



**TO COUNCILLOR:**

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

F S Broadley (Vice-Chair)  
H E Darling  
F S Ghattoraya  
C S Gore  
S Z Haq

G G Hunt  
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, 11 June 2024, 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  
**03 June 2024**

**Anne E Court**  
Chief Executive



**Meeting ID:** 2693

**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/18962-Service-Delivery-Committee>

**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**

**4 - 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**

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 (Q4 2023/24)**

**6 - 78**

Report of the Head of Customer Service & Transformation

## 8. **Customer Experience Strategy - Year 1 Review**

Presentation of the Head of Customer Service & Transformation

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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, 12 MARCH 2024 COMMENCING AT 7.00 PM**

## **PRESENT**

G A Boulter                      Chair  
F S Broadley                      Vice-Chair



**Meeting ID: 2603**

## **COUNCILLORS**

N Alam  
J K Chohan  
H E Darling  
F S Ghattoraya  
C S Gore  
S Z Haq  
J Kaufman  
K J Loydall  
C J R Martin

## **OFFICERS IN ATTENDANCE**

S J Ball                      Legal & Democratic Services Manager / Deputy Monitoring Officer  
C Eyre                      Housing Manager  
D M Gill                      Head of Law & Democracy / Monitoring Officer  
T Hatton                      Head of Customer Service & Transformation  
T Neal                      Strategic Director  
C Werra                      Revenue and Benefits Manager

## **25. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillors R H Adams, S S Athwal and L A Bentley.

## **26. APPOINTMENT OF SUBSTITUTES**

None.

## **27. DECLARATIONS OF INTEREST**

None.

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

By affirmation of the meeting, it was

### **UNANIMOUSLY RESOLVED THAT:**

**The minutes of the previous meeting held on Tuesday, 28 November 2023 be taken as read, confirmed and approved.**

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

There was no action list arising from the previous meeting.

**30. PETITIONS AND DEPUTATIONS**

None.

**31. CORPORATE PERFORMANCE UPDATE (Q3 2023/24)**

The Committee gave consideration to the agenda and appendices (as set out at pages 7 – 80 of the agenda reports pack), which provided an update on the progress made during Q3 of the 2023/24 financial year towards achieving the priorities of the Council's Strategic Objectives.

By affirmation of the meeting, it was:

**UNANIMOUSLY RESOLVED THAT:**

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

**32. COLLECTION RATE IMPROVEMENT PLAN**

The Committee gave consideration to the presentation (as attached in the minutes pack) which gave an update on the Council's Collection Rate Improvement Plan.

By general affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The content of the presentation be noted.**

**33. EXTENSION OF THE DELEGATION AND COLLABORATION AGREEMENT IN RELATION TO THE LIGHTBULB SERVICE**

The Committee gave consideration to the report (as set out at pages 80 – 83 of the agenda reports pack), which gave an update on the Lightbulb service and asked for the existing Delegation and Collaboration agreement to be extended.

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

**UNANIMOUSLY RESOLVED THAT:**

- A. That the existing Delegation and Collaboration agreement in relation to the Lightbulb Service be extended by 1 year to the 31 March 2025;**
- B. The funding for the Lightbulb Service be noted; and**
- C. The performance up to quarter three be noted.**

**THE MEETING CLOSED AT 9.05 pm**

# Agenda Item 7



<b>Service Delivery Committee</b>	<b>Tuesday, 11 June 2024</b>	<b>Matter for Information</b>
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**Report Title:** **Corporate Performance Update (Q4 2023/24)**

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

<b>Purpose of Report:</b>	To provide an update on progress during Quarter 4 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.
<b>Report Summary:</b>	<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. 29 are to be reported on in this Quarter 4 2023-2024.</p> <p>There are 36 statutory Key Performance Indicators. 35 are to be reported for Quarter 4 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>
<b>Recommendation(s):</b>	<b>That the performance of the Council against its Corporate Objectives in delivering services be noted.</b>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	<p>Teresa Neal (Strategic Director) (0116) 257 2642 <a href="mailto:teresa.neal@oadby-wigston.gov.uk">teresa.neal@oadby-wigston.gov.uk</a></p> <p>Trish Hatton (Head of Customer Service &amp; Transformation) (0116) 257 2700 <a href="mailto:trish.hatton@oadby-wigston.gov.uk">trish.hatton@oadby-wigston.gov.uk</a></p>
<b>Strategic Objectives:</b>	Our Council (SO1)
<b>Vision and Values:</b>	"Our Borough - The Place To Be" (Vision) Customer & Community Focused (V1) Proud of Everything We Do (V2)

	Collaborative & Creative (V3) Resourceful & Resilient (V4)
<b>Report Implications:-</b>	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Reputation Damage (CR4) Organisational / Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	None.
<b>Background Papers:</b>	Corporate Plan (2019-2024)
<b>Appendices:</b>	<ol style="list-style-type: none"> <li>1. Operational Update</li> <li>2. Customer Service Statistical Analysis</li> <li>3. Bi-Annual Complaints Report</li> <li>4. Forward Planning Events Calendar</li> <li>5. Customer Experience Strategy Action Plan Update</li> </ol>

## 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, 29 were due for reporting as at the end of Quarter 4 (2023-2024).

Of the **29**:

**27** were Green status

**0** were Amber status

**2** was Red status

This equates to 93% Green, 0% Amber and 7% Red status.

In comparison the third quarter of 2023-2024 (October, November, December) percentages were as follows: 96% Green, 4% Amber and 0% 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 Four 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	27	93%	0	0%	2	7%
<b>Corporate Priority</b>						
Building, Protecting and Empowering Communities	4	100%	0	0%	0	0%
Growing the Borough Economically	3	100%	0	0%	0	0%
Providing Excellent Services	20	91%	0	0%	2	9%

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

Quarter Four 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	27	93%	0	0%	2	7%
<b>Department</b>						
Built Environment	5	100%	0	0%	0	0%
Customer Service & Transformation	8	100%	0	0%	0	0%
Finance & Resources	7	100%	0	0%	0	0%
Law & Democracy	7	78%	0	0%	2	22%

**2.5 Statutory Key Performance Indicators**

Out of the 36 indicators, 35 were due for reporting as at the end of Quarter 4 2023-2024. Of the 35:

- 27** were Green status
- 0** were Amber status
- 8** were Red status

This equates to 77% Green, 0% Amber and 23% Red status.

In comparison the third quarter of 2023-2024 (October, November, December) percentages were as follows: 87% Green, 13% Amber and 0% Red status.

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

(Continues overleaf)



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

Quarter Four 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	27	77%	0	0%	8	23%
<b>Corporate Priority</b>						
Building, Protecting and Empowering Communities	16	76%	0	0%	5	24%
Growing the Borough Economically	0	0%	0	0%	0	0%
Providing Excellent Services	11	79%	0	0%	3	21%

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

Quarter Four 2023/24	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All Targets Due	27	77%	0	0%	8	23%
<b>Department</b>						
Built Environment	14	74%	0	0%	5	26%
Customer Service & Transformation	4	100%	0	0%	0	0%
Finance & Resources	6	75%	0	0%	2	25%
Law & Democracy	3	75%	0	0%	1	25%

### 3.0 Built Environment Update

#### 3.1 Exception Reporting – Built Environment

##### Continuous Improvement Key Performance Indicators

There is no exception reporting for Quarter 4 2023 – 2024.

##### Statutory Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 4 Commentary	Forecast
BPE 14 (s)	Ensure all Council properties with a Gas supply compliant in terms of annual gas safety check	100%	99.91% 1 property fell out of compliance in March due to not being able to gain access however access has now been gained and the safety check completed.	Red
BPE 19 (s)	Ensure all Council properties are compliant	100%	Previously it was reported that the Housing Department is carrying out a major piece of work to bring all of our properties	Red

	with electrical safety in terms of a valid electrical certificate		up to standard. The Contractor is moving towards the completion of inspections of those properties where tenants have cooperated and allowed first time access. Attempts by the contractor and housing officers to engage with tenants who are preventing access are ongoing. It was reported earlier this year that it was likely that the target will not be achieved by year end. The Year end outturn is 89.38% with 1060 properties having a valid electrical certificate. The remaining properties will be completed in 24/25.	
BPE 20 (s)	Ensure all HRA Council buildings are compliant with electrical safety in terms of a valid electrical certificate	100%	93.26% (83 blocks have a valid electrical certificate). As reported earlier this year this work needed to be suspended during the winter months as it required electricity to be turned off. The work has now resumed and will be completed during 24/25.	Red
BPE 21 (s)	Ensure all Council properties have smoke detection installed	100%	93.17% (1182 out of 1186 properties) The four outstanding relate to properties where the Council has not been able to gain access and procedures are in hand to deal with this.	Red
BPE 22 (s)	Ensure all Council properties with gas installed have carbon monoxide detectors	100%	96.28% (1059 out of 1074 properties) There were 15 outstanding at the end of 23/24 which will be covered in 24/25.	Red

#### 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 4 2023 – 2024.

Statutory Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 4 Commentary	Forecast
PES 10 (s)	Council Tax Collection rate	97.5% (end year)	Slightly below target of 97.5% at 96.81% Work will continue on the collection rate action plan in the coming year.	Red
PES 11 (s)	NNDR Collection rate	98.5% (end year)	Below target of 98.5% at 95.73%. Work will continue on the collection rate action plan in the coming year and the new Rating and Recovery Officer role (once recruited) will allow even more focus on this.	Red

**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 4 2023 – 2024.

Statutory Key Performance Indicators

There is no exception reporting for Quarter 4 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 4 Commentary	Forecast
PES 10	Undertake review of the Asset Strategy	Council assets identified and where possible be put to full use	Assets have all been identified and we are working towards putting them all into full use	Red

PES 13	Carry out a review of year one of the car parking strategy	Review car parking strategy 2021 - 2026	Deferred to 2024/25 Staff restrictions, service review and recruitment to admin/parking officer role	Red
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Statutory Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 4 Commentary	Forecast
PES 1 (s)	Deliver Food Service Plan	Complete all high risk inspections by quarter	Due to staff absence some inspections were not completed, Food Standards Agency advised that 20 will be carried over for completion in Q1 24/25	Red



## Service Delivery Committee

### Operational Updates – Quarter Four (2023/2024)

#### BUILT ENVIRONMENT UPDATE

##### Planning

For the final quarter (Quarter 4) of the last financial year, the department continued to perform well in relation to statutory targets and KPI's. For Quarter 4, 72 out of 78 Planning Applications were decided in time or within an agreed extension of time and no appeal decisions were overturned by the Planning Inspectorate (the Council won 1 of 1 appeals). In relation to Planning Enforcement and Tree Enforcement, there were no appeals made against any of the Decisions made.

In addition to statutory targets and KPI's in Quarter 4 the department met all of its internal service standards, for example average response times for planning application enquiries stands at 3 working days compared to the target of 8 working days and the average time to validate valid applications is 6.4 working days compared to a target of 10 working days. However, due to organisational change, the Department has seen a decrease in staff resource. This has had knock-on impacts throughout the Department and has impacted service standards. To take account of this impact, for the 2024-25 financial year, all of the performance targets have increased, for example average response times for planning application enquiries is now 10 working days compared to the previous 8 working days and average time to validate planning applications has increased to 15 working days.

The Environment Act 2021 introduced mandatory Biodiversity Net Gain (BNG) as a new requirement to be delivered through the planning system. In summary, development will be required to deliver a 10% increase in biodiversity above the pre-development status of a site and this will be secured through the determination of planning applications. The mandatory requirement for BNG commenced on the 12th February 2024 for large scale development sites and the 2<sup>nd</sup> April 2024 for small scale development sites. To prepare for the introduction of this new legislation, Officers and Members have attended training focusing on the role of BNG as part of the planning determination process. Each time a new national requirement comes into force, it puts additional resource burdens on the Department.

The Preferred Options new Local Plan has been out for public consultation which commenced on the 3<sup>rd</sup> April 2024 and ended on the 15<sup>th</sup> May 2024. As part of the consultation the Planning Policy team carried out 7 public exhibitions, where they spoke to well over 100 residents and businesses. The public exhibitions took place at different locations within the Borough, at different times (including evenings) and on different days (including weekends). We are still working to a deadline of submitting our Plan for Examination by June 2025 so that it can be examined under the existing planning Legislation.

##### Economic Development

The focus has been on the delivery of the UKSPF funded projects and the submission of the year 2 expenditure, outcomes and outputs. 92% of the allocated funding for year 2 has been spent which is above the 80% threshold and means that we will receive 100% of our



Year 3 allocation up front. Our submission was accepted by the Department of Levelling Up, Housing and Communities with no queries raised. In quarter 1 of 24/25 meetings will be undertaken with all external providers to ensure they are on track to deliver UKSPF projects for 24/25.

## **Climate Change**

At the last Environment Working Group 11<sup>th</sup> April there was one agenda item to consider, the outputs of the consultation on the draft Climate Change Strategy. The document sets out the Council's key action areas – a broad route map for the next 5 years. The 6 week consultation had closed 22<sup>nd</sup> January and 20 representations had been received.

All comments made from the consultation were read and responded to. It was reported that there were a small number of respondents and any changes made to the draft strategy based on these comments needed careful consideration, and so only minor revisions were recommended. The strategy is high level with broad aims and objectives. A common theme from respondents was wanting specific actions with some mention of cost implications over timeframes; the strategy will be underpinned by delivery plans to include a programme of projects prioritising action as set out within the principles of this strategy to help achieve the council's climate goals. We will need to prioritise decarbonisation actions in line with available resources and look to secure further funding.

The next steps in regard of this agenda:

- Following Environment Working Group revisions have been made to the draft strategy
- Finalised strategy will need to be approved at PFD Committee
- Plans drafted to deliver short-term actions from objectives in the strategy

Other climate related action continues: a further phase of Solar Together is being finalised for July with iChoosr and district partners; a fully funded energy audit at Parklands Leisure Centre has been completed with report due; in partnership with other local authorities (Green Living Leicestershire) we have signed a Statement of Intent for Energy Company Obligation (ECO) scheme 4 to widen criteria for installers to access energy company funding for local energy efficiency measures for low income/vulnerable households; and we continue to provide input to LCC to develop a Local Area Energy Plan for Leicestershire to help co-ordinated net-zero action.

## **Leicestershire Building Control Partnership**

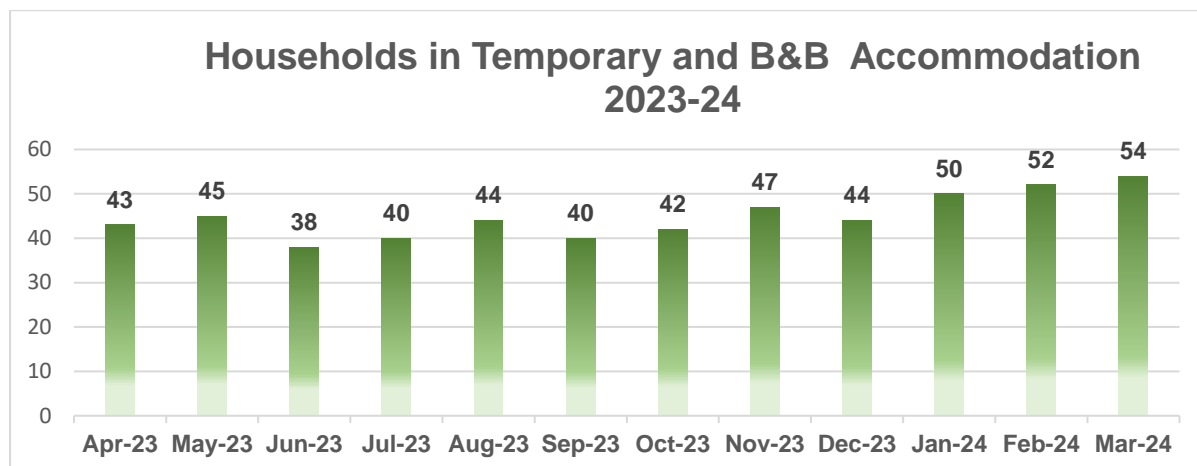
The Partnership's focus is to continue to meet the requirements of the Building Safety Act 2022, including the training and validation of all surveying staff and achieving compliance with measures being brought in by the Building Safety regulator. The market share continues to fluctuate, for 23/24 the whole partnership sat at 56% market share. The partnership did not achieve its target income levels which means for Oadby and Wigston we will need to find an additional £3,242 to cover the cost of running the Partnership for 23/24. A total of 12,492 inspections were undertaken in 23/24 of which 464 were in Oadby and Wigston.



## Housing

### 2023-24 Homelessness Management

As illustrated in table 1 the number homeless presentations have fluctuated month on month resulting in a 26% increase in the number of households placed into temporary and B&B accommodation from April 2023 to March 2024 (illustrated in table 1).



**Table 1**

The Council has a supply of properties consisting of housing stock, private leased properties and the hostel accommodation that is used to temporarily accommodate homeless families.

B&B establishments throughout Leicestershire are used to accommodate single people and couples, although on occasions out of necessity have to be used to accommodate families as an interim arrangement.

As can be seen in table 2, the biggest impact of homelessness is in the use of B&B accommodation. This accommodation is primarily used to accommodate single/couple households. There is no one particular reason for the increase in single/couple households presenting as homeless. However, what is clear is that there is a significant lack of 1 bedroom properties in the social housing sector becoming available to let. In addition, flats and apartments in the private sector are at a premium and are unaffordable to those on low incomes.

2023-24	B&B	Hostel	HRA Stock	Private Lease Stock	Total
September	24	4	7	5	40
October	29	3	7	3	42
November	33	4	7	3	47
December	29	4	9	2	44
January	31	4	12	3	50
February	34	4	11	3	52
March	36	4	11	3	54

**Table 2**



The Housing Options Team will be working more closely with the private sector market particularly with those landlords who have houses of multiple occupation and we will be encouraging single/couples homeless households to take up offers and tenancies in shared houses in order to address their homelessness.

### **Void Property Management**

Collectively the Housing Team have worked to improve the ways in which they manage void properties, to deliver a cost effective and efficient void management which minimises 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.

In terms of the performance indicator, the average void time month on month can vary from month to month as can be seen in table 3.

<b>2023-24</b>	<b>Number of void properties</b>	<b>Total void time in days</b>	<b>Average void time</b>
<b>April</b>	<b>4</b>	<b>119</b>	<b>29.75</b>
<b>May</b>	<b>2</b>	<b>87</b>	<b>79</b>
<b>June</b>	<b>3</b>	<b>134</b>	<b>44.66</b>
<b>July</b>	<b>5</b>	<b>200</b>	<b>40</b>
<b>August</b>	<b>5</b>	<b>161</b>	<b>32.2</b>
<b>September</b>	<b>5</b>	<b>140</b>	<b>28</b>
<b>October</b>	<b>6</b>	<b>216</b>	<b>36</b>
<b>November</b>	<b>5</b>	<b>82</b>	<b>16.4</b>
<b>December</b>	<b>6</b>	<b>145</b>	<b>24.16</b>
<b>January</b>	<b>4</b>	<b>238</b>	<b>59.5</b>
<b>February</b>	<b>3</b>	<b>116</b>	<b>38.66</b>
<b>March</b>	<b>6</b>	<b>161</b>	<b>26.83</b>

Table 3

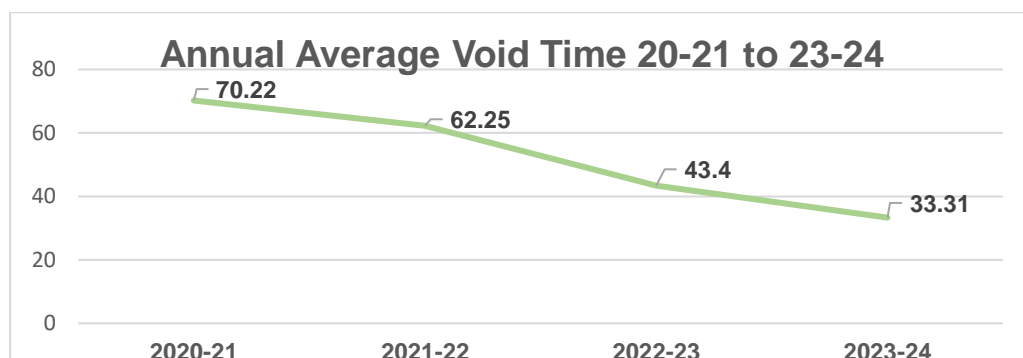
The performance indicator is measured as the sum total of void time in the year divided by the number of void properties in the year.

At the end of Q4 the total number of void days was 1,799 divided by 54 void properties producing an average void time of 33.31 days.





As table 4 illustrates this is the fourth year in succession where the average void time has been reduced.



**Table 4**

### **Social Housing Decarbonisation Fund (SHDF)**

The SHDF scheme is a joint Council/Government funded programme designed to improve energy efficiency within the Council's housing stock. In short the programme identifies properties in the housing stock that have an energy efficiency rating of D or below and what measures need to be taken to increase the energy efficiency within the home thereby raising the energy efficiency rating to C+.

Work commenced in February 2024 and to date 70 Council owned bungalows have benefited from improvements and upgrades which include;

- 53 solar photovoltaic technology (solar panels)
- 15 ventilation enhancements
- 32 loft insulation upgrades

It is expected that tenants will see a reduction in their energy costs and homes will be easier to heat and maintain the required level of heating for longer.

In the coming year it is expected a further 70 properties will benefit from similar property enhancements and upgrades.

### **Tenant Satisfaction Measures (TSMs)**

The Regulator of Social Housing (RSH) set the standards that define the outcomes that the Council is expected to deliver in its role as a social housing landlord.

The four consumer standards are the;

- Neighbourhood and Community Standard
- Safety and Quality Standard
- Tenancy Standard
- Transparency, Influence and Accountability Standard

The Transparency, Influence and Accountability Standard requires all registered providers of social housing to collect and report annually on their performance using a core set of defined



measures. These measures are called Tenant Satisfaction Measures. The TSMs provide tenants with greater transparency about their landlord's performance.

There are 22 TSMs divided into two categories,

1. 10 TSMs generated from management information
2. 12 TSMs collected from tenant perception surveys

Table 5 provides a summary of the TSMs connected with management information

<b>TSM Code</b>	<b>TSM Description (Management Information)</b>
CH01	Complaints relative to the size of the landlord
CH02	Complaints responded to within Complaint Handling Code timescales
NM01	Anti-social behaviour cases relative to the size of the landlord
RP01	Homes that do not meet the Decent Homes Standard
RP02	Repairs completed within target timescale
BS01	Gas safety checks
BS02	Fire safety checks
BS03	Asbestos safety checks
BS04	Water safety checks
BS05	Lift safety checks

**Table 5**

In terms of the 12 TSMs collected through the tenant perception survey. The Housing team surveyed 25% of tenants over the course of the year, and asked 12 questions connected with the services that they received. Table 6 provides a succinct summary of the questions that were asked of the tenants. Against each question the satisfaction level has been recorded.

<b>Service Area</b>	<b>Satisfaction Level</b>
<b>Treating you fairly and with respect</b>	<b>87.20%</b>
<b>Overall repairs service</b>	<b>85.60%</b>
<b>Time taken to complete your most recent repair after it was reported</b>	<b>80.50%</b>
<b>Overall housing service</b>	<b>79.70%</b>
<b>How well your home is maintained</b>	<b>79.40%</b>
<b>Provide a home that is safe</b>	<b>78.40%</b>
<b>Keeping you informed about things that matter to you</b>	<b>75.90%</b>



<b>Listening to your views and act upon them</b>	<b>72.10%</b>
<b>Making a positive contribution to your neighbourhood</b>	<b>70.50%</b>
<b>Our approach to anti-social behaviour</b>	<b>60.30%</b>
<b>Keeping communal areas clean and well maintained</b>	<b>54.20%</b>
<b>Our approach to complaints handling</b>	<b>38.60%</b>

Table 6

The Council is required to submit the TSM results to the RSH by the end of June 2024, in addition to this we are required to publish these results so to support our tenant's effective scrutiny of their landlord's performance.

### **Lightbulb**

Quarter 4 performance information and not yet been sent through by Blaby District Council. A task and finish group has been established to look at the recommendations that came out of the Charnwood report to see if any improvements to service delivery can be made. Oadby and Wigston Borough Council's Disabled Facilities Grant funding for 24/25 is £501,999, a proportion of this will be top sliced to fund the pilots such as the Home Gadgets, Safe Spaces and the Housing Occupational Therapist. Once performance data is received we will share with members.

## **CUSTOMER SERVICE AND TRANSFORMATION UPDATE**

### **Policy, Performance and Transformation**

The Policy, Performance, and Transformation Manager work with two service reviews continues. Support is being given to both the Revenues and Benefits team and the Corporate Assets/Clean and Green team. Efficiencies and improvements have been identified and work is progressing well.

In light of the staff changes the responsibilities for complaints, EIR's, FOI's and DPA requests have been reassigned to the Senior Leadership Secretarial Support Team. The Policy, Performance, and Transformation Manager has now assumed the role of Data Protection Officer and is handling more complex enquiries whilst overseeing the compliance section. This has impacted on the usual Customer Service Excellence work that is undertaken throughout the year. A mid-year review will take place in Q1 2024/25.

### **Communications and Marketing**

#### **Our email subscription service**

<b>Measure</b>	<b>Q4 Totals</b>	<b>Comparison to previous quarter</b>	<b>Percentage of possible subscribers (based on 42,000 adults registered to vote)</b>
Total subscriptions	11,402	+8.5%	27.1%



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.

<b>Measure</b>	<b>Q4 Totals</b>	<b>Comparison to previous quarter</b>
Average subscriptions per subscriber	2.0	-0.0
Engagement rate	78%	+2%
Open rate	55%	+3%
Bulletins sent (in quarter)	62	+16
Emails delivered (in quarter)	127,978	+11.6%

### **Subscribers by topic (email subscription service)**

<b>Topic</b>	<b>Number of subscribers</b>	<b>Comparison to previous quarter</b>
Citizen's Panel	106	No change
Community & Voluntary Sector	2931	+16.1%
Community Safety, Crime & Anti-Social Behaviour	1231	+29.8%
Consultations & Surveys	3013	+13.1%
Council News & Information	6438	+20.7%
Health, Wellbeing, Sport & Leisure	4594	+9.5%
News for Businesses	1159	+11.7%
News for Council Tenants*	965	+19.8%
Private Sector Housing News	575	+0.1%
Recycling, Refuse & Bin Collections	5579	+19.1%
Sports Clubs	13	No change
What's On & Events	3361	+14.9%

\* 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.

[Holocaust Memorial Day 2024](#)

[Borough Council achieves excellence award for putting customers first](#)

[Donation supports council's Roll of Honour restoration effort](#)

[New project to tackle air quality in South Wigston](#)

[Oadby recognised for fight against plastic pollution](#)



[Sustainable budget set by borough council](#)

[You can now book a video appointment to speak to our Customer Services team](#)

[Council steps in to ensure abandoned eyesore is turned into high quality new homes](#)

[Join the Great Egg-Scape this Easter!](#)

[Wigston Pool to get carbon footprint boost thanks to solar panels](#)

## Social media

Measure	Facebook	Comparison to previous quarter
Number of Followers	4341	+61
Number of posts	115	-16.6%
Post reach*	57,650	+8.8%
Engagement – reactions, comments, likes and shares	12,143	-18.9%
Measure	Twitter	Comparison to previous quarter
Number of Followers	2679	-3
Number of posts	50	+19%
Post impressions*	12,763	-17.6%
Engagement – reactions, comments, likes and shares	87	+8.7%

\*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.

## HR Team Update

The HR team have been working on a number of different projects/areas of work in Q4.

### Performance Management

The new probation forms and induction guidance were launched during Q4 alongside training which covered both issues as well as managing performance outside of probation and general staff motivation.

Further work was undertaken in relation to the outcomes of the appraisal process



undertaken in Q3, specifically focussing on those who received a 'requires improvement' rating and what action was being taken on the back of this rating.

### Organisational Change

The HR team have been supporting the Service Transformation project which has taken place during Q4. This has involved supporting the consultation process, co-ordinating the voluntary redundancy process and selection process for compulsory redundancy.

### Annual Leave

The HR team completed all of the changes on the People HR system in preparation for a new holiday year including updating any agreed carried over amounts.

### Payroll

The HR team completed all of the preparation for the annual round of increments that were due in April 2024 including updating the People HR and the payroll system of all agreed increments.

### HR Policies

The Disciplinary Policy & Procedure, Grievance Policy & Procedure and Flexible Working Policy were all reviewed together with new forms where appropriate. These will be published in Q1 2024-2025.

### Exit Survey

In addition to our exit interview offer, a new exit survey has been launched to gain feedback on why individuals chose to leave the organisation.

### Equality, Diversity & Inclusion

The HR Manager has been working with the Head of Customer Service & Transformation alongside the Community Safety & Youth Officer as part of an EDI project to look at a review of our current EDI work.

### People Strategy

Work continues on the People strategy to progress on its action plan.



## HR Management Information

### Headcount

Quarterly Comparison Current Year 2023/24 Actual Headcount as at end of Q4 (31.03.24)			Quarterly Comparison Previous year 2022/23 Actual Headcount as at end of Q4 (31.03.23)	
Headcount	Full Number	FTE	Full Number	FTE
Number of Permanent/Fixed Term Staff	179	170.2	176	168.01
Number of Temporary Staff (Agency Workers)	3	3	10	10
Total	182	173.2	186	178.01

There has been a significant reduction in the number of agency workers, particularly within Planning, IT, Revenue & Benefits, within the previous 12 months.

In addition to the agency workers listed above there were also 292 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	45
Annual Leave/Contractual Bank holidays in lieu	54
Replacement for Permanent Staff	120
Extra Agency staff to cover extra Monday & Tuesday rounds & compost	73
Total	292

### Leavers

Quarterly Comparison Q4 2023/24 Leavers between 1/01/24 – 31/03/24		Quarterly Comparison Q4 2022/23 Leavers between 1/01/23 – 31/03/23	
Number of Permanent/Fixed Term Staff	12	5	
Number of Temporary Staff (Agency Workers)	2	8	
Total	14	13	



<b>Leavers (Permanent/Fixed Term Employees) by Service Area Quarterly Comparison</b>		
<b>Teams</b>	<b>Q4 2023/2024 Leavers between 1/01/24 – 31/03/24</b>	<b>Q4 2022/23 Leavers between 1/01/23 – 31/03/23</b>
Clean & Green	1	0
Communications & Marketing	0	0
Community & Wellbeing*	0	1
Corporate Assets	0	0
Customer Services	0	0
Economic Regeneration	1	1
Finance	1	0
Health & Safety	0	0
Housing	1	0
HR	0	0
IT, Projects & Procurement	1	0
Legal & Democratic Services	2	0
Planning Policy & Development	1	1
Policy, Performance & Transformation	1	0
Regulatory Services	0	0
Revenue & Benefits	2	0
Waste Services	1	2
Built Environment	0	0
SLT	0	0
<b>Total</b>	<b>12</b>	<b>5</b>

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

As you will see from the table below staff turnover has continued to decrease over the previous 3 years although we are slightly above the median local government rate of 14%.

<b>Staff Turnover - Yearly comparison</b>			
	<b>2023/24</b>	<b>2022/23</b>	<b>2021/22</b>
Average Head Count for the period	177.5	178	171
Number of Leavers	28	29	32
Staff Turnover	15.77%	16.29%	18.71%





## FINANCE UPDATE

### Revenues and Benefits

#### Benefits

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

Processing times for changes in circumstances remains below the Leicestershire average.

The Team have also been processing additional work which the Department for Work and Pensions (DWP) funds. This involves contacting customers to carry out full case reviews to avoid the risk of fraud and error. This work is progressing well and the funding threshold targets have been achieved.

#### General Benefits Performance

Council	New Claims (up to 31.03.24)
Oadby and Wigston BC	19.95 days

Benchmarking with other local councils shows that our new claims processing times are average.

Council	Change in Circumstances (up to 31.03.24)
Oadby and Wigston BC	3.42 days

Benchmarking with other local councils shows that our change of circumstances processing times are above average.

#### Benefit Calls

Quarter 4	Jan	Feb	Mar
Number of calls	390	328	449
Number of calls answered	373	318	435
Percentage answered	96	97	97
Number of abandoned calls	17	10	14
Average wait time before abandonment (m:ss)	0:14	0:06	1:03

#### Finance Inclusion Officer

The Financial Inclusion Officer (FIO) works to support families and individuals who are facing financial hardship. Referrals are made to the FIO from Benefits, Council Tax, Recovery, NNDR and Housing teams.

The FIO supports customers to make claims for additional funding, through Discretionary Payments or Household Support.

FIO referrals Q4	Jan	Feb	Mar
Number of referrals	42	43	49



## Business Rates

The Business Rates Team is responsible for the administration and collection of over £12m of National Non-Domestic Rates. The Team has a duty to correctly bill over 1,400 non-domestic properties.

The Team has a number of assessments held with the Valuation Office Agency, where they have raised Billing Authority Reports to amend the Rating List or bring new assessments into Rating, for example, the VOA have attended Brocks Hill Offices to assess for Rating. Once these amendments are received the team are trying to produce bills timely, to ensure in year collection.

### Business Rates Calls

Quarter 4	Jan	Feb	Mar
Number of calls	38	38	47
Number of calls answered	36	34	39
Percentage answered	95%	89%	83%
Number of abandoned calls	2	4	8
Average wait time before abandonment (m:ss)	0	11:27	6:02

## 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 24,400 households within the borough.

There was an increase of 173 additional properties within the Borough during Q4 (24,325 end of December 2023 rising to 24,498 end of March 2024).

### Council Tax Calls

The Customer Services Team answer the first tier of Council Tax calls, this include enquires such as occupations and vacations of properties, simple discount/exemption and billing enquiries. The more complex queries are transferred onto the Council Tax Team. The call stats below related to these calls.

Quarter 4	Jan	Feb	Mar
Number of calls	194	179	235
Number of calls answered	167	165	186
Percentage answered	86%	92%	79%
Number of abandoned calls	27	14	49
Average wait time before abandonment (m:ss)	1:07	3:08	3:41



## 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 work and documents issued 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.

Q4 Council Tax Recovery	Jan	Feb	Mar
Reminders	325	346	292
Finals	66	71	50
Summonses	204	154	254
Liability Orders	205	153	114

Q4 NNDR Recovery	Jan	Feb	Mar
Reminders	14	10	24
Finals	17	8	13
Summonses	36	0	13
Liability Orders	5	20	0

## Recovery Calls

Quarter 4	Jan	Feb	Mar
Number of calls	579	573	598
Number of calls answered	532	520	511
Percentage answered	92	91	85
Number of abandoned calls	47	53	87
Average wait time before abandonment (m:ss)	4:09	4:05	4:35

## 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 KPI's.

Oadby and Wigston's collection rates for Q4 are below the set target rate. The Teams will continue to work on updating the Collection Rate Improvement Plan.



Percentage of Debit Collected (Cumulative)	Jan	Feb	Mar
	%	%	%
<b>Council Tax</b>			
Target Rate	94.42	96.76	97.50
Actual Collection Rate	91.18	93.96	96.81
Actual Collection Rate 2022/2023	92.26	94.69	96.86
<b>National Non-Domestic Rates (NDR)</b>			
Target Rate	90.23	94.52	98.50
Actual Collection Rate	88.40	92.14	95.73
Actual Collection Rate 2022/23	88.67	92.57	96.24

### Property Statistics

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

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 2023 Ratings List.

Q4	Jan	Feb	Mar
No of Council Tax properties	24,333	24,334	24,498
No of Council Tax Direct Debits	18,755	18,673	18,848
No of Single Person Discounts	7,611	7,604	7,600
No of Businesses	1,415	1,415	1,415

### IT Team

Throughout Q4 the IT team have compiled the Councils PSN (Public Services Network) submission pack. This includes (but not limited to) a full network diagram, remediation action plan for works that could potentially be a risk but are now fully mitigated, and some internal process documentation. PSN certification was received in April 2024.

Works were completed to ensure the network and infrastructure is as secure possible. This included completing work on the Councils firewall to ensure there is suitable resilience with a dual load balanced duplicated firewalls – where if one ‘fails’, the second one will continue to allow the Council to function, and securely.

All planned updates and upgrades were completed, in readiness for year-end processing of numerous services.

The main focus for this quarter was security, including training for staff, preparing training/presentation to Members, and ensuring all servers and the buildings network are up to date with security updates/patches to protect against known threats (that have impacted other local authorities locally and nationally).

Works for service areas were focussed on updating Academy for year-end processing and prepping hardware for the upcoming election in May. The section also implemented a new service desk that aids IT & system support in collating and managing tickets, but also helps towards improving resolution times for staff due to capturing more information at the first point of contact.

See key information of service delivery below:



	Type	Jan	Feb	Mar
Number of contacts	Email	101	39	25
	New Service Desk	125	70	94
	Other	12	25	9

Standard	Target	Jan	Feb	Mar
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	1 day	0.9 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	Jan	Feb	Mar
	<p>Completed upgrades to relevant systems following the change freeze that was implemented during the office closure for festive period.</p> <p>Senior Manager commenced supporting Blaby District Council in their IT ambitions, generating income for OWBC.</p> <p>Implemented new service desk to support users in a more efficient way – allowing for quicker resolution time, due to collecting more information at first point of contact.</p>	<p>Work carried out for large infrastructure change relating to resilience with dual running firewalls – which includes load balancing and giving resilience for hardware failure.</p> <p>Created external connections for Housing &amp; Building Control Partnership for accessibility for their respective service areas.</p>	<p>Monitoring VPN connections to improve stability in WFH.</p> <p>Change freeze implemented Early March to allow service areas to complete year end processes and reporting.</p> <p>Information provided to fulfil audit queries &amp; questions.</p> <p>Submitted PSN application</p>



## **LAW AND DEMOCRACY UPDATE**

### **Regulatory Services – Q3 Update**

#### **Environmental Health**

Delivering food inspections and regulating businesses must be a priority going forward. The Food Standards Agency (FSA) have in the last quarter made it clear that capacity within local councils needs to be retained. We have two Officers who are competent to undertake such inspections.

During quarter 4, 32 inspections took place. There has been some staff absence the previous quarter which has resulted in approximately 20 inspections being carried forward into the new financial year.

Overall compliance rates are high, with 92% of all registered food businesses achieving a score of 3 (generally satisfactory) and over 60% achieving a score of 5 (very good). In terms of the poorer performers there are 3 who fall below the generally satisfactory standard and work continues with these to improve standards. New businesses to be triaged is 29.

There have been 13 food and health and safety complaints investigated in this period, one was a mouldy pizza and three related to possible rodent issues.

The most recent FSA audit was satisfactory with all processes, controls and records in order.

The team are working with the FSA, the Food Crime Unit, and Trading Standards in relation to food being sold and repacked without the correct labelling or controls in place. Trading Standards test purchase results are awaited as they will determine the next steps.

Day to day work was busy and wide ranging with a further 3 welfare burials handled including one where a distant cousin was tracked down in Australia. A noise abatement notice has been issued on a commercial premises for noise from musical and vocal entertainment. A health and safety improvement notice served on a public house and this remains outstanding. This follows a customer accident at the premises.

Officers will be attending a briefing from the government in April/May 2024 about Funeral Directors practices and future regulation following the reported police investigation into Legacy Independent Funeral Directors and their practices.

A tattooing and piercing swab project will start in July 2024 and further updates will be provided after Q2 2024/25.

The Blaby Road air quality pilot continues and a presentation of progress will be given to the Licensing and Regulatory Committee in June 2024.

New ways of working within the team are being implemented in view of the anticipated staff reduction in June 2024 following the redundancy process.

#### **Private Sector Housing**

The team are dealing with 116 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	833
Applications received	879
Number of exemptions, empty homes undergoing renovation	18
Licenses pending	111
Licenses issued	675
Licenses withdrawn	93
Income	£637,334.01
Enforcement cases	5 penalties served (£3,000 each)

### Empty Homes

There are currently 46 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 delivery of program	Projected underspend of £29406.47 due to withdrawing prior to install, any outstanding properties	Private properties with mains gas supply (owned or rented)	72	110	Fully closed down and audited. Performance figures will be provided in Q1 24/25 report
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	Can be used for either LAD3 or HUG1 properties	20	20	Closed and confirmation of spend returned to Lightbulb



Project	Funding Awarded	Additional Narrative	Suitable Properties	Number	Number of measures	Status
		energy storage which was not included in the original brief				
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
Home Upgrade Grant, Phase 2 (HUG2)	£335,000	N/A	Private properties without mains gas supply (owned or rented)	TBC	TBC	Project currently under review due to national delivery challenges and local issues satisfying the qualifying criteria. Possible withdrawal being considered.





Project	Funding Awarded	Additional Narrative	Suitable Properties	Number	Number of measures	Status
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 OWBC stock	65		Works commenced and installs underway. Data being compiled for tenant report and press release.

## Licensing

As part of the ongoing service transformation, work has started with uploading of templates to integrate back office systems and digitise forms. This will improve productivity within the service and work is currently ongoing and will continue into 24/25.

So far we have issued 33 premise registrations and 43 personal registrations for hairdressers and barbers across our area. There are 29 applications remaining to be progressed.

A taxi driver has been issued with a fixed penalty notice for the offence of smoking in the vehicle.

### Q4 licenses processed

New and renewal vehicles	112
New and renewal drivers	28
New and renewal operators	0
Street collections	2
Small society lottery	0
House to house	2
Other licences	6
Licensing Act	13

## Community Lottery

The lottery started on 5 August 2023 and we now have 23 approved causes who have joined with 455 tickets currently sold weekly which is generating an annual £14,196 for good causes in our area.



## **Corporate Assets**

A busy winter period moving into the spring with the usual seasonal challenges associated with the CA services.

Ongoing longer term sickness continued to put a strain on staff deployment in operational services as had the restriction on recruitment within the CA team which meant the resilience was affected within the team too.

A recruitment restriction meant CA were unable to recruit to the vacant premises officer position and therefore minor maintenance works and small works (as well as office layout and attendance) were impacted, with some of the CA team supporting that vacant role with car parking machine attendance, community centre hire and impact on bin repairs and allotment attendance.

CA received 275 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 FOIs, complaints, request and members enquiries were also received. As has been consistent throughout the year, DASH and other enquiries are currently flagging up many land ownership searches and concerns.

Response times are stretched due to added pressures of staff available to review the services and whilst supporting the service review (admin & parking vacancy)

There was continued input still following from the office move to Brocks Hill, from both the property management, building compliance and Health and Safety implications, and significantly dealing with the ongoing process of 'snagging'. Ongoing period of communications continue with Kier.

Property related general and one-off maintenance was ongoing as usual – but with the added pressure of the ongoing 'snagging' issues from the BH offices – many issues such as aircon, plumbing, toilets, alarm and sensors, natural light etc.

The Clean & Green have had a challenging period in which the weather has had a significant impact on where resource is directed. Ongoing periods of rain has hampered some winter works as well as access to some sites and sports pitch marking and maintenance.

Vehicle breakdowns and being off the road have had an impact. Replacement vehicle and fleet items are overdue and being planned for.

Whilst essential pruning and much maintenance works have invariably been undertaken, progress has been slower – which is also due to staff limitations as well as the weather.

A substantial programme of training and competency has been completed to ensure operational compliance across most works. The H&S officer has supported with a suite of H&S and related training within the team.

Cemetery maintenance has been under increased scrutiny this past year, particularly on the grounds maintenance and winter works were underway to ensure ease of maintenance into the new growing and maintenance season.



Parking continues to provide the regular enquiries – car park surface maintenance and lighting were of note this winter. In addition, concerns regarding the maintenance and attendance to maintain the machines has been readdressed with Metric as our support provider.

The latest car park permit figures are for the period 01/01/2024 to 27/05/2024 are 1,860 permits sold generating an income of £68,250.

A service review is underway for a revised level of operational services within the clean & green team – which reflects the revised level of staffing resource available to deliver statutory level of service within the Borough.

Clean & Green team have reduced their numbers by 4 FTE. 1 FTE off LTS

Recruitment required due to vacant roles is 1 x Admin and parking assistant. 2 x Prem Officers (1 Long term vacant), Tractor operator (from May 3<sup>rd</sup>).

## **Community and Wellbeing**

### **Leisure Services – supplied by SLM Ltd**

The last quarter has been an interesting one in that the weather appears to have played a significant role in bringing customer back into the indoor environment for their leisure time, the centres have used this and helped to thrive, also by welcoming old and new users getting back into the centres particularly in swimming.

The site teams continue to be pushing to deliver a strong service delivery with an activity package at the right price, however it is still the trend that the car parking charges are the biggest issue and challenge to people joining and using the centres on monthly packages which are predominantly outside of our hands as is the local competition in Oadby, which is also an effector in the centres ability to be even busier.

We will continue to deliver on a wide ranging offering of facilities and activities which is without doubt the widest in the area and as previously noted we have further looked to develop our activity package with new sessions including Pickle Ball as an example of us exploring a new market.

Review:

An average attendance of 75,000 per month, came to the leisure centres during the quarter which in contrast to the previous year where the average attendance was over 68,500 customers per month coming through the doors. We know that this is notoriously our busiest quarter which has shown positively in our numbers, but this has been significantly helped this year with firstly how the school holidays have fallen compared with the previous year but also the extremely poor weather we have encountered which has brought people back into the indoor environment more.

Description	Jan-24	Feb-24	Mar-24	Total	Jan-23	Feb-23	Mar-23	Total	Variance
Swimming	29,442	30,687	31,581	91,710	26,492	23,741	26,778	77,011	14,699
Gym/Fitness Classes	27,607	28,914	26,894	83,415	23,884	22,004	29,390	75,278	8,137



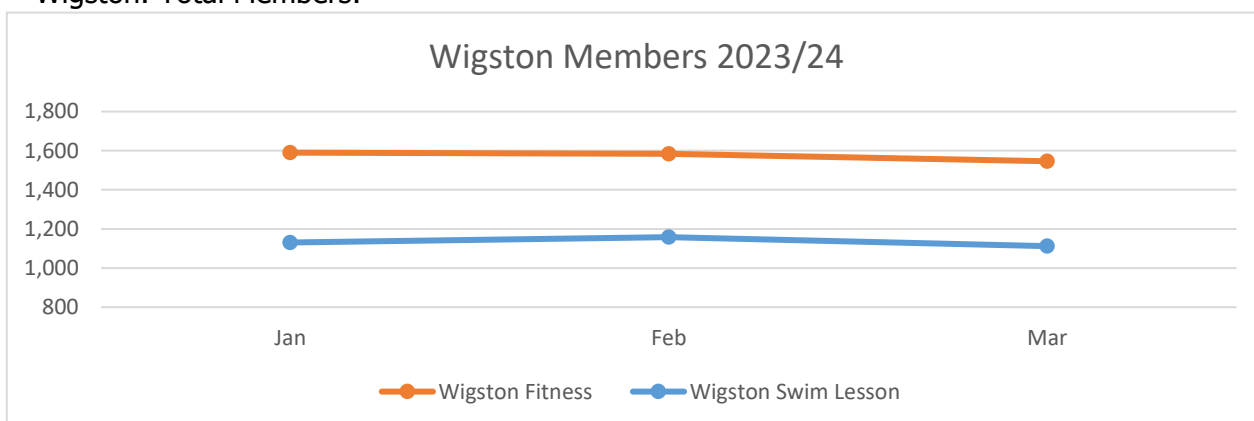
Sports/Activities	5,511	6,175	4,836	16,522	6,220	6,637	4,802	17,659	-1,137
Activity Total	62,560	65,776	63,311	191,647	56,596	52,382	60,970	169,948	21,699
Spectators	10,485	11,368	11,953	33,806	12,300	11,615	12,592	36,507	-2,701
Grand Total	73,045	77,144	75,264	225,453	68,896	63,997	73,562	206,455	18,998

### Membership:

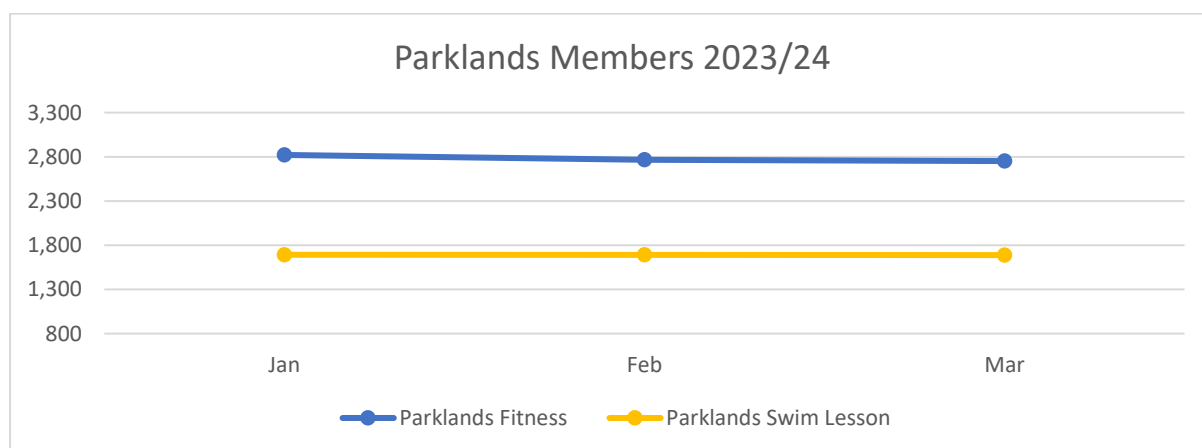
Over the last three months the continued downwards trend on core activities, monthly fitness and swimming lessons has unfortunately continued with Gym / Fitness Members 38 from the same period last year and swimming lessons 108.

Membership	Jan-24	Feb-24	Mar-24	Jan-23	Feb-23	Mar-23
Gym	4,411	4,351	4,298	4,457	4,368	4,373
Swim Lessons	2,822	2,849	2,800	2,949	2,975	2,950
Total	7,233	7,200	7,098	7,406	7,343	7,323

### Wigston: Total Members:



### Parklands: Total Members:





## Community Well-Being:

The Leisure Centres have continued to be very busy this quarter looking to deliver the years Community Well Being Plan and indeed we have now brought in extra resources with another full time community activator to help with delivery and this has been shown in one of the major positives 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.

### **Children & Young People**

- The HAF Junior Gym programme which is funded until Christmas 2025 has now supported 30 participants in the summer and 6 participants in the spring. This offer is growing each funded period, and we are getting great feedback from the young people taking part.
- The Leicester City Violence Reduction Network programme which offers a 3-month gym memberships as positive activities crime diversion for young people aged 11-18 has supported 15 young people this year with 1 new person added at Wigston.
- There are currently 40 care experienced memberships and 4 children in care memberships over the leisure centres.
- In the Oadby & Wigston Borough district contract we have had 16 physical activity referral scheme members set up.

### **Healthy Ageing**

- Through Q4 we had 36 attendances on the walking football and 50 since it launched in November.
- The two senior badminton sessions had 413 attendances this quarter and 1,772 over the year.
- The new age kurling had 201 attendances this quarter and 792 over the course of the year.
- The steady steps maintainers had 101 attendances this quarter and 540 over the course of the year.
- We will be launching Pickleball in the next quarter.

### **Healthy Communities**

- In Q4 we have had 121 attendances on the women's No Strings badminton and 590 over the course of the year.
- The pan inclusive football that we launched in November really struggled to get traction and we have decided to take this session off and launch it again in the next financial year as we have been meeting with Home Instead, a national care provider who will start referring into the sessions.
- This year we have created 2 fantastic relationships with Vita Health who run the talking therapies across Leicestershire. Through this we have upskilled staff and delivered signposting events. The second partnership is with the FA where we have worked together to deliver some fantastic programmes as well as corporately sponsoring them.



- Everyone Active team sponsored and attended the Multidisciplinary Conference 2024 “Shaping your future within Primary Care”. This event was great for interacting with a variety of health professionals, such as GP’s, social prescribers, nurses and pharmacists.
- Across the two sites we have supported 8 carers with memberships to support the person they care for to access the leisure centres.

### Healthy Lives

- In Q4 exercise referral transitioned to self-referring process. This means a client no longer requires a GP sign off to be cleared to take part in exercise, they can refer themselves. This new process started from December 11<sup>th</sup>, 2023, and although the number of referrals has reduced, we are having more people start the scheme.
- Through Q4 we have had 17 referrals, 10 initial consultations completed and 14 people joined as members. This means over the course of the year we have had 77 referrals; 61 initial consultations and 67 members join the exercise referral scheme across the 2 sites
- The Heartsmart cardiac rehab classes have had 979 attendances this quarter and over the course of the year there has been 2,515 attendances.
- Specific health campaign memberships delivered across both sites started with 38 in April 23 and has grown to 60 current Parkinson members in Q4.

	Jan-Mar	Jan-Mar		
Targeted Groups	2022-23	2023-24	Variance	% Variance
Exercise Referral	1,768	2,033	265	15%
Children and Young People	16,656	19,678	3,022	18%
Community	528	481	-47	-9%
Older Adults	2,876	2,702	-174	-6%

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

- Free Weekly Children’s soft play sessions for the Memphis Charity Group.
- Free Coffee for VASL Carers
- Free Memberships for PARS

We have provided for over £8000 of free activities included within the above and it is pleasing to be able to offer these activities / memberships at small to no cost across to the community as we identify the value that this brings to increase the health and wellbeing benefits of the whole community.

General:

In general it is pleasing to see a return to activity levels that we last saw pre covid and although we understand that some of this is in relation to the inclement weather we have experienced over the last quarter, we also note that our active strategy of trying to keep our



pricing low in light of the extreme challenges faced with increased operating costs has had a positive effect on users coming through the door.

We continue to be pleased with the centres delivering a vital community role and engaging with many thousands of people throughout the year but we do continue to note as in previous reports that the users accessing the facilities continue to be impacted by a number of factors outside of SLM's control, including but not exhaustively:

- The budget gym on the doorstep of the sites with free Parking.
- The cost of living crisis which is certainly making users look at their leisure spend more so than ever before.
- The continued impact on car parking charges to access the centres.

Our commitment to work within the local community continues and we will push the customer service level of our delivery to local people with our aim to become the customer number one choice for activity in the area once again.

### **Health and Wellbeing**

The Physical Activity, Health and Wellbeing Contract with Blaby District Council has been agreed to by both Councils and will continue into 2024/25 although at a 50% reduction in cost.

A draft Community Health & Wellbeing Plan was produced by the Integrated Care Board and work will continue in 2024/25 to finalise the priorities.

A draft mental health action plan was produced and contained 4 priority areas; whole family support, reducing inequalities for residents with chronic mental health illness, men's mental health and support for children and young people experiencing poor mental health. Key actions will be decided by the Mental Health Network that now meets in Oadby & Wigston on a quarterly basis, Chaired and managed by the Mental Health Neighbourhood Lead from the Integrated Care System Team at the NHS.

Childrens Mental Health week took place in February with a Primary Wellbeing Ambassadors event focusing on the theme 'My Voice Matters'. Parklands Leisure Centre hosted the event with ambassadors given access to a soft play session as part of the morning to thank them for their support to other peers in school across the year. Approximately 50 pupils from Oadby & Wigston schools attended the event on 6 February, in which the link below shows the highlights:

<https://youtu.be/GJFHADWYPBI?si=dqnMVpScBIXvO1Zu>





The Learning South Leicestershire School Sport Partnership staff wellbeing conference in February was attended at Beauchamp College supported with presentations and signposting to local borough/county services. Mental Health & Wellbeing consultations were sent out to schools to evidence the need for future services. Three individual school meetings took place regarding support needs. This included Wigston Academy, Beauchamp College and Parklands Primary School with regards to pupil and staff mental health support.

A project to support parent's mental health took place at Parklands Primary School. The first session held in March supported 18 parents/carers.

### **Sport and Physical Activity**

The team have received a total of 65 self-referrals from residents this quarter for support with being more active. There have been 581 total attendances this quarter across the community programmes we deliver. Work has been done to try and increase self-referrals across Oadby and Wigston district since the removal of GP prism forms, by getting in touch with local GP practices and other referral partners such as Local Area Coordinators to inform them of the change. We plan to open self-referrals to the general public in Q1 of 24/25 which will hopefully increase referrals into our service.

Just Get Involved, a programme which encourages women aged 18+ to join physical activity sessions ran by community instructors, ran across Oadby and Wigston borough for the first time in Q4. We received a total of 102 sign-ups for O&W and 20 sessions were on offer across the 9 weeks the programme ran in the borough. From feedback, 65% said they felt fitter, stronger and healthier and 86% of those taking part increased their physical activity levels when comparing pre and post data, by an average of 1.5 hours a week. 64% said JUST was responsible for the positive changes they had seen and 76% said they wouldn't have made the changes without the programme.

The first Steady Steps Plus programme has been set up in Oadby and Wigston, with this being an exit route from the Steady Steps falls prevention programmes running across the





borough. There are currently 10 participants enrolled, and we plan to set up a further two plus programmes in 24/25.

From end of programme feedback collected, 92% of participants attending an OW community programme said they would recommend it to a friend. 82% of participants completing feedback said they felt fitter, stronger, and healthier as a result of taking part and 72% self-reported an increase in their physical activity levels.

Active Oadby and Wigston accounts continue to be used for promotion of programmes and health agenda, seeing a continued growth of 15 new followers and 1,000 page views (an increase of 19%). The account received 53k page impressions (increase of 169%) and a reach of 36k (Increase of 159%).

#### Q4 Attendance Records

##### *Participation Numbers - Level 2 Programmes*

Session	Location	Started	Attendance
Walking Football	Wigston Academy	Ongoing	88
Walking Netball	Wigston Academy	Ongoing	99
Walking Cricket	Beauchamp College	Ongoing	62
Walking Hockey	Uni of Leicester Sports	Ongoing	86
<b>Total</b>			<b>335</b>

##### *Participation Numbers- Level 3 Programmes*

Activity	Location	Started	Attendance
<b>Seated Activity</b>	Freer Centre	Ongoing	246

<b>Exercise Referral - Leisure Facility</b>	Parklands Leisure Centre	Ongoing	18 successfully completed
<b>Steady Steps Plus</b>	Oadby St Pauls Church	25 <sup>th</sup> March 2024	10 Participants

##### *Participation Numbers- Level 4 Programmes*

Steady Steps		Participants		Attendance
Oadby 2	St Pauls Church (Oadby)	23- Jan	7	132
Wigston 1	Wigston (Freer Centre)	20-Nov	10	104
<b>Total</b>				<b>236</b>



Cardiac		Participants
Oadby and Wigston	Parklands Leisure Centre	16 completed

### **Youth Engagement**

The Leicester Riders Positive Future sessions commenced at the sports hall located on the grounds of South Wigston High School in February. This, to offer a positive diversionary activity for young people to prevent involvement in crime and ASB. Numbers have varied each week in attendance.

Funded boxing sessions to support both male and female students at South Wigston High School continues weekly until the end of the school academic year.

At the February meeting of the Children & Young Peoples' Forum a revised 'Youth Engagement Strategy' document was presented to attendees for comment; this document incorporated data from the 2021 Census to aid in directing youth priorities within the Borough and received consent from those present to be presented to the PFD Forum at a later date. Additionally it was agreed that promotion of the Youth Council will be linked in with youth provision taking place throughout the summer period, including the Soft Touch Arts 'The Wall' project in South Wigston, with a view of creating interest in an initial Youth Council meeting to take place in September / October 2024.

### **Community Safety**

The build of 15 new HD CCTV units and 2 ANPR-equipped Speed Indicator Display (SID) units is underway with all units expected to be completed, and delivery arranged, for April 2024. Whilst the build takes place the Partnership, using data from its component agencies, are working to identify suitable locations for lighting columns to be converted to host the CCTV units, providing coverage across the three settlement areas in line with known crime and disorder 'hotspots' and seasonal trends. A total of 65 columns will be identified and structurally tested as part of this workstream, with columns passing the structural test then being electrically tested by LCC before conversion works can take place. The PCC's Office and the Home Office remain satisfied with the progress to date against this Safer Streets funded project.

### **Anti-Social Behaviour**

The ASB Officer has recorded **12** reports of ASB in Q4, please see chart below for monthly breakdown:

Q4		
Number of ASB logged/investigated by ASB Officer: 12		
Number of incidents per month		
January 24	February 24	March 24
5	4	3

Of these 12 ASB reports, issues remained that of a wide range. Most common reports included 'Noisy neighbours', 'Drunken behaviour', 'Throwing missiles' and 'Damage to buildings'.



Investigations continue with some of ASB reports with no disposals given to perpetrators as of yet.

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

<b>Q4</b> Number of ASB logged on Sentinel by Housing Department : 0		
Number of report logged per month		
October 23	November 23	December 23
0	0	0

The Council therefore in Q4 have recorded and investigated **12** reports in total of ASB, please see chart below for number per area breakdown:

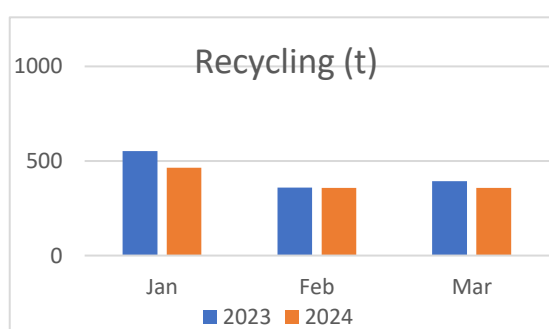
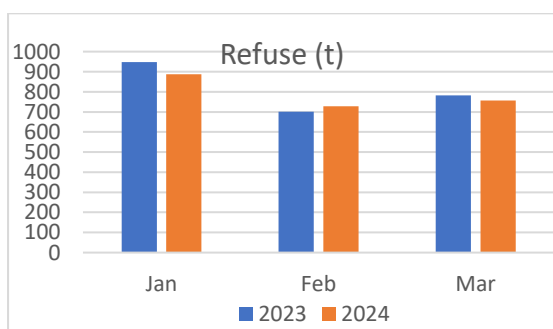
<b>Q4</b> Total number of ASB reports: <b>12</b>		
Oadby	South Wigston	Wigston
4	5	3

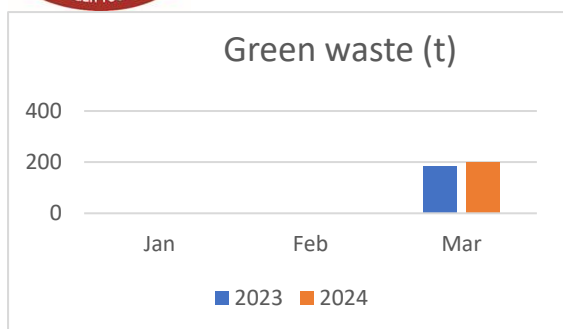
### **Refuse and Recycling**

In Qtr4 2023-24 there has been an overall decrease of 60.38 tonnes in the refuse collected, this is a 2.48% decrease compared to Qtr4 2022-23.

For the recycling tonnages, there has also been a decrease of 124.65 tonnes in Qtr4 2023-24 compared to Qtr4 2022-23. This translates to a 9.55% decrease of recycling collected between these periods.

For the green waste there were no collections in the months of January and February. In March there was an increase of 17.10 tonnes in Q4 2023-24 compared to the Q4 2022-23, which equates to a 9.27% increase.





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

Waste Type 2024	January		February		March	
	Weight (t)	%	Weight (t)	%	Weight (t)	%
Green Waste	0.00	0%	0.00	0%	201.56	14.88%
Recycling	463.78	33.14%	358.50	29.99%	357.93	26.42%
Refuse	887.14	63.40%	727.64	60.87%	756.18	55.81%
Other	48.38	3.46%	109.26	9.14%	39.16	2.89%

### Garden Waste Update

Garden waste renewals and sign ups continue, see chart below:

1st Jan - 27th May 2024	2024/25 (this year)	
	Number	Gross Revenue*
Renewals	8449	£538,875
New sign ups	536	£33,835
Total	8985	£572,710

At this point last year, we had received 9250 permit applications and gross income was £496,235. At the end of last year we had received 9874 permit applications and the full gross income was £528,570.

This year renewals have decreased, but the lack of sunny weather is likely to have played a part in this. Previous year's show that between 500-600 people will normally sign up/renew between now and the end of the year, so the permit applications will continue to increase.

Please note \*The gross revenue is the payment amount taken from the customer, this does not account for any refunds that may have been given (in cases of duplicate payments, for example resident suffering with dementia paying twice) or any other associated costs.



### Waste Transformation

Letter were sent to all residents w/c 20<sup>th</sup> May regarding the change to alternate weekly waste collections later this year.

Up to 27<sup>th</sup> May we have had 462 residents purchase a larger black household waste bin (a high number of these have been online). Our Customer Service Team has been very busy since dealing with calls and emails about the new scheme.

# Appendix 2

## Customer Service Statistical Analysis

### Quarter 4 2023-2024

#### Introduction

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

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

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

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

#### Email/Contact Us Online

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

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

Q4	January	February	March
Number of emails	452	346	334
Number of contact us forms processed	154	158	137
Number of complaints triaged	7	12	3
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 Q4	January	February	March
Garden Waste Renewal	2	3,013	2,056
Garden Waste Sign up	1	153	138
Contact Us Form	154	156	137
Direct Debit Form	42	39	184
Council Tax Occupation Form	53	58	59
HB & CTS Application	81	67	80
Council Tax Vacation Form	26	41	25
Arrange Clinical Waste Collection	32	41	37
Taxi Vehicle Application	34	37	42
Single Person Discount	38	42	59

Other Council Tax Discount/Exemptions	7	14	18
Council Tax Moving within the Borough	16	12	14
ASB online report	16	12	5
DHP Application	13	12	10
Selective Licence Payment	0	1	0
Compliments, Comments & Complaints form	12	17	15
Book a Competency Test	35	47	36
Abandoned Vehicle Report	8	11	8
New Noise Complaint	0	0	0
Garage Waiting List Enquiry	3	3	5
Taxi Driver Renewal	3	6	7
HB Change of Circumstances	8	4	3
<b>Monthly Total</b>	584	3,786	2,938
<b>Q4 Total</b>	7,308 online forms completed by customers in Q4		

## 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 3 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.

Q4	January	February	March
Number of calls	4,749	4,993	5,579
Number of calls answered	4,475	4,507	4,319
Percentage answered	94%	90%	77%
Number of abandoned calls*	274	486	1,260
Average wait time	0.47	1.14	2.55

## 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. In June 2023 Appointment Hubs were introduced in the following locations in each of our town centres:

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

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.
- Reminders about appointment hubs are included in relevant emails to email subscribers through Gov Delivery

Hub Appointment Stats			
Q4	January	February	March
Number of appointment request enquiries	0	2	4
Number of booked appointments.	0	1	1

Two appointments were booked and attended. These were for customers who needed assistance from Housing Options and Income Management team. One appointment was at the King Centre in Wigston the other appointment was at the Trinity Methodist Church Oadby.

There were four other appointment enquiries, but with the customer consent, officers were able to resolve the issues over the telephone:-

- Planning – Resolved over the telephone
- Revenues x2 – Both Enquiries were resolved with over the phone
- Housing Options – enquiry was dealt with over the phone.



## Reception

Our reception point at Brocks Hill deals with basic customer enquiries.

Reception Stats			
Q4	January	February	March
Number of Quick Enquiries	323	362	410
Full Enquiries (Waste, Housing, Clean & Green)	27	25	26

Quick Enquiries Breakdown			
Enquiry Type	January	February	March
Visitors/contractors	114	110	80
General basic council enquiries	121	72	130
Handing in post/documents & photo copying proofs	25	61	65
Request to use toilet	2	11	2
Jenno's enquiry	0	2	6
Refer to back office/assistance with customer phone	25	45	55
Key Collection/drop off	0	3	8
County Council Issue	1	7	1
Issue Pride of Borough card	20	12	14
Appointment Hub Enquiry	0	1	0
Form issued	2	3	2
Delivery	13	19	30
Signpost to another Agency	0	0	1
Garden Waste Assistance	0	16	12
Reference number given	0	0	4

Customer feedback regarding the reception point remains positive. To monitor this our receptionist at Brocks Hill is asking customers to score them out of ten in relation to the following factors.

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

During Q4 the reception customer satisfaction rating was 100% in all areas.

The following comments were also given.

- Finds coming into reception easier to communicate as hard of hearing also has a trust in what we do, really appreciates the help customer services staff give to him.
- I am very hard of hearing and have disability so good for help.
- Is so happy to have had somewhere to come as felt unconfident.
- Reassuring to have face to face contact.

### 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.

Q4	Jan	Feb	March
Number of Taxi vehicle apps processed	34	37	40
Number of competency tests booked	36	49	37
Number of EH admin tasks	84	85	67
Number of Waste reports run/processed	308	275	264
Number of Housing apps processed	59	53	35
Number of Homelessness admin tasks	111	93	83
Number of First Contact Requests	0	0	0
Number of Tell Us Once Requests	59	42	28
Number of Sport Pitch Invoices raised	6	9	11
Number of Facilities email/contact forms	52	47	49

#### Customer Service Centre Team - Output Summary

Q4	January	February	March
Number of emails/online contacts answered	606	504	471
Number of calls answered.	4475	4507	4319
Number of admin work items processed.	749	690	614

#### 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.

Q4	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
Jan 24	98%	100%	100%	100%	99%	100%
Feb 24	97%	100%	100%	100%	100%	100%
Mar 24	96%	100%	100%	100%	100%	100%

The overall customer satisfaction target for 2023/24 is 97%.

### Automated Call Backs

In November we launched Customer callback (automated callback). This is a feature on our phone line that lets customers receive a callback instead of waiting in the queue for an available agent to answer their call. When a customer's select this, they can hang up and keep their place in the virtual queue, an Agent will call them back when it would have been their turn. This has proved to be quite popular in busy periods

Q4	January	February	March
Call back request	35	132	602

### Virtual Video Appointment/Call back

Virtual Video appointment and call back went live from 28<sup>th</sup> March. This now enables customers to see a member of the Customer Services virtually via Teams.

The customer is able to request an appointment either for a same day call back or a pre bookable appointment within the next 7 days. There has been two appointment/call backs so far. We continue to promoting this new access channel.

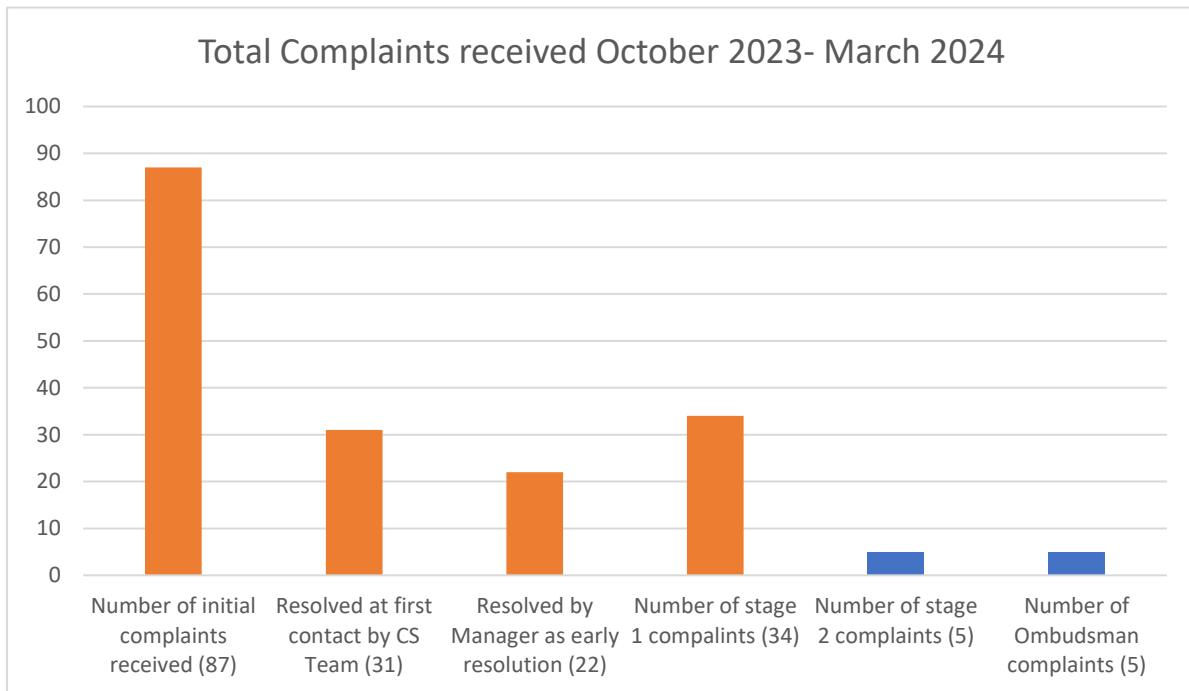
# **Bi-Annual Complaints Report October 2023 – March 2024**

## Introduction

The report summarises our complaints performance during the 3rd and 4th quarter of 2023/2024 covering the period from 1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024.

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 initial complaints received between 1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024 was 87 which is a reduction of 17 on the previous 6 month period
- 31 complaints were resolved at first point of contact by the Customer Service team
- 22 complaints were resolved by managers as Early Resolution
- 34 complaints went through the formal complaints process and were investigated as Stage 1 complaints which is 1 more than the previous 6 month period
- 5 complaints were escalated to Stage 2 which is a reduction of 14 on the previous 6 month period
- 5 complaints were received by the Ombudsman

## Monthly Breakdown for all complaints

Monthly Stats Oct 23 – Mar 24					
Month	Number Of complaints received	Early Resolution			Stage 1 complaints received
		Resolved By Customer Services	Resolved By Manager	Percentage	
Oct 23	20	5	7	60%	8
Nov 23	16	6	4	63%	6
Dec 23	14	8	3	79%	3
Jan 24	10	6	1	70%	3
Feb 24	13	3	4	58%	6
Mar 24	14	3	3	43%	8
Total	87	31	22	62%	34

The chart above shows the breakdown of how each complaint was handled. Overall, 62% of the complaints received were dealt with either by Customers 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
Corporate Assets	3
Waste	4
Licensing	1
Housing	8
Revenues and benefits	6
Total Resolved by Early Resolution	22

The chart below shows the stage 1 complaint comparison from Oct 22 – March 23 last year and the current reporting period Oct 23-Mar 24 this year, to show a more direct comparison between months.

Last Year Oct 22- March 23		This Year Oct 23 – Mar 24	
Month	Stage 1 complaints received	Month	Stage 1 complaints received
Oct 22	6	Oct 23	8
Nov 22	6	Nov 23	6
Dec 22	7	Dec 23	3
Jan 23	6	Jan 24	3
Feb 23	11	Feb 24	6
Mar 23	6	Mar 24	8
<b>Total</b>	<b>42</b>	<b>Total</b>	<b>34</b>

The below chart shows the stage 1 complaint comparison from the previous reporting period Q1 and Q2 (Apr-Sept 23) and the current reporting period Q3 and Q4 Oct 23 - Mar24)

Previous Reporting Period April- Sept 2023		Current Reporting Period Oct 23-Mar 24	
Month	Stage 1 complaints received	Month	Stage 1 complaints received
Apr 23	4	Oct 23	8
May 23	4	Nov 23	6
Jun 23	7	Dec 23	3
July 23	4	Jan 24	3
Aug 23	13	Feb 24	6
Sept 23	1	Mar 24	8
<b>Total</b>	<b>33</b>	<b>Total</b>	<b>34</b>

Stage 1 complaints have remained at a similar level when compared to the previous 6 month reporting period (April-Sept 23).

Stage 1 complaints however show a decline when compared to the same period year on year (Oct 22-March 23 compared to Oct 23 – Mar 24). This is very encouraging as it shows the early resolution approach is now instilled within the Council.

The below chart shows the stage 2 complaint comparison with the previous reporting period Q1 and Q2 (Apr 23-Sept 23) and the current reporting period Q3 and Q4 (Oct 23 to Mar 24).

Previous Reporting Period April 2023 – Sept 2023		Current Reporting Period October 2023-March 2024	
Month	Stage 2 complaints received	Month	Stage 2 complaints received
Apr 23	2	Oct 23	0
May 23	2	Nov 23	2
Jun 23	5	Dec 23	0
July 23	1	Jan 24	0
Aug 23	3	Feb 24	1
Sept 23	6	Mar 24	2
<b>Total</b>	<b>19</b>	<b>Total</b>	<b>5</b>

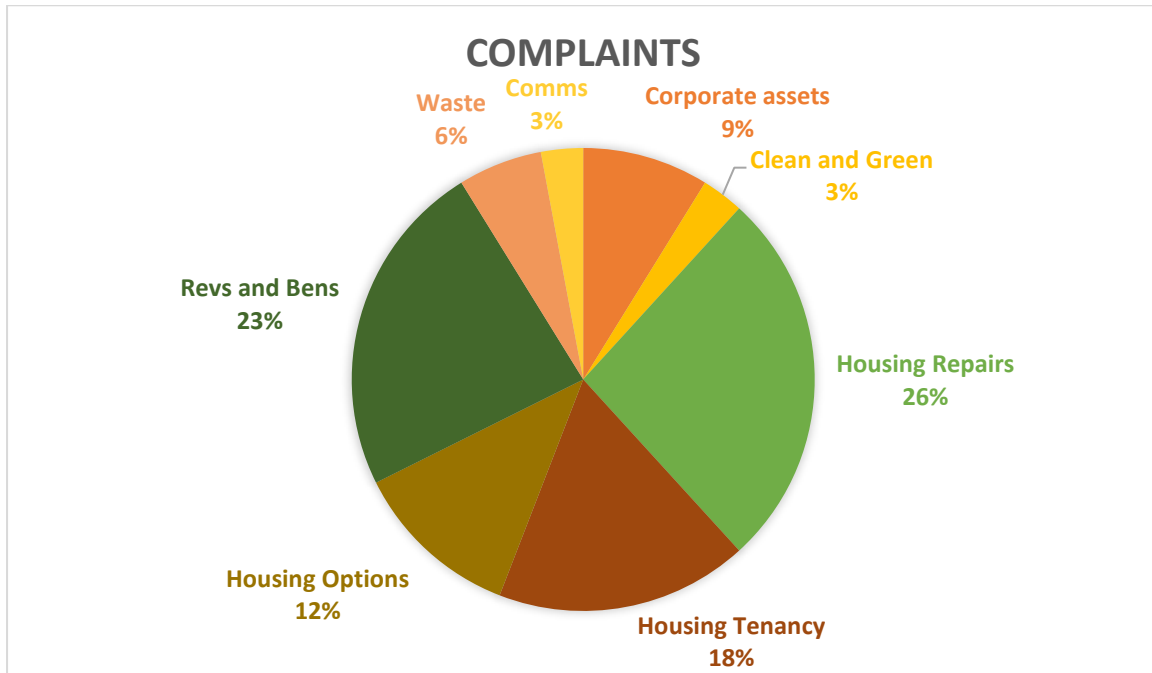
The comparison charts above show a dramatic decrease in stage 2 complaints, which is a vast improvement demonstrating complainants are happy with the response to their stage 1 complaint and the speed with which they receive their response.

There has been an increase in ombudsman complaints, with a total of 5 received. In the previous period there were 2.

Of the 5 received by the ombudsman, they made a decision only to investigate 3 of them, refusing 2.

## Departmental Breakdown

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



## Law and Democracy

### Clean and Green

Stage 1 Complaints				
Total Number of Complaints	Number	Category	Overview	Upheld Y/N
1	1	Lack of path cleaning	Lack of maintenance due to broken sweeper	1x partially Upheld

### Corporate Assets

Stage 1 Complaints				
Total Number of Complaints	Number	Category	Overview	Upheld Y/N
3	2	Car park issues	Alleged inappropriate disabled parking bays	1x Not Upheld
			Lack of lighting in car park	1x Not Upheld
	1			1x Not Upheld



		Cemeteries- Condition of grave	Removal of grave edging	
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Stage 2 Complaints			
Area	Category	Overview	Upheld
Clean and Green	Lack of path cleaning	Unhappy with Level 1 Response	Not Upheld
Corporate Assets	Cemeteries- removal of grave edging	Unhappy with Level 1 Response	Not Upheld

### Corporate Assets Manager – Commentary

#### Lack of path cleaning

Paths are cleaned but at that time of the year an exceptional build-up of detritus can be found due to the location of the paths and in particular the canopy cover from the trees. The complaints perception of cleanliness was subjective – as even after a sweep/tidy he continued to raise issues.

#### Removal of grave edging

The complainant had had the process explained to him and he had complained a number of years ago when his particular issue had been resolved. The complaint was in fact more about other people’s edgings rather than on their own plot.

#### Disabled Parking bays

One issue raised about location/size of the disabled parking bay at Brocks Hill. Customer has been reassured they meet guidelines. The other issue was relating to a light and work being carried out by a third party, there was a misunderstanding on what action had been taken, once dates were given the issue was resolved.

### Waste

Area: Waste

Stage 1 Complaints				
Total Number of Complaints	Number	Category	Overview	Upheld Y/N
2	1	Collection Issues	Bins left in wrong place	1x Upheld
	1	Garden waste costs	Complaint against rise in garden waste	1x Not upheld

			fees and reduction in service	
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Stage 2 Complaints			
Area	Category	Overview	Upheld
Waste	Garden waste rise in costs and reduction in service	Unhappy with Stage 1 Response	Not Upheld

### Waste Manager – Commentary

**Collection Issues** We have had several new agency workers on the refuse and recycling rounds. We have held staff briefings regarding the importance of bins being placed correctly, and not being left blocking drives, pathways etc.

**Garden Waste Costs** Council decision was made to increase charges, this was explained to customer.

Over the winter months, far less garden waste is produced, reducing the service over the winter allows the council to save money.

### Built Environment

#### Housing Options

Stage 1 Complaints				
Total Number Of Complaints	Number	Category	Overview	Upheld
4	2	Staff Attitude	Alleged staff Rudeness	2x Not Upheld
	1	Unhappy with temporary accommodation	Alleged staff rudeness	1x Not Upheld
	1	Request for move	Unhappy with decision	1x Not Upheld

(Continued overleaf)

Repairs

Stage 1 Complaints				
Total Number of Complaints	Number	Category	Overview	Upheld Y/N
9	6	Property Maintenance	Issue with door causing alleged theft of bicycle	1x Not Upheld
			3 x Lack of compensation for lack of heating and hot water	3x Not Upheld
			Lack of hot water and water pressure	1x Not upheld
			Damp and radiator not heating up	1x Not upheld
	3	Contractor issues	No show of contractor	1x Not upheld
			Delay in contractor fixing heating and hot water	1x Not upheld
			Alleged threatening letter from contractor	1x Not upheld

(Continued overleaf)

## Tenancy

Stage 1 Complaints				
Total Number Of Complaints	Number	Category	Overview	Upheld
6	3	Staff Attitude	Alleged staff causing homelessness	1x Not Upheld
			Unhappy with end of tenancy information given out	1x Partially Upheld
			Staff member allegedly giving preferential treatment	1x Partially upheld
	1	Missing items in property	Requests for ariel in council property	1x Not Upheld
2	ASB	2x Reports of ASB not actioned	2x Upheld	

Stage 2 Complaints			
Area	Category	Overview	Upheld
Housing Tenancy	ASB reports not being actioned	Unhappy with Level 1 Response	Upheld

### Housing Manager - Commentary

All of the complaints received in relation to Housing Options and Repairs were 'not upheld' by the Council.

Some complaints were either upheld or partially upheld in relation to Tenancy. In investigating the complaint that alleged a staff member was giving preferential treatment, upon investigation it was found that whilst there was no clear evidence of any preferential treatment towards a tenant by the Tenancy Officer, it was acknowledged that the officer did go over and above their role but this was with good intentions, with the purpose of preventing further inconvenience which would have impacted on a communal area of a property and a number of tenants.

With regard to the elements of complaints that were upheld regarding end of tenancy information and ASB No there were some learning points in relation to these which have been taken on Board by the team.

## Customer Services and Transformation

Area: Revenues and Benefits

Stage 1 Complaints				
Total Number of Complaints	Number	Category	Overview	Upheld
8	3	Recovery	Alleged Lack of Contact / Warning/summons	1x Not Upheld
			Alleged staff unhelpfulness	1x Not Upheld
			Unhappy at HB overpayment	1x Not upheld
	1	Bailiff issue	Alleged abuse from bailiffs	1x Not upheld
	3	Council Tax	2X Disputing money owed	2x Not Upheld
			Staff attitude regarding arrears	1x Not Upheld
	1	Benefits	Unhappy with processing HSF	1x Partially Upheld

Stage 2 Complaints			
Area	Category	Overview	Upheld
Recovery	Bailiff issue	Unhappy with Level 1 response	1 Not Upheld
	Staff rudeness	Unhappy with Level 1 response	1 Not Upheld

### Revenues and Benefits Manager - Commentary

Only one of the complaints received was partially upheld, this is because the customer had the right to request a reconsideration of the decision made on the Housing Support Fund (HSF), she had supplied additional information and the HSF decision was revised. The customer was reassured that best practice would be shared and a change had been made as a result of this complaint, this was a satisfactory conclusion for the customer.

The other complaints weren't upheld and a letter explaining the situation was issued.

## Communications

Stage 1 Complaints				
Total Number of Complaints	Number	Category	Overview	Upheld
1	1	Our Borough	Complaint against the cost of producing Our Borough	1x Not Upheld

### Communications Manager - Commentary

One complaint was received by a resident about us using Council money to produce paper comms (Our Borough). It was explained to the complainant that the costs around Our Borough are offset by the benefits of reaching hard-to-reach individuals. This has always been a fine balance. It was also explained that a member decision has been taken to move Our Borough to primarily digital circulation, effective from this autumn's edition.

### Ombudsman Complaints

There has been 5 complaints raised with the Ombudsman. Of the 5, they made a decision only to investigate 3 of them, refusing 2.

Month	Area	Overview	Outcome	Lesson learned
Nov 23	Housing	Complaint about housing services when fleeing DV	Upheld- £750 compensation paid	Additional training provided to Customer Services and housing.
Nov 23	EH/ASB	Alleged lack of response to ASB	Not investigated	N/A
Nov 23	Revenues	Alleged distress caused by bailiffs	Not investigated	N/A
Feb 24	Housing	Alleged lack of response to ASB and improving security in communal block	LGO requested evidence sent 21.03.24	Awaiting outcome
Mar 24	Housing	Original Stage 1 Complaint not dealt with in accordance with our CCC policy-	£250 compensation offered and sent to LGO 22.03.2024	Awaiting outcome

## Complaints Monitoring

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)
Oct 23	6	0
Nov 23	5	12
Dec 23	5	0
Jan 24	9	0
Feb 24	10	12
Mar 24	8	18

These response times are very encouraging and will in part be responsible for the reduction in stage 2 complaints. The importance of dealing with complaints in a timely manner now seems to be embedded in the Council.

## Complaints Surveys

We have continued 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 2023 and March 2024, a total of fifteen customers were surveyed, see the survey results below:

### Treated Fairly

**100%** of customers surveyed said they were treated fairly during their complaint (15/15). This has remained consistent with the previous biannual report.



### Handling of their complaint

**100%** of customers surveyed felt satisfied with the handling of their complaint (15/15). This has remained consistent with the previous biannual report.



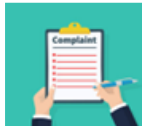
### Complaint Outcome

**93%** customers surveyed were satisfied with the outcome to their complaint (14/15). This has improved from 86% on the previous biannual report.



### Ease of complaint process

**100%** of customers surveyed were satisfied with how easy it was to make a complaint (15/15). This is an increase from 91% on the previous report



### Helpful and Polite

**100%** customers surveyed felt that staff were helpful and polite during their complaint (15/15). This has remained consistent from the previous biannual report.

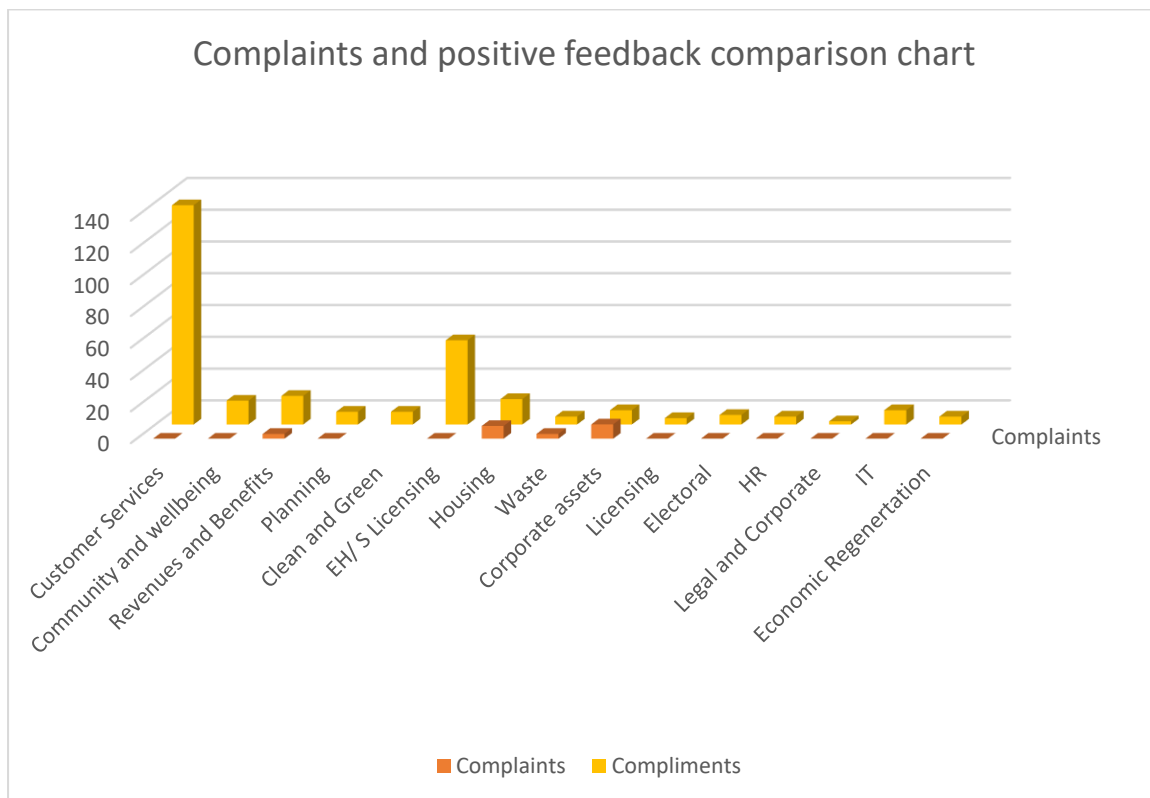


### Positive Comments

Between October 2023 and March 2024 there were 301 positive feedback, compliments and comments received.

The Customer Services team (138) and the EH and Selective licensing team (53) 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. The below chart 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	138 Positive feedback comments
Community and Wellbeing	15 Positive feedback comments
Electoral Services	6 Positive feedback comments
Legal and corporate	2 Positive feedback comments
Licensing	4 Positive feedback comment
Planning	8 Positive Comments
EH/ Selective Licensing	53 Positive comments
HR	5 Positive Comments
IT	9 Positive Comments
Economic Regeneration	5 Positive Comments

**Examples of positive feedback received.**

~ Page 66 ~

**Planning**

Very helpful even though I kept asking questions they replied promptly and with the information I had requested.

**Waste**

I expect you mostly deal with complaints, so I felt I wanted to complement O&WBC in taking the initiative in arranging to do the additional collection, which was much appreciated and an example of good customer service.

**Housing**

Really happy with the genuine care that she has received on this call but also on the previous call

**IT**

Really quick resolution & even sent Teams message to check everything is still OK and offering support if any further problems.  
Thank you

**Customer Services**

"Brilliant service" - said he never received this kind of service from his previous council



## OWBC Event Calendar 22 March – 1<sup>st</sup> September 2024

Events			
Date	Overview	Type	Details
22 March – Mid April	The Great Egg-Scape this Easter	Town centre trail	Themed family trails in all three town centres
Saturday 27 April	Craft fair and workshops at Wigston Framework Knitters Museum	Sponsored event	Sponsored craft fair and workshops
Saturday 4 May	Armed Forces Breakfast	Sponsored event	Armed Forces Breakfast held at Oadby RBL
Friday 24 to Monday 27 May	Funfair at Blaby Road Park	External event on council land	4-day fair at Blaby Road Park, South Wigston
Saturday 1 June	St Wistan's Walk	Council event	Guided walk starts at 9.15 in Wistow and ends in Bell Street.
Saturday 1 June	Medieval fair, Bell Street, Wigston	Council event	From 11am to 4pm – lots of family activities and entertainment
Thursday 6 June	D-Day 80 <sup>th</sup> anniversary celebration event	Council event	From 8pm at Brocks Hill Country Park. Beacon lit at 9.15pm
Monday 24 June	Armed Forces Flag Raising	Ceremonial council event	11am at Council Offices in Brocks Hill Country Park
Saturday 10 August	Olympics celebration event	Council event	From 2pm until 9pm we will have a big screen showing the Olympics in Blaby Road Park. Sports clubs will be involved with activities put on around the park.
Sunday 1 September	Botanic Gardens festival	Partner event	Organised by the university and the botanic gardens and



			supported by OWBC, more details of this event will be available soon.
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<b>Observance</b> *all will acknowledged on the council's social media channels		
<b>Date</b>	<b>Overview</b>	<b>Details</b>
10 April 2024	Eidal-Fitr	Muslim holiday
13 April 2024	Vaisakhi	Sikh/Hindu observance
22-30 April 2024	Passover	Jewish holiday
23 April 2024	St George's Day	National observance
16 June 2024	Eid al-Adha	Muslim holiday



# **Oadby & Wigston Borough Council**

## **Customer Experience Strategy Action Plan**

### **2023-2026**

## Customer Experience Strategy 2023-2026 Action Plan

Below is a table of the planned actions 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 actions will be identified as the three-year period advances.

### 1. Organising ourselves around customer needs

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update Comments 24 <sup>th</sup> May 2024
1.1	Introducing face to face appointment hubs in Oadby, South Wigston and Wigston	Spring - Summer 2023	Successful implementation Customer Feedback	Customer Service Manager	Increased contact from hard to reach groups and increase customer satisfaction	Complete	Appointment Hubs were launched June 2023 in locations in each Town Centre, Oadby, South Wigston & Wigston
1.2	Introducing a reception point at new council offices	Spring - Summer 2023	Successful implementation Customer Feedback	Customer Service Manager	Greater impact and engagement with customers, increase customer satisfaction	Complete	A reception point was open in July 2023 and is used by customers daily
1.3	Working with Community Wellbeing team to Improve customer engagement	On-going	Customer feedback and participation in community activities/events	Community Wellbeing Team and Head of Customer Service & Transformation	Increase engagement with more community groups, listening to a broader range of customers views	On-going	The Community & Wellbeing continue to encourage community groups and leaders to participate in consultations and events
1.4	Establishing a robust consultation process in the Council to ensure quality and quantity of responses from a wider demographic	Winter 2023/24	Consultation data	Communications Manager	Better sample sizes from the broader community when consulting Increase in responses from more hard to reach groups	Complete	A 'Guide to Consultations' documents has been designed to serve as a blueprint for our consultation processes, Managers and key staff have been briefed on this to ensure a more consistent approach is taken

OWBC Customer Experience Action Plan 2023-2026

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update Comments 24 <sup>th</sup> May 2024
1.5	Simplifying our telephone contact	Winter 2023/24	Customer feedback	Customer Service Manager and Policy, Performance & Transformation Manager	Better telephony experience for our customers	Complete	After research and review, our main phone line messaging has been changed. The number of options has been reduced and the messaging has been simplified.

**2. Using data and intelligence to improve customer experience**

	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
2.1	Increasing analysis of customer activities, including CRM contact data, the website analytics, online forms data and call handling data	Winter 2023/24	Self-service form increased Website usage increased	Policy, Performance & Transformation Manager	Understanding behaviour and choices will help to identify and prioritise improvements, this will lead to a better customer experience	Complete	Regular analysis continues to take place to help us increase self-service options and data is also used to help manage customer demand
2.2	Improvement programme carried out to use data to simplify and improve services	Summer 2025	Increase of enquiries resolved at first point of contact	Policy, Performance & Transformation Manager	Improving service delivery, leading to increase customer satisfaction	On-going	Work continues, notable successes have been the increase of resolution rates for Council Tax enquiries, and upskilling to decrease the transfer of calls
2.3	Strengthening links between the Communication Team and the Customer Services Team to ensure customer feedback is acted upon, ensuring continuous improvement of our comms channels i.e. website	Autumn 2023	Implementation of new way of working between teams	Communications Manager and Customer Service Manager	Improved digital experience for customer e.g. website Website and other digital comms channels more regularly adapted and updated based on feedback	Complete	An online form has been created to allow CS Staff to highlight any website issues or improvements to the Comms Team instantly. In addition the Comms Team and CS Team have regular joint team meetings so two way communication can take place and the CS have an understanding of council wide comms.



OWBC Customer Experience Action Plan 2023-2026

	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
2.4	Produce data quality policy	Spring Summer 2023	Policy produced	Head of Customer Service & Transformation and Policy, Performance & Transformation Manager	Ensuring data is high quality and timely helps to monitor performance effectively this is vital to support good decision making and continuously improve service delivery outcomes	Complete	Data Quality Policy has been produced and made available to all staff via the intranet

**3. Growing a customer first continuous improvement culture**

	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
3.1	Enhancing staff training, from induction to developing in role  New challenging customer training to be launched	On-going  Autumn 2023	All staff to complete appropriate customer care training	Policy, Performance & Transformation Manager and HR Manager	Better customer experience	Complete	Staff training and induction has been reviewed and improved. A dealing with difficult/challenging customers module has been added to our E Learning Training, All staff have completed the relevant customer care training courses
3.2	Quarterly reporting on performance and customer satisfaction to SLT	Spring 2023	Performance report	Policy, Performance & Transformation Manager	More focus leading to better performance across the council and increase customer satisfaction	Complete	Performance reports, and customer satisfaction levels are now presented at SLT on a quarterly basis
3.3	Learning from complaints and customer feedback, introducing quarterly review meetings feedback to SLT	Summer 2023	Improved satisfaction in complaints feedback	Policy, Performance & Transformation Manager	Reduction in complaints and improvement in complaints handling	Complete	Complaints are reviewed regularly by the Policy Performance & Transformation Manager & the Chief Executive chairs review meetings. The bi-annual report is reported into SLT

OWBC Customer Experience Action Plan 2023-2026

	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
3.4	Achievement of the professional accreditation Customer Service Excellence Award	Dec 2023 Dec 2024 Dec 2025	Accreditation	Policy, Performance & Transformation Manager	Better customer experience and continuous improvement across the organisation	Dec 2023 - Achieved	Customer Service Excellence Award Was achieved for the fourth year running in December 2023
3.5	Working with the Customer Champions and other Focus groups to empower staff to drive improvements	On-going	Customer feedback Staff feedback	Communications Manager and Policy, Performance & Transformation Manager	Staff driven improvements helping to drive our customer first and continuous improvement culture forward	On-going	The Customer Champions focus group will continue to work on the website improvement programme as this progresses
3.6	Increase first contact resolution by customer service team Reduction in call transfers	Summer 2024	Call analysis CRM Analysis	Customer Service Manager and Policy, Performance & Transformation Manager	Better customer experience, reduction in double handling of enquiries	On-going	Upskilling of the customer service team has taken place in Council Tax and resolution rates have improved.
3.7	Review all Service Level Agreement between Service Areas and the Customer Service Team	Summer 2025	New SLA produced	Customer Service Manager and Policy, Performance & Transformation Manager	Improved service level, first resolution rate and customer experience	On-going	SLA's for Council Tax, Waste and Planning have been completed, work will continue until all key areas have been reviewed
3.8	Refresher Training Programme for customer service team	Summer 2025	Training programme completed	Customer Service Manager and Policy, Performance & Transformation Manager	Improved service level, first resolution rate and customer experience	On-going	Training programme is progressing well, work continues on this when time permits balancing customer demand

4. Digital By Design

	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
4.1	Review, improve and increase online forms	Ongoing	Increase in usage	Policy, Performance & Transformation Manager	Increase of self service, channel shift	On-going	Review continues and stats are monitored regularly, we have seen an increase of use by 4% of our online forms. New Business Rates online form are due to be launched in summer 2024
4.2	Explore the use of virtual appointments	Autumn 2023	N/A	Customer Service Manager and Policy, Performance & Transformation Manager	Another access channel, customers being able to have a virtual face to face contact without leaving their home	Complete	Virtual Call Back/Appointments have been launched, we continue to promote this additional access channel residents.
4.3	Improve digital inclusion – building the digital skills of our customers  Promote external courses and consider running free digital skills drop in sessions	Spring 2024	N/A	Communication Manager and Corporate Project, Systems and IT Manager	Improve digital inclusion, customers being able to use online services more confidently	On-going	A variety of digital skills course have been promoted to residents, recent examples include HIRE getting work ready and Leicestershire County Councils work ready webinars. Consideration has been given to running a free digital skill session but due to resources, this will not

OWBC Customer Experience Action Plan 2023-2026

							be done at this time.
4.4	Explore the use of webchat	Autumn 2024	N/A	Customer Service Manager and Policy, Performance & Transformation Manager	Another access channel, quick enquiries being answered almost instantly, increase customer satisfaction	Work to start soon	Work will progress over the coming months
4.5	Explore other AI technologies	Winter 2024	N/A	Policy, Performance & Transformation Manager	Potential savings, increase access channels	Work to start soon	Work will progress over the coming months
4.6	Website improvement programme to increase self-service options, to update and review pages and to improve content	Winter 2025/26	Customer feedback Increase in usage data	Communications Manager and Policy, Performance & Transformation Manager	Increase usage of website, channel shift increased customer satisfaction Website will contain increased up to date and accurate information	On-going	Work has started on this improvement programme, high visited pages have been identified and some have already been reviewed and improved. Work will continue with this during the next 2 years.

**Review Date:**

24<sup>th</sup> May 2024 by Head of Customer Service and Transformation