer opinions	Permission Refused	1x Not Upheld
		Planning applications	Delays in Decision	1x Not Upheld
			Objections to planning application.	1x Not Upheld

Stage 2 Complaints				
Total Number	Area	Category	Overview	Upheld
4	Planning	Enforcement / Untidy Site/ overgrown tree	Unhappy with Level 1 Response	Not Upheld
	Planning	Overgrown Trees- not our land	Unhappy with Level 1 Response	Not Upheld
	Planning	Permission Refused	Unhappy with Level 1 Response	Not Upheld
	Planning	Objections to planning application	Unhappy with Level 1 Response	Not Upheld

Planning Policy and Development Manager – Commentary

Given the nature of the Planning profession, complaints will be received when applicants are aggrieved with the outcomes and decisions that are being made by the Council. Two of the complaints received were relating to applicants being unhappy with the Council's refusal decision. When the Council receives proposals that are initially unsupportable, they will always work with the applicant in an attempt to amend the proposal to be supportable, and this takes time, however sometimes applicants do not want to change their proposals to the degree that the Council requires, hence why some proposals are ultimately refused.

A further complaint was received in relation to a planning proposal that the neighbour did not agree with. The suggestion was that the Council should not have allowed the proposal to be submitted due to legal covenants on the land. As with any proposal that is submitted, the Council will always assess it based on what has been submitted, and legal covenants on a piece of land are not necessarily material considerations when assessing proposals.

The three other complaints received were in relation to land ownership and trees / leaves causing a nuisance, a number of site visits were made to check the trees' structure and safety. In summary, the trees were not deemed an imminent safety hazard, and were not situated on Council land and therefore not the responsibility of the Council. Details were provided of the current landowners and passed onto the complainants.

Finance

Area: Revenues and Benefits

Stage 1 Complaints				
Total Number	Number	Category	Overview	Upheld
3	2	Recovery	Alleged Lack of Contact / Warning/summons	1x Not Upheld
		Bailiff issue	Incorrect Information Held	1x Upheld
	1	Revenues wrong information given	Staff Attitude / Lack of Support	1x Upheld

Stage 2 Complaints				
Total Number	Area	Category	Overview	Upheld
1	Recovery	Incorrect Information Held/ Bailiff issue	Unhappy with Level 1 Offer of Compensation	Upheld – Additional Offer made

Revenues and Benefits Manager - Commentary

The Revenues and Benefits Team deal with a large volume of customer contacts and enquiries. The Senior Officers try to resolve complaints as quickly as possible to ensure we are delivering the best service to our customers.

I have reviewed all the complaints received within the last 6 months and I am satisfied that we have resolved any concerns or training issues identified from the outcome of upheld complaints.

Waste

Area: Waste

Stage 1 Complaints				
Total Number	Number	Category	Overview	Upheld Y/N
3	2	Large bin assessment issues	Unhappy with process Alleged wrong information given about bin assessment	2x Not Upheld
	1	Collection Issues	Alleged staff Rudeness	1x Not Upheld

Stage 2 Complaints				
Total Number	Area	Category	Overview	Upheld
3	Waste	Staff Rudeness, alleged swearing	Unhappy with Stage 1 Response	Not Upheld
	Waste	Treatment by Operatives- alleged staff rudeness	Unhappy with Stage 1 Response	Not Upheld
	Waste	Larger Bin Assessment- unhappy with process.	Unhappy with Stage 1 Response	Not Upheld

Waste Manager – Commentary

We have number of requests for the large bin assessments each week. There is a process in place, where the crews assess the extra waste being presented for a period of 6 weeks to ensure that they are no recyclables in their domestic waste and the resident if recycling correctly. The assessment process only works if the resident complies. If households are not willing to present their waste for the 6-week assessment, we are unable to determine whether they are require for a large bin or not, in the complaints listed above, the process was explained to the customers but they were unwilling to present for the 6 week period, this lead to complaints being made about staff behaviour which after investigation, were found to be unjustified.

Complaints Review Meetings

The Customer Service Improvement team together with the Compliance and Policy Officer conduct a monthly review of complaints, aiming to identify recurring themes and emerging trends. This process is followed by monthly Complaints Review Meetings involving Service Area Managers who have recently handled complaints.

Every complaint is taken seriously, examining the reasons behind each one, extracting valuable lessons, and making sure we don't repeat the same mistakes. Response times are closely tracked as illustrated in the table below:

Month	Stage 1 Complaints (Target 10 days)	Stage 2 Complaints (Target 20 days)
April 23	11	18.5
May 23	5	11
June 23	11	17
July 23	5	20
Aug 23	7.5	10
Sept 23	6	18

Over this reporting period, there have been a few occasions where our response times did not meet our established targets. These delays are not attributable to a single cause; they may stem from varying workloads and the time-intensive nature of certain investigations.

To address these challenges, The Chief Executive attends the monthly complaints review meetings to improve participation and reduce response times in the future. As a result of this we have seen an increase in early resolutions, which is now a focal point for the Chief Executive. This is reflected in the significantly lower Stage 1 complaints figures compared to previous reporting periods.

Complaints Surveys

We continue to survey our customers that have submitted a complaint. This survey involves a comprehensive set of questions aimed at gauging customer satisfaction levels regarding the resolution of their complaint.

Between October March 2023 and September 2023, a total of twenty-two customers were surveyed, see the survey results below:

Treated Fairly

100% of customers surveyed said they were treated fairly during their complaint (22/22). This has remained consistent with the previous biannual report.



Handling of their complaint

95% of customers surveyed felt satisfied with the handling of their complaint (21/22). This has slightly dropped by 1% from previous biannual report.



Helpful and Polite

100% customers surveyed felt that staff were helpful and polite during their complaint (22/22). This has remained consistent from the previous biannual report.



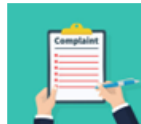
Complaint Outcome

86% customers surveyed were satisfied with the outcome to their complaint (19/22). This has improved from 80% on the previous biannual report.



Ease of complaint process

91% of customers surveyed were satisfied with how easy it was to make a complaint (20/22)



Positive Comments

Between April 2023 and September 2023 there were 409 positive feedback, compliments and comments received.

This is an increase from 346 in the previous reporting period.

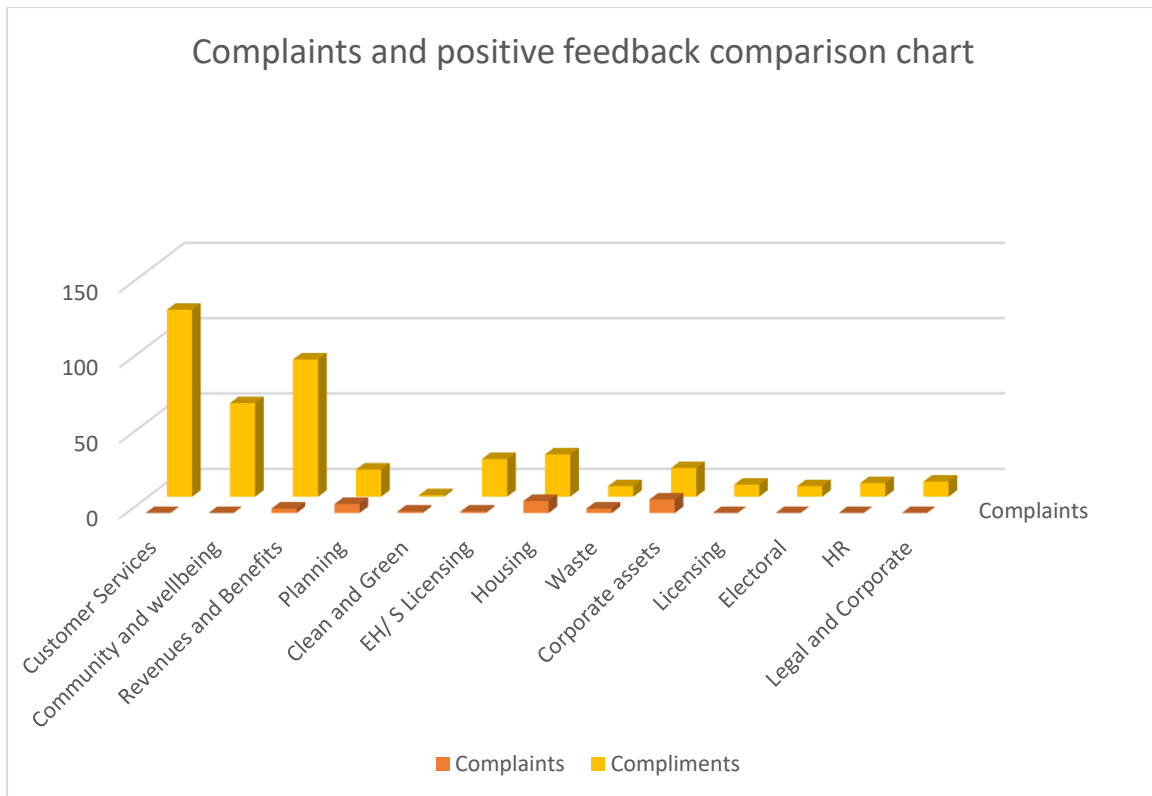
The Customer Services team (124) and the Revenues and Benefits team (91) received the highest amount of positive feedback due to the frontline nature of their services and their proactive participation in surveying customers.

Whenever we receive positive feedback, it is documented in a register.

These positive comments now for part of the complaints review meetings to provide balance.

The chart following shows the positive feedback received in comparison to the number of complaints for each department.

It illustrates that our service areas consistently receive a significantly higher amount of positive feedback than complaints.



The following departments received positive feedback and no complaints.

Customer services	124 Positive feedback comments
Community and Wellbeing	62 Positive feedback comments
Electoral Services	7 Positive feedback comments
Legal and corporate	10 Positive feedback comments
Licensing	8 Positive feedback comment

Examples of positive feedback received.

Environmental Health

The Officer was excellent & professional. He listened to me & took action and his communication was great.

Community & Wellbeing

Walking Hockey is a highlight of my week. I have loved the sessions

Corporate Assets

The Customer wanted to let the Cemetery Officers know what a fantastic job they did with the grave - she said it all looked lovely and so neat and she was so grateful to them for everything.

Compliance

Amazing service, really quick, clear and provided me with all I asked in a straightforward format. Thank you very much!

Housing Options

Thank you so much for all of your help and support throughout this process. I cannot put into words the immense relief at having this wonderful home and a secure tenancy. A big thank you once again to you and your colleagues.



Appendix 4

Service Delivery Committee - Working Groups Update

ENVIRONMENT WORKING GROUP – UPDATE ON THE OUTCOMES OF THE MEETING HELD ON 5TH OCTOBER 2023

There was one agenda item for this meeting.

The sole purpose of this meeting of the working group was to present the draft version of the Climate Change Strategy to Members for consideration and comment. This strategy will supersede the current Environment Strategy and Action Plan, to have more focus on climate change. It will provide the council with a longer term road map for tackling climate change both internally and in the wider borough. Linking to existing policy and plans it will set out the council's vision, achievable goals and key action areas, and given finite resources help prioritise climate action in future delivery plans. It will provide a framework to enable the council to lead by example through its own decarbonisation actions, influence local reductions in emissions and shape the wider climate agenda through its policy, engagement and partnership work.

The next steps in regard of this agenda will be:

- Following the Environment Working Group the draft strategy will be amended before going out to consultation – 6 weeks
- Revisions made to the strategy
- Service Committee sign off
- Plans drafted to deliver short-term actions from objectives in the strategy



OWBC Event Calendar (2023/24)

Events			
Date	Overview	Type	Details
Tuesday 7 November	Armed Forces Breakfast	Event	Being held at the Lawns Care Home in Oadby. Organised by the care home but supported by OWBC.
Saturday 11 November 2023	Remembrance Day	Service	Peace Memorial Park, Wigston. 11am
Sunday 12 November 2023	Remembrance Sunday	Parade and Service	Oadby – from 2pm
Sunday 12 November 2023	Remembrance Sunday	Parade and Service	Wigston – from 10.15am
Sunday 12 November 2023	Remembrance Sunday	Service	South Wigston – service at 11am
Saturday 18 November	Oadby Christmas Light Switch On event	Event	Oadby town centre
Saturday 25 November	Wigston Christmas Light Switch On event	Event	12pm to 5pm. Leicester Road and Bell Street
Saturday 2 December	South Wigston Christmas Capers	Event	South Wigston town centre
Wednesday 13 December	Mayor's carol service	Event	At Brocks Hill Country Park. Timings TBC
Saturday 27 January 2024 (TBC)	Holocaust Memorial Day	Observance & Event	Service in Peace Memorial Park

Observance *all will be acknowledged on the council's social media channels		
Date	Overview	Details
5 November 2023	Guy Fawkes Day	Safety messaging & national observance
12 November 2023	Diwali	Hindu observance
19 November 2023	Birthday of Guru Nanak	Sikh observance



Observance *all will acknowledged on the council's social media channels		
Date	Overview	Details
3 December 2023	International Day of Persons with Disabilities	National observance
7 - 15 December 2023	First day of Hanukkah	Jewish holiday
25 December 2023	Christmas Day	Christian holiday/national holiday
26 December 2023	Boxing Day	National holiday
31 December 2023	New Year's Eve	National observance
1 January 2024	New Year's Day	National holiday

(Presentation To Follow)



Oadby & Wigston Borough Council Communications Action Plan 2022-2025

Developed, March 2022
First Year Review - November 2023

Communications Strategy 2022-25 Action Plan

Below is a table of the planned tactics to achieve the objectives and overall aim, including targets, how it can be measured and its impact. It is not an exhaustive list as more campaigns will be identified as the three-year period advances.

1. Grow the Council’s own audiences on digital channels

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2023
1.1	Continue to grow social media audiences	Ongoing	Target to have 3,000 followers on Twitter and 4,000 followers on Facebook by 2025	Communications Manager	Direct communication with customers, peers, stakeholders which can pass on key information, messages, enhance reputation, build trust and engage in two-way conversations.	On target	Our Facebook page has already surpassed this target at 4,200. Twitter (or X as it is now known) is seeing slow growth and the company’s direction is unclear. New charges will impact our ability to grow the platform if they continue. We currently have 2,678 followers.
1.2	Develop more engaging social media content to explain Council priorities and vision, the role of the borough council (and the services it delivers) and get across key information to customers and stakeholders	Ongoing	Social media and digital analytics to gauge viewing figures as well as taking on board customer feedback	Communications Manager	Greater impact and engagement with customers regarding Council campaigns, information, key messages.	On target	Our new Corporate Plan is due to emerge in 2024, giving the opportunity to pursue this target fully. The council’s new Vision was agreed in 2023 and an engaging graphic created to ensure the Vision is accessible and understandable to the public. This has been shared on social channels but also sits on the website.

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2023
1.3	Rollout new Granicus Gov Delivery communication tool and demonstrate month on month growth in subscribers across all topics	2022-2025	Month on month growth in subscribers across all topics	Communications Manager	A new way of directly communicating with customers and stakeholders that only requires the user to have an email address. Communications is proactive – lands directly in inboxes and far more targeted, using data and preferences set by the user.	On target	This platform has steadily grown since its introduction in April 2022. More than 9,500 individual subscribers now receive regular updates from the council by email. The open rate on our emails exceeds 50% - a high rate when benchmarked against others.
1.4	Support the rollout and management of a business/investor website	Spring/summer 2022	Website going live is the initial milestone followed by evidence of an increase of page views month by month in the first year.	Communications Manager & Business regen manager	The microsite will create a clear one stop shop for all businesses and potential investors, tightening the connection between the council and these stakeholders.	Complete	The InvestOW business website launched in 2022 and now has a large amount of content for businesses and investors. We promote the website heavily, especially in business newsletters.
1.5	Establish a new digital communication channel for council tenants using Gov Delivery	Summer 2022	See month on month increase in number of subscribers Tenant feedback	Communications Manager Housing Manager	To establish a regular method of communication with tenants in addition to paper communications.	Complete	This topic was created and now has 733 subscribers. We have approx. 1,200 tenant households in the borough. Growth continues steadily and we have plans to continue promoting this tool to tenants

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2023
1.6	Support services in the development of their own topics as part of an expansion of our Gov Delivery use	Autumn 2022	Increase the number of council topics offered on Gov Delivery and see increases in those subscribing to them	Communications Manager	To explore and expand upon our communication of council topics that we perhaps don't communicate a lot about at the moment.	Complete	A number of new topics have emerged that support specific service areas in getting messages out to targeted audience. These include health & wellbeing, private sector housing, tenants and the community safety partnership.

2. Enhance the council’s reputation using the media and social media

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2023
2.1	Continue to provide a proactive approach to Council news and supply the local media with ready to use copy, pictures and video. More focussed selling-in of stories is to be encouraged and the development of relationships with key journalists (print, radio, TV)	Ongoing	Aim for at least 90% of news releases to be covered by at least one media outlet	Communications Manager	Key messages reaching a wide audience, reputation enhanced and protected.	On target	We have developed good relationships with the Leicester Mercury reporters and see a high level of coverage as a result. In the last six months we have seen a coverage in excess of 90% of the press release we have sent out
2.2	Continue to monitor the media for reputation issues and take action if necessary as well as scan the horizon for potential issues	Ongoing	Percentage of positive and negative coverage	Communications Manager	Reputation of Council protected Customers can trust what the council says	On target	In 2023 the council has been the subject of 73 pieces of media coverage. 69 were positive or neutral and just 4 were negative. All 4 of these were reader letters, which are published without opportunity for council comment.
2.3	Revamp and rebrand social media pages to become more community	Autumn 2022	Social media engagement and feedback	Communications Manager	Reach a wider audience, raise the borough’s profile, improve community spirit and enhance	On target	Mollie has done significant work to improve the tone and style of our social media channels. We

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2023
	orientated				reputation.		still receive negative comments from time to time but there has been a vast improvement when compared to 2021/22 and the toxicity of our platforms – especially around car parking charges.

3. Improve our communication reach and effectiveness for hard-to-reach groups and individuals within the borough

	Activity	Date	Measurement	Responsible	Impact	Progress	Update comments November 2023
3.1	Have a minimum of two paper communications delivered to all households in the borough per year	Ongoing	Delivery of two paper communications	Communications Manager	Guarantees all households have the opportunity to read council news and information.	Complete	The Our Borough magazine is now delivered to residents twice a year, with the most recent being in early October 2023.
3.2	Support the re-establishment of face to face (supported with a hybrid digital offer where possible) community forums and increase engagement	Ongoing	Number of attendees Feedback	Community & Wellbeing Team Communications Manager	Reaches wide audience and offers good option to reach people without internet access.	Complete	Resident Forums had paused during Covid-19 but are now up and running again. The comms team supports by creating posters for the events and promoting them on all channels, including targeting specific areas through Gov Delivery.
3.3	Extensive Gov Delivery comms plan	Ongoing	Number of subscribers Subscription insight data	Communications Manager	Maximising the reach of Gov Delivery to potential users with an email address across the borough	Ongoing	A comms plan supported the roll out and this is responsible for the 9,500 subscribers we have so far. Various tactics have been used including the website plug in, inclusions in Our Borough, social media and including leaflets in council correspondence.

	Activity	Date	Measurement	Responsible	Impact	Progress	Update comments November 2023
3.4	Conduct a review of tenant communication, including face to face, paper and using Gov Delivery	Summer 2022	Discussions arranged with relevant parties. Tenant newsletter planned and can be measured Tenant feedback	Communications Manager Housing Manager	Reach more tenants, more often, more effectively	Ongoing	Our tenant topic on Gov Delivery now has over 700 subscribers. The comms and housing team relationship has strengthened as demonstrated by the success of communication around Chartwell House boiler issue in Oct 2023. More work to be done to strengthen these ties and ensure tenants are receiving the communication they need
3.5	Hard to reach stakeholders to form a clear part of all relevant communication plans	Ongoing	Physical changes to comms planning documents	Communications Manager	Communication plans as standard acknowledge the need to identify stakeholders not on digital channels and consider these needs.	Complete	Our communication plans now contain a section regarding different audiences and those that might be hard to reach. We look to maximise opportunities to reach these individuals wherever possible.
3.6	Review and improve process of using town centre screens, ensuring all are fully	Spring 2022	Having a minimum of 12 different sets of graphics shared through the year	Communications Manager Town Centre Manager	Key messages reach those that spend time in our town centres but perhaps don't engage with digital channels	Complete	New town centre screens were installed in summer 2023 and are a great way to reach local people,

OWBC Communications Action Plan 2022-2025

	Activity	Date	Measurement	Responsible	Impact	Progress	Update comments November 2023
	functional		– i.e. refreshed at least once a month.				including those that can be hard to reach. Graphics are refreshed regularly and kept current.

4. Execute three key campaigns each year which support the Corporate Plan and are properly evaluated to measure Success

	Activity	Date	Measurement	Responsible	Impact	Progress	Update comments November 2023
4.1	Recycling Campaign to support waste/recycling strategy	Autumn 2022	Contaminated waste Volume of recycling Volumes in low recycling areas	Communications Manager Waste services	Increase recycling rates Reduce contaminated waste Better education among residents.	Ongoing	A number of pieces work are undertaken to promote this. The panels on the sides of our lorries are currently being refreshed and we have been a key part of a joint waste campaign with the seven other borough councils. More work still to be planned with the waste team.
4.2	Brocks Hill Office Move and Agile working (subject to planning permission approval)	Throughout 2022	Staff engagement Member engagement Positive media encourage Staff feedback	Communications Manager	Motivated, positive and engaged staff and members that feel enabled by agile working and the opportunities it brings, in addition to being comfortable with the very different working environment of Brocks Hill.	Complete	The Brocks Hill move completed in summer 2023 and staff surveys completed after the move show excellent communication feedback. Press coverage has focused on the positives, especially the fact that Jenno's were secured to run the adjacent café
4.3	Campaign to support the launch of Gov Delivery and to secure significant	Throughout 2022	Number of customers that subscribe	Communications Manager	Better service to customers, increased use of online services, reduced number of phone calls	Ongoing	A comms plan supported the roll out and this is responsible for the 9,500 subscribers we have so far. Various tactics

	numbers of subscribers across all topics, including those from hard-to-reach groups						have been used including the website plug in, inclusions in Our Borough, social media and including leaflets in council correspondence.
4.4	Campaign to showcase the services the council delivers, demonstrate how taxpayer money is spent, and how we offer value for money	End of 2022	Customer feedback Customer satisfaction	Communications Manager	Customers have a better understanding of the role of the borough council in our communities and how we spend our funding and council tax	Ongoing	Both Gov Delivery and Our Borough have offered opportunities to be clearer on this with residents. The March 2023 Our Borough edition contained clear information on the services we deliver and what we are achieving. We look for regular opportunities through the press and media to showcase the delivery of key projects.

5. Ensure the web content is well-managed, easy-to-read and highly-rated by any independent assessment

	Activity	Date	Measurement	Responsible	Impact	Progress	Update comments November 2023
5.1	Developing the Council's website content in order to meet WCAG Accessibility guidelines	Through out 2022	Maintain Council's 98% A and AA WCAG ratings and increase our AAA rating from 82% to 90% by end of 2022	Communications Manager	Improved online experience for customers and to meet Government requirements.	Ongoing	We are on target to maintain these ratings and currently sit about 30 th in the list of all borough councils in the country in terms of the quality of our website accessibility. For a small council, this is an excellent place to be
5.2	Produce accessibility guides that can be used across the organisation	By autumn	Our WCAG triple AAA rating	Communications Manager	Staff across the organisation understanding accessibility requirements will create a better user experience for customers	Target date amended	This work is planned to be delivered in Quarter 4 of 2023/24 and then into the following financial year.
5.3	Conduct staff training to ensure website content is up to date and accessible	By summer 2022	Our WCAG triple AAA rating Customer feedback	Communications Manager Managers across the council	Staff and teams understand the need to keep information up to date at all times, giving website users a more positive experience.	Target date amended	This work is planned to be delivered in Quarter 4 of 2023/24 and then into the following financial year.

5.4	Set up a website content review plan that ensures staff are engaged in regularly checking the accuracy and quality of our content	Through 2022	Customer feedback	Communications Manager	Content on the website is kept up to date and is customer orientated.	Target date amended	This work is planned to be delivered in Quarter 4 of 2023/24 and then into the following financial year.
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6. Improve and develop internal communications channels to meet the needs of the organisation and support member and staff engagement

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2023
6.1	Quarterly briefings for staff, led by SLT and supported by comms, to update them on performance and issues affecting the whole organisation	Ongoing	Attendance and feedback	Communication sManager SLT	A more engaged workforce	Complete	The quarterly staff briefings are now a fixture of the calendar. Briefings are delivered in a hybrid way and the most recent in October 2023 was the most highly attended ever – with approx. 100 staff either tuned in online or in attendance face to face. Depot staff also receive a separate briefing
6.2	Review our staff intranet and develop improvement plan so that staff can access information and news, share content, access documents more efficiently	End of 2022/ early 2023	Usage and feedback	Communication sManager	Easier to share information, news and documents with our staff population	Complete	This work was completed in autumn 2023 with the entire intranet revamped to make it more accessible and useful to staff. This dovetailed with work done by HR to improve the content on their pages.
6.4	Research and develop a member hub	Summer 2022	Usage and feedback	Communication sManager	Improve Member engagement and make accessing council news, information and documents simpler and more intuitive.	Complete	The member hub was launched in late 2022 and is updated regularly by comms and other service areas.

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2023
6.5	Communications workshop with managers	Spring 2022	Manager feedback Number of attendees Successful actions	Communication sManager	To embed a stronger communication culture in the organisation and bring managers on board with the themes of the comms & marketing strategy and this action plan.	Complete	Workshops were held in early 2023 and have helped establish stronger links between comms and service areas.
6.6	Annual review of Communication Strategy with members	Next review early 2023	Engagement with members	Communication sManager	To ensure members can share their views and give direction on our communication strategy on an annual basis	Complete	Progress update being taking to committee in November 2023. Comms Manager also meets with council leader monthly and engages regularly with other members, including around the production of Our Borough
6.7	Support the rollout of internal health and wellbeing hub for staff	Spring/summer 2022	Engagement of staff Results of next health and wellbeing survey	Health & Wellbeing Team Communication s Manager	Help motivate and increase the health and wellbeing staff Positive impact on sickness levels due to a healthy workforce	Complete	Staff now access to a wellbeing hub that contains a wealth of useful information and signposting

7. Lead on the delivery of the council’s events programme

	Activity	Date	Measurement	Responsible	Impact	Progress	Update comments November 2023
7.1	Develop a calendar of Equality, Diversity, Inclusion Events & Festival Days 2022-23, that sets out which the council will support and how	By May 2022	Website, social media, newsletter engagement	Communication sManager	Reaches wide audience and offers best option to reach people without internet access. Sets out which the council can support with the resource available to it.	Complete	This calendar is now produced annually
7.2	Remembrance parades	November each year	Resident feedback Numbers in attendance	Communication sManager	Ensure a fitting tribute to the fallen and our Armed Forces while enhancing council reputation	Ongoing	Remembrance parades successfully returned to the borough in November 2022 and at the time of writing are due to take place again in 2023.
7.3	Queen’s Jubilee	June 2022	Target of one major event each day 2-5 June Feedback	Communication sManager	Community cohesion Council reputation	Complete	Queen’s Jubilee events were delivered in 2022
7.4	ARTIC awards – internal	December each year	Number of staff in attendance Feedback	Communication sManager	Boosts staff morale and celebrates our achievements.	Ongoing	Annual staff awards are delivered each Dec and are due again this year. 2022 saw a record number of staff nominations and a hugely successful face to face event.

8. Drive an effective and beneficial consultation strategy that ensures we receive useful feedback and insights from stakeholders throughout our communities

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2022
8.1	Develop a specific consultation strategy document to guide our approach	By May 2022	Completion of guide	Communication sManager	Ensures a streamlined approach to consultation across the council. Encourages consultation to be well planned, thought out and easy to be evaluated.	Target date amended	Work due to take place in early 2024
8.2	Effectively use the Citizens Panel and encourage its growth so that it provides an excellent cross-section of our community which can feedback to us	Ongoing	Numbers involved Resident feedback	Communication sManager	Allows us to gather views and opinions from local people on a variety of topics.	Complete	We instead use the reformed Residents forums. We also have a consultations and surveys topic on Gov Delivery with 2,480 subscribers. These channels, among other yielded an excellent response to the Customer Experience consultation in early 2023, for example.
8.3	Conduct a resident communication survey	Summer 2022	Number of responses Customer feedback	Communication sManager	To gain feedback on the council's communication activity and the channels we use, identifying gaps and understanding the preferences and needs of people in the borough	Ongoing	The major Customer Experience consultation in 2023 contained many communications related questions of which the responses have been acted upon. Running a specific communication

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update comments November 2022
							survey in 2024/25 in under consideration
8.4	Conduct communication surveys with staff and members	Summer 2022	Number of responses Feedback	Communication sManager Customer Experience Manager	To assess and gain feedback on view of the council's internal and member communication	Ongoing	Regular staff surveys have been conducted in past year, largely to capture key feedback and feeling through the Brocks Hill move but also about our wider communication practices. The Comms Manager has also had a face to face session with members since the election to discuss comms and gather feedback.
8.5	Support the re-establishment of community forums and increase engagement (see 3.2)	(see 3.1)	(see 3.1)	(see 3.1)	(see 3.1)	(see 3.1)	(see 3.1)

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Next review Date:
November 2024 by Communications Manager

Agenda Item 9



Service Delivery Committee	Tuesday, 28 November 2023	Matter for Information
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Report Title: **Provision of Temporary Accommodation To Meet The Needs of Homeless Households**

Report Author(s): **Christopher Eyre (Housing Manager)**

Purpose of Report:	The purpose of this report is to update the Committee on the issues that drive the provision and management of Temporary Accommodation.
Report Summary:	The demand for Temporary Accommodation (TA) is driven by the number of households in housing need approaching the Council's Housing Options Service for assistance and requiring housing. This report sets out the changing demands, the main causes of homelessness and projections for the future. Also illustrated are the levels of homeless people rehoused into social housing and a brief summary of homeless prevention initiatives that the Council is undertaking.
Recommendation(s):	The work of the Housing Options service be noted.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Sal Khan (Strategic Director) (0116) 257 2635 Sal.Khan@oadby-wigston.gov.uk</p> <p>Adrian Thorpe (Head of the Built Environment) (0116) 257 2645 Adrian.Thorpe@oadby-wigston.gov.uk</p> <p>Christopher Eyre (Housing Manager) (0116) 257 2726 Chris.Eyre@oadby-wigston.gov.uk</p> <p>Louise Taylor (Housing Options and Lettings Manager) (0116) 257 2735 Louise.Taylor@oadby-wigston.gov.uk</p>
Strategic Objectives:	Our Communities (SO2)
Vision and Values:	Customer & Community Focused (V1)
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	The implications are as set out in the report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Political Dynamics (CR3) Reputation Damage (CR4) Effective Utilisation of Assets / Buildings (CR5)

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

1. Introduction

- 1.1 The purpose of this report is to provide an overview of the supply and demand for temporary accommodation, the challenges in meeting the need and the options for changing the mix and location of temporary accommodation. The Council has a statutory duty to provide suitable accommodation to meet demand and so must be able to maintain sufficient emergency and long-term temporary accommodation to meet demand. The function for determining homelessness duties and the provision of temporary accommodation is carried out by the Housing Options Team, a part of the Housing Service at Oadby and Wigston Borough Council.
- 1.2 The Council must secure interim accommodation for applicants and their household if it has reason to believe they may be homeless, eligible for assistance and have a priority need. (Housing Act 1996, section 188).
- 1.3 Provision of temporary accommodation poses significant challenges for all councils in terms of:
- securing sufficient accommodation to meet demand;
 - providing affordable accommodation;
 - ensuring good standard of accommodation; and
 - managing the overall cost to budgets
- 1.4 All homelessness costs including the costs associated with temporary accommodation must be paid for through the Council's general fund.
- 1.5 The Council receives a Homelessness Prevention Grant from the Government. This grant is to give the authority control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness.
- 1.6 Other budgets within the Housing Service include the Housing Revenue Account. This account is strictly intended to record expenditure and income on running a council's own housing stock and closely related services or facilities, which are provided primarily for the benefit of the council's own tenants. This cannot include the Council's duty to homelessness and homelessness prevention duties.

1.7 When a household is placed into temporary accommodation following a homeless application there are two stages to the provision of the accommodation:

- Stage 1: accommodation used for households who require somewhere else to live whilst the Housing Options Team try to relieve their homelessness and pending an assessment of a homeless application. It is short-term emergency accommodation which allows for a comprehensive assessment of the household circumstances so that the Council can prevent homelessness wherever possible and consider whether it has a full statutory housing duty under the housing legislation; and
- Stage 2: longer term, more settled temporary accommodation when the Housing Options Team are unable to relieve homelessness and therefore the Council has a main homelessness duty.

1.8 It is a statutory requirement that the Council provides temporary accommodation that is suitable for homeless households in terms of size, cost, and location. Every unit must comply with the Council's property letting standard and should be free of hazards as prescribed in the Housing Health and Safety Rating Standard (HHSRS). The HHSRS is a risk-based evaluation tool to help local authorities identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings. It was introduced under the Housing Act 2004. Hazards could include but are not limited to;

- Hygiene
- Safety
- Heating, lighting and noise

2. Provision of Temporary Accommodation

2.1 Currently there are 11 Council owned properties used as temporary accommodation and managed by the Housing Options Team.

2.2 In addition to this the Council has leases on five properties, four of this number are leased from Private Sector Landlords and one from a Housing Association.

2.3 Table one provides a summary of the property types and tenure and the annual cost of these properties.

Stock	Annual Cost	Tenure
1 bed flat	£4,294.68	Council Owned
3 Bed Maisonette	£5,520.84	Council Owned
3 Bed Maisonette	£5,461.04	Council Owned
1 Bed Flat	£4,316.00	Council Owned
3 Bed Flat	£5,321.16	Council Owned
1 bed flat	£4,835.48	Council Owned
2 Bed Flat	£4,985.76	Council Owned
3 Bed Maisonette	£5,302.96	Council Owned
2 Bed Flat	£4,985.76	Council Owned
1 Bed Flat	£4,751.24	Council Owned
Bedsit	£3,981.12	Council Owned
Bedsit	£5,720	Housing Association Lease
2 Bed House	£8,088.00	Private Sector Lease
2 Bed House	£8,400	Private Sector Lease
2 bed house	£8,700	Private Sector Lease
2 bed bungalow	£8,040.00	Private Sector Lease

Table 1

- 2.4 The Council own a property that has been converted into a temporary accommodation hostel for families. The property known as Belmont House has four self contained rooms with shared kitchen and bathroom facilities.
- 2.5 Belmont House is suitably designed to allow the Council to provide a high standard of temporary accommodation.
- 2.6 The estimated annual running costs (not including the day-to-day management of the site or costs associated with the management of the residents) is £17,000pa.
- 2.7 In addition to these units of accommodation the Housing Options Team use bed and breakfast (B&B) accommodation provided through the Hospitality Sector. Table 2 provides an illustration of the top five providers used by the Team and the costs associated with each provider.

Provider (Abbreviated code)	Per Night	Per Week	Per Month
APH	40.00	280.00	1,240.00
REH	53.56	374.92	1,660.36
CH	55.00	385.00	1,705.00
WH	65.00	455.00	2,015.00
RAH	84.00	588.00	2,604.00

Table 2

- 2.8 Priority for temporary accommodation owned and managed by the Council is given to families with children. B&B accommodation will be used to accommodate single people and couples. In exceptional circumstances it may need to be used for families.
- 2.9 The properties leased from the private sector are for periods of 3-5 years and then renewed. However, the market has made it increasingly challenging for the Council to renew leases on existing properties and to attract new leases. Average rents per calendar month in the private rented sector are significantly higher than the Local Housing Allowance (LHA) rate for Leicestershire allows for.

	LHA(pcm)	Wigston PRS (pcm)	Oadby PRS (pcm)
Shared Accommodation	£321	N/A	N/A
One Bedroom	£414	£650	£688
Two Bedroom	£520	£795	£900
Three Bedroom	£621	£1,100	£1,198
Four Bedroom	£824	£1,500	£1,400

Table 2 Source www.Home.co.uk

- 2.10 The Local Housing Allowance is used to work out claims for Housing Benefit for tenants renting accommodation from a private landlord. In other words, it is the amount of housing benefit that the tenant receives and because it is not sufficient to cover the rent, the remainder must be paid by the Council, funded from the general fund.
- 2.11 When negotiating cost levels with private sector landlords, the core market advantage that councils tend to have is a guaranteed income from a public body. However, the increasing strength of the private rented sector market has eroded this advantage over time with property owners having a wider choice of tenants.

3. Temporary Accommodation Demand

- 3.1 The number of households presenting as homeless to the majority of councils in England

has increased significantly in the recent years. The worst hit councils are spending millions of pounds in order to manage and accommodate the rise in homelessness.

- 3.2 In an emergency homelessness summit organised by the District Councils Network (DCN) and Eastbourne Borough Council many councils reported a significant increase in the demand for temporary accommodation, rising costs associated with temporary accommodation and limited options for moving households into.
- 3.3 OWBC is also experiencing a significant increase in the demand for temporary accommodation which in turn is increasing the associated costs to the general fund.
- 3.4 The demand for temporary accommodation is complex. Most, but not all, households that approach the Council as homeless are placed into temporary accommodation. This is because there are some cases where we can negotiate additional time to stay or prevent homelessness where someone is staying with friends or family or privately renting. In addition to this a very small number will not be provided temporary accommodation pending a full decision, but this is exceptional. Table 3 sets out the change in the number of households being placed into temporary accommodation by the Council since September 2021.

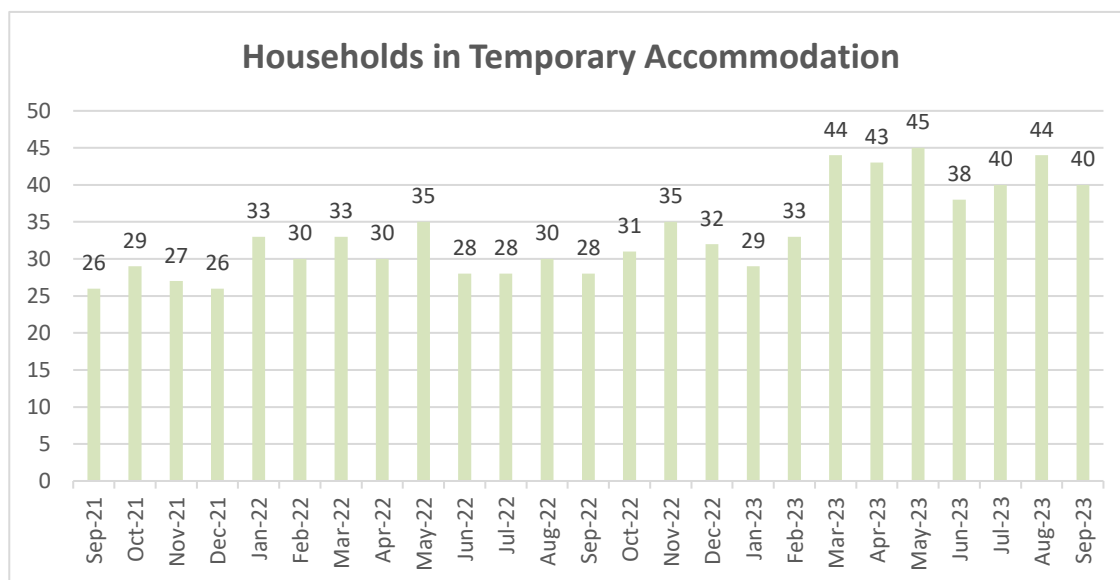


Table 3

- 3.5 The number of households being placed into temporary accommodation has increased by 54% since 2021. This is slightly below the County wide increase of 60% for the same period.
- 3.6 Currently the Housing Options Team are placing five households per month into temporary accommodation.
- 3.7 The reasons for households approaching the Council as homeless in the last 12 months can be seen in table 4:

Reason for Presenting as Homeless	%
Other (Care Leaver, Prison Leaver, Relationship breakdown)	33
Friends or relatives ask to leave	26
End of private rent	23
Domestic Abuse	9
Family breakdown	5
End of Social Rent	4

Table 4

- 3.8 There have been rising evictions from private rented housing over the past two years, coupled with the scarcity of suitable homes as a result of economic factors such as rising interest rates, high inflation and some landlords switching to short-term lets, such as Airbnb.
- 3.9 There are further considerations in respect to households who may be affected by more than one reason in becoming homeless, these can be captured under the following points;
- Domestic Abuse Act 2021
 - Care Leavers Protocol
 - Prison Leavers Protocol
 - Asylum Seeker Dispersal Scheme
 - Afghan Resettlement Scheme
 - Homes for Ukraine
 - Emergency legislation for UK nationals and eligible groups fleeing conflict zones

4. Cost and Funding Temporary Accommodation

- 4.1 The cost of bed and breakfast accommodation has fluctuated over the last four years, as illustrated in table 5, but is generally on the rise. This is due to the increase in number of people approaching the Council as Homeless and who are accommodated whilst their homelessness is investigated.
- 4.2 It is expected that the expenditure will reach £594K by the end of 2023-24. This represents an 84% increase on last years' expenditure and a 123% increase on 2021-22 spend. The estimated amount for 2023-24 is aligned to the mid-year Housing Benefit Subsidy Claim 2023/24.

Cost of Emergency Accommodation	£	
2020-21	295,809	
2021-22	266,188	
2022-23	322,104	
2023-24	594,000	Estimated

Table 5 Emergency Accommodation Costs (B&B/Hotel)

- 4.3 In addition to these costs the Council is committed to paying approximately £93k in rent for the Council owned and Private Sector properties it uses as temporary accommodation families as outlined in table one
- 4.4 Temporary accommodation is managed as a trading account reflecting the Government set model for its provision with the Council paying money to suppliers for accommodation and charging the homeless households rent for the property, which can be claimed, if eligible, from housing benefits. Within the trading account, the full amount of the accommodation costs is recovered through Housing Benefit if eligible.
- 4.5 The Housing Team are proactive in supporting homelessness tenants in making prompt claims for Housing Benefits. This limits the exposure the service has to accommodation costs not being recovered by Housing Benefit in the trading account. There is only a small deficit on the trading account due to some costs being incurred that are on cases that are found not to be eligible for housing benefit and cost recovery is sought from individuals directly.
- 4.6 However, the cost of the housing benefit paid to the trading account impacts on the Council's net cost of benefit budget that is held within the Revenues and Benefits service area. In principle housing benefit payments are recovered by receiving housing benefit subsidy(grant) from Central Government, however there are limits on the level of subsidy

that can be claimed and therefore costs above these levels are not eligible for the subsidy and the Council has to fund these costs.

- 4.7 The level of subsidy for households is through a Government set formula of 90% of the 2011 Local Housing Allowance subject to a cap of £500 per week.
- 4.8 This formula has remained unchanged since 2011 notwithstanding the increase in private sector market and management costs. As a result, given the statutory duty to provide suitable accommodation and the challenges of sourcing this within the current market, there is a deficit on the net cost of benefit budget due to temporary accommodation, which is a direct cost to the general fund.
- 4.9 It is estimated that the gross cost to the Council associated with temporary accommodation by the end of 2023-24 will be £625K.
- 4.10 It is likely that the Council will receive partial subsidy of £163K. This will result in the Council having to fund the remaining £462K.

5. Temporary Accommodation Future Provision

- 5.1 As part of the strategy to manage the need for temporary accommodation the Housing Options Team have set out a realistic and sustainable approach managing temporary accommodation. This is achieved in several ways:
- robust operational homeless prevention strategies
 - review the procurement of temporary accommodation
 - increase management of all units of temporary accommodation
 - develop a policy on the use of Council housing as temporary accommodation
- 5.2 The team will strengthen their partnerships with supported housing providers to reduce the need of temporary accommodating homeless people who have identified support needs. In addition, the team will formalise nomination agreements with social housing providers who have housing stock in the borough.
- 5.3 Consideration should be given to widening the Council's hostel portfolio. This can be achieved in several ways, including, agreeing a lease with a landlord who has houses of multiple occupation. Options will be appropriately costed and assessed for suitability and financial sustainability.
- 5.4 The Housing Options Team will also develop a rent guarantee scheme, with the primary purpose of encouraging private sector landlords with houses in multiple occupation, to accept single people who have been made homeless as tenants.
- 5.5 With the implementation of these strategies, processes and procedures this should enable the Council to make best use of the resources available and to be as effective and efficient in the management of its homelessness duties.