

## Objectives for 2018/19

As part of our continuing desire to improve and deliver services that meet our five corporate objectives, the authority has identified key streams of work and programmes that stretch across all aspects of the Council and the services we provide to ensure we achieve these objectives.

2017/18 has been a successful year for the Council, achieving much, such as the developments of Parklands and Brocks Hill, Achieving IIP Level 6 recognition, and we want 2018/19 to build upon this and be our most successful ever.

### Improvements to the Customer Service

**Targets: IEB4, IEB5, IEB6, IEB7, IEB14, ESP2, ESP18, ESP19, ESP20, ESP21, ESP22, ESP41, ESP42, ESP43**

As a Council, we understand how important it is for us to provide services to our residents in the most helpful, effective and efficient means to ensure we provide the services you need in a manner that satisfies you. In effect, we want our residents, local businesses and partner organisations to feel as valued customers, rather than obligations. It is this ethos that the Council is embracing – we want you to feel that you want to deal with us – that we would be your service provider of choice due to our levels of exemplary service and customer satisfaction.

One core development of this is continuing to explore how we can improve our flagship Customer Services Centre in Wigston. We have a target that at least 95% of residents who receive a service through there are satisfied, and this is our key measure. But we are working on various ways in which we can continue to improve this service as we do not want to rest on our laurels and progress. A key area of improvement is the “Cashless” project. Currently, the Customer Services Centre is the only Council facility that accepts cash payments. However, for residents who are not located in Wigston, or unable to visit the centre this situation is troublesome. The council is looking to address this as part of the cashless project – whilst the council is looking to stop accepting cash at the CSC (which will reduce costs and risks), we are looking to maximise the number of places within the borough that residents and businesses will be able to pay the council using cash – eliminating the need to visit the CSC in Wigston. Additionally,

the Council is looking to further develop our channel shift programme, making more resources available on-line and to enable people to utilise these services through our Digital Strategy (alongside our Digital Partners).

Customer Service is not just about how we deal with queries at the Customer Service Centre, but across the Council as a whole. For example, our Housing Service aims to excel in service delivery and the customer experience. Significant work goes into delivering our Housing Stock Capital Programme and this in combination with the Housing Repairs Service, the “Your New Home” Service and “Your Improved Home” paramount importance is given to not only what service is delivered, but also how the service is delivered. It is why the service is aiming to achieve a level of satisfaction of 95% from each service, and will work in a proactive manner to minimise any issues residents experience and ensure a satisfied resident.

## **Community Involvement**

**Targets: ESP37, GSP5, WBA13, WBA14, WBA15, WBA16, WBA18, WBA25, IEB1, IEB2, IEB8, IEB9, IEB10, IEB11, IEB12, IEB13**

Oadby and Wigston are very proud of the widespread and diverse nature of the communities in the borough and are active in encouraging the community spirit that makes the borough the special place that it is. Work carried out in early 2018 in developing the three neighbourhood forums and funding streams will reap benefits in the years to come and the council will deliver projects recommended by the forums within six months of their approval. By spending 2017/18 in improving the forum governance and support, this will enable the Council to expand our community work during the New Year. Officers will look to encourage residents to get involved in volunteering across the borough, with a target of over 1,500hrs of volunteering to be registered – ranging from helping community groups to keeping our parks being great places to visit. The Council will also develop and publish a Community Engagement Action Plan by October 2018 highlighting how we will continue to develop our community links and how the Council, Communities and Partners can improve engagement and community development beyond the resident forums.

The Council has realigned some of its services to allow them to work more closely and deliver better services. One example of this is our Community Youth Work will work closely with colleagues in Health and Wellbeing, enabling greater time and resources to

improve events such as the popular Sonic Boom event in the summer, where we are targeting an increase of 15% more visitors. Equally, we want more young people to get involved with community events so are encouraging more children and young people to get involved with the Youth Council.

## **Developing the Borough**

**Targets: IEB15, BED1, BED2, BED3, BED4, BED5, BED6, ESP1, ESP2, ESP3, ESP4, ESP5, ESP6, ESP7, ESP8, ESP9, WBA1, WBA3**

The regeneration of the Borough, both in respect of housing development and economic development is at the forefront of Council strategy. During the spring of 2018, the Local Plan will be consulted upon and inspected by planning inspectorate. This work, alongside the Strategic Growth Plan for Leicestershire that is out for consultation in the spring also, outlines the developmental plan for the borough through to 2031. The Council aims to adopt the Local Plan by September 2018, thereby giving the Council, its residents and those who work here, a clear outline for the future of the borough. During the summer, the Council will produce a Housing Strategy Statement for 2019 onwards, informed by the Local Plan and an assessment of the borough as a whole. This strategy will assist the authority in delivering affordable homes through S106 agreements with developers and give the Council's development company, Bushloe Developments, the guidance it requires to deliver its objectives. The Council will also be able to maintain a rolling five year supply of housing land due to approved Local Plan and informed by the Housing Strategy, and by association will enable the progression of Town Centres Area Action Plan Guidance by March 2019. The Council knows that our town centres provide thriving community hubs, and to continue to attract people to live, work and visit the borough, we need to develop them. Alongside the action plan, we will work to support our town centres by working closely with town centre groups and facilitate the development of key, Council owned sites – with our aim being shop occupancy in each of the three town centres to be in excess of 91% in 2018/19.

From an operational basis, it is important that we get the fundamentals right to enable growth and development. That is why, to enable the determining of planning applications and delivering strategic sites, the Council has set itself challenging targets in determining planning applications. Whilst these targets are set to expedite the process, the levels of quality, accuracy and

customer service will remain at the highest level. This ethos also applies to our Building Control Service –improving the scope of provision we can provide by progressing our joint working arrangements with Blaby District Council, increasing our revenue alongside becoming more customer focussed and meeting their needs alongside our statutory duties.

The Council will create much needed additional cemetery space at Oadby Cemetery by incorporating adjacent land to ensure future provision for the next five years. The Council is also planning to extend the Gardens of Remembrance at Oadby Cemetery and Wigston Cemetery by October 2018. Work will also begin in earnest on the building of the new pavilion on Horsewell Lane Recreation Ground, and Ervins Lock Pedestrian Footbridge will be opened by March 2019.

### Transforming the way we work

**Targets: ESP10, ESP11, ESP12, ESP13, ESP14, ESP15, ESP16, ESP17, ESP23, ESP24, ESP25, ESP26, ESP27, ESP28, ESP29, ESP30, ESP31, ESP32, ESP33, ESP34, ESP35, ESP36, ESP40, ESP44, ESP47, ESP48, WBA17**

Following on from the LGA peer review, and the successful accreditation of the Investors in People Level 6 award, the Council has a core strategy in improving how we work and the services provide. A key element of this relates to the people who work here, how they are supported to deliver services to the best of their abilities, and to also continue to make this a great place to work and be an employer of choice and to this end the Council will produce a People Strategy in the summer of 2018. The Council will also undertake a systematic review of its policies and procedures to guarantee that they are fit for purpose and follow industry best practice.

The council will continue to monitor sickness, focussing on the prevention of sickness absence where possible and thereby improving staff availability and minimising disruption to service provision and reducing costs to the Council. The Council is targeting short-term sickness absence to be below 8 days per year.

The Strategic Asset Review will begin in 2018, undertaking a review of all of the Council's assets – be they buildings or land owned or utilised by the Council. The review will look at the effectiveness of each asset and how they can be 'sweated' for operational

efficiencies, cashable benefits or development opportunities. It is anticipated that the project plan will be published in the summer of 2018, and structured delivery will follow on from that.

Linked into this project, the Council will be introducing improved mobile working across the Council, enabling staff to work from multiple sites and not be tied to their desks. This mobile working enables flexibility, combats the risk of emergencies (for example bad weather or issues with Council facilities) and also reduce the potential office space footprint required for staffing on a day to day basis, all of which means savings can be realised and ploughed back into frontline services.

Central Government intends to introduce a new system of funding local authorities by the end of this Parliament, and this includes the move towards a 75% Business Rate Retention Scheme and the implementation of a fairer funding formula for local government. These changes will have a significant impact on the Council's resources which would in turn potentially have a detrimental impact upon the services we provide and the Council must look to both model these changes and design solutions that could mitigate these risks. The Council has moved to a fluid budget setting process that is flexible to address needs and issues when they come on to the horizon, rather than waiting for a single point in the year to address them. This process continues into the new year and the setting of the MTFS, enabling the savings identified within it ensures the Council has a sound financial footing and is financially resilient, and our processes achieve an unqualified auditor's opinion in relation to the accounts and Value for Money.

The Council will also build on its treasury management approach and utilise active treasury management methods whilst considering alternative treasury investment opportunities, including property funds.

The Council will continue to maximise income through the effective collection of Business Rates and Council Tax whilst reducing former year's arrears across these areas. The newly formed Income Team will work with all areas of the Council to make sure that all income that is due is collected effectively and will work proactively to reduce amounts that are in arrears. The Council aims to collect 98.5% of Council Tax and Business Rates due in this year, and to reduce the total amount of former year's arrears to below 3% of the annual debt in Council Tax and 7.5% in Business Rates.

To support these aims the Council will continue to improve Member engagement and Member knowledge with a variety of initiatives and developments. Based upon Member feedback, the Council is revising its reporting to ensure it contains useful

information, is transparent and it outcome focussed, rather than looking at process and outcomes. The Council is also revising the constitution, enabling our Committee System to be as effective as possible. With respect to the Council's finances, the corporate finance function will brief members through a series of financial briefings, in addition to the current meeting cycle.

### **Helping those who need it most**

**Targets: WBA2, WBA8, WBA9, WBA10, WBA11, WBA12, WBA 21, WBA22, WBA23, WBA24**

The Council is committed to improving all services, but with Universal Credit coming online in the summer, and the worsening national homelessness crisis, helping those who need help most are at the top of our list. With respect to Homelessness, additional revenue funding has been allocated to support the service and plans are in progress to identify housing solutions, replacing the "bed and breakfast" service that families are receiving due to the lack of suitable accommodation. Belmont House in Wigston is undergoing considerable renovation to enable it to house families who are temporarily homeless and this is due to open in May 2018. The authority will also be assessing the viability of co-ordinating a cross-sector working group to address rough sleeping. The Council believes that the only way rough sleeping can be tackled is by working with voluntary sector partners and pooling resources in a coordinated response. Equally pre-emptive work in addressing this issue, be it the lack of affordable housing or monetary issues for individuals or families, is being addressed with Council-wide efforts to address these issues and trying to prevent homelessness before it arises – a business plan to reduce the number of empty homes in the borough will be produced in December 2018.

In relation to those people who live in our homes, we will continue to work as part of the Lightbulb Partnership to deliver Disabled Facilities Grants. These grants enable residents homes be adapted and converted into places that enable them to live their lives, rather than be a hindrance or obstacle to them. The Council has set an ambitious target of 95% of all Disabled Facilities Grants cases to be assessed, and of those approved, 95% are completed within agreed timescales.

The authority wants to make the claiming of benefits to be a painless and quick to process as possible. That is why the Council has reviewed the way it processes claims and believes that it can reduce the time to process a new benefit claim to less than 15 days,

and process a change in circumstances in less than 8 days. These improvements will mean that not only is the process less onerous and stressful, but people will receive the correct benefits sooner and reduce the chance of errors.

## **A Green Borough**

**Targets: IEB3, ESP38, ESP39, ESP45, ESP46, GSP1, GSP3, GSP4, GSP6, GSP7, WBA 4, WBA5, WBA6, WBA7, WBA19, WBA20.**

The borough has a proud tradition that despite our geographical location and size, we have some of the best parks in the county and have great facilities for sport and leisure. The development of Parklands Leisure Centre and Brocks Hill Country Park in 2017/18 has added to this and the Council aims for this to continue into 2018/19. We will aim to achieve “Green Flag” status in two of our park, and achieve a regional “In Bloom” award once again in 2018/19 alongside the production of a new Playing Pitch Strategy that will identify how we can improve facilities in the borough (including non-pitch related sports), enabling us to encourage more visitors to the borough and promote our green and safe parks.

Our communities take great pride in the cleanliness of the borough, and our street cleaning teams are aiming to achieve top-quartile performance for cleaning our streets, whilst the Council looks at ways of minimising the impact of littering caused by our current refuse and recycling processes, as well as ways of maximising the amount of waste we can recycle and significantly reduce the amount of plastics sent to landfill within the borough.

The Council will also assess levels of cleanliness across its sites, be it administrative buildings or housing, and develop action plans to improve cleanliness and reduce dog-fouling in particular, enabling a cleaner borough for our residents to enjoy.

The Council has a significant capital programme which it aims to deliver through 2018/19 and beyond. As ever, there is major investment in our housing stock – including the delivery of our Energy Efficiency Strategy that guarantees that all of our housing stock meet or exceed the Government’s recommended energy efficiency levels. The Council aims to guarantee all properties are EPC rated, and that all properties are rated “E” or above, ensuring that the energy burden of those properties is reduced, but will also cost the resident’s less to heat and power.

## Performance Targets for 2018/19

Progress against our Strategic Objectives and Corporate Plan is monitored by the Council's performance monitoring arrangements. The key performance targets detailed in this document will assist in how we are progressing to meet our corporate objectives. The move to outcome based objectives allows for the council to measure against how it is delivering, rather than relying on outputs.

### An Inclusive and Engaged Borough

Corporate Reference	Measure/Activity	Target
<b>IEB1</b>	Implement facilities projects requested by Area Forums and maintain facilities in good operational order	Area Forum projects to be delivered within 6 months of Committee approval
<b>IEB2</b>	Publish an updated Local Development Scheme	Publish the Local Development Scheme in October 2018
<b>IEB3</b>	The amount of household waste collected per household in the month	Target of 40% of all collections.
<b>IEB4</b>	Continue to improve customer access to services	Satisfaction with service provided by CSC by residents to exceed 95%
<b>IEB5</b>	Increase the number of online transactions	Number of online transactions to exceed 12,000
<b>IEB6</b>	Number of online transactions submitted by residents will increase	Target increase of 30%
<b>IEB7</b>	The number of face to face and telephone transactions will reduce at the Customer Services Centre	Target decrease for Telephone Transactions of 20% and Face to Face transactions of 15%



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<b>IEB8</b>	Provide opportunities for local residents to get involved in Volunteering. Record all hours weekly.	1,580 Weekly volunteering sessions provided. Volunteer hours calculated and referenced in Committee Report.
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<b>Corporate Reference</b>	<b>Measure/Activity</b>	<b>Target</b>
<b>IEB9</b>	Promote and provide opportunities to engage with schools. Monitor number of pupils from each school.	Aim to engage with 900 pupils during the year
<b>IEB10</b>	Community Safety Partnership Strategic Priorities	100% of agreed funding received from PCC
<b>IEB11</b>	Improving engagement with Children and Young People	15% increase in attendance at Supersonic Boom Event
<b>IEB12</b>	Improving engagement with Children and Young People	10% increase in attendance at Youth Council Meetings
<b>IEB13</b>	Improve Community Engagement beyond the Residents' Forums.	Community Engagement Action Plan to be developed and approved by October 2018.
<b>IEB14</b>	Improving customer relations regarding waste collection.	5 working days to respond to resident request.
<b>IEB15</b>	Adoption of new Local Plan to 2031	Adoption of the Local Plan by September 2018

**Balanced Economic Development**

<b>Corporate Reference</b>	<b>Measure/Activity</b>	<b>Target</b>
<b>BED1</b>	Adoption of new Local Plan to 2031	To Maintain a rolling 5 year supply of housing

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		land
<b>BED2</b>	Update Suite of Supplementary Planning Documents and Guidance	Adoption of the Town Centres Area Action Plan Guidance by March 2019
<b>BED3</b>	Update Suite of Supplementary Planning Documents and Guidance	Adoption of the Developer Contributions Supplementary Planning Document by March 2019

<b>Corporate Reference</b>	<b>Measure/Activity</b>	<b>Target</b>
<b>BED4</b>	Support our town centres by working closely with town centre groups and facilitating the development of key Council owned sites	Wigston Shop Occupancy – 91% or above
<b>BED5</b>	Support our town centres by working closely with town centre groups and facilitating the development of key Council owned sites	Oadby Shop Occupancy – 91% or above
<b>BED6</b>	Support our town centres by working closely with town centre groups and facilitating the development of key Council owned sites	South Wigston Shop Occupancy – 91% or above

**Effective Service Provision**

<b>Corporate</b>	<b>Measure/Activity</b>	<b>Target</b>
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Reference		
<b>ESP1</b>	Determining Applications and Delivery of Strategic Sites	Determination of Major Planning Applications within 91 days
<b>ESP2</b>	Determining Applications and Delivery of Strategic Sites	Determination of Minor Planning Applications within 56 days
<b>ESP3</b>	Determining Applications and Delivery of Strategic Sites	Determination of Other Applications within 56 days
<b>ESP4</b>	Creation of additional Cemetery space	Extend Garden of Remembrance at Oadby Cemetery by October 2018
<b>ESP5</b>	Creation of additional Cemetery space	Incorporate the adjacent former scout hut land into Oadby Cemetery by March 2019
<b>ESP6</b>	Creation of additional Cemetery space	Extend Garden of Remembrance at Wigston Cemetery by October 2018

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Corporate Reference	Measure/Activity	Target
<b>ESP7</b>	Implement projects requested by Area Forums and maintain facilities in good operational order	To receive £51,600 income from the hire of our Pavilions and Community Centres between 1st April 2018 to 31st December 2019
<b>ESP8</b>	Building Control Shared Service	To implement a Building Control shared service by 1st April 2018
<b>ESP9</b>	Planning Enforcement and Appeals	An appeal success rate of 70% or higher between 1st April 2018 to 31st December 2019
<b>ESP10</b>	Investors In People Award (see detailed action plan - agreed at Change Management Committee 17th January 2018)	Maintaining progress with the employment standard as a demonstration of good practice. (December 2018)
<b>ESP11</b>	Review Job Evaluation Scheme	To ensure that staff and managers have confidence in the process (December 2018)
<b>ESP12</b>	Have a People Strategy that will enable to authority to progress to being a top rated council and an employer of choice	Develop a People Strategy that is approved by June 2018
<b>ESP13</b>	Have a People Strategy that will enable to authority to progress to being a top rated council and an employer of choice	Implement programme of work (TBC once People Strategy has been approved)
<b>ESP14</b>	To improve the timeliness of staff recruitment.	30 calendar days from advertisement published to job offer being made.
<b>ESP15</b>	Increase staffing availability through reduced sickness.	Short-term sickness days average less than 8 days.
<b>ESP16</b>	Improve availability of staff to minimise service delivery interruptions	Turnover reduced to 11 days per person.

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<b>ESP17</b>	Review of Council's Policies and Procedures	All policies to be reviewed and revised in four batches. To be completed by March 2019.
<b>ESP18</b>	Become a "cashless" authority.	Move to "cashless" by December 2018

<b>Corporate Reference</b>	<b>Measure/Activity</b>	<b>Target</b>
<b>ESP19</b>	Become a "cashless" authority.	Expected income received by the Council will not drop due to the move to being cashless
<b>ESP20</b>	Become a "cashless" authority.	Reduction in resources required to manage payments.
<b>ESP21</b>	Redesigning the Customer Service Experience	Complete service review of CSC (November 2018)
<b>ESP22</b>	Redesigning the Customer Service Experience	Implement recommendations of review (March 2018)
<b>ESP23</b>	Set budget for 2019/20	Set budget for Council approval (February 2019)
<b>ESP24</b>	Maintain and improve the External Auditor's opinion of the authority	Achieve unqualified opinions on the Statement of Accounts: with minimal errors, and an unqualified opinion in relation to Value for Money

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<b>ESP25</b>	Continue to improve the value for money of Council services	Achieve the savings targets as stated in the Medium Term Financial Strategy (March 2019)
<b>ESP26</b>	Procure new Insurance Contract for the Council.	New Insurance policy in place by 30 <sup>th</sup> September 2018.
<b>ESP27</b>	Improve financial awareness of elected Members	Deliver two briefings during the financial year (March 2019).
<b>ESP28</b>	Successful implementation of Universal Credit	Amounts of Housing Benefits overpayments reduced to below £650k

Corporate Reference	Measure/Activity	Target
<b>ESP29</b>	Continue to maximise income through effective collection processes.	Council Tax collection rate of 98.5%
<b>ESP30</b>	Continue to maximise income through effective collection processes.	NNDR Collection rate of 98.5%
<b>ESP31</b>	Continue to maximise income through effective collection processes.	Reduce former years areas on Council Tax to below 3% of the annual debt.
<b>ESP32</b>	Continue to maximise income through effective collection processes.	Reduce former year's arrears on NNDR to below 7.5% of the annual debt.
<b>ESP33</b>	Continue to maximise income through effective collection processes.	Percentage of arrears over 90 days against total annual debt to below 15%

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<b>ESP34</b>	Improve payments to Creditors	95% of creditors paid within 30 days of receipt of invoice.
<b>ESP35</b>	Improve payments to Creditors	Average payment time for a creditors invoice is 15 days or less.
<b>ESP36</b>	Produce and test internal department Business Continuity plans.	9 plans completed and tested. 1 overarching plan completed by December 2018
<b>ESP37</b>	Community Safety Partnership Strategic Priorities	100% of agreed outcomes with PCC achieved
<b>ESP38</b>	Energy Efficiency Strategy	Energy Efficiency Strategy approved by Senior Management Team by September 2018

Corporate Reference	Measure/Activity	Target
<b>ESP39</b>	Energy Efficiency Strategy	Energy Efficiency Strategy delivered – Key Target to be set post April 2018
<b>ESP40</b>	Council Housing Stock Programme	Deliver agreed Capital Programme
<b>ESP41</b>	Improve Customer Satisfaction with the services delivered by the Housing Service	Customer Satisfaction with the Housing Repairs Service at 95%
<b>ESP42</b>	Improve Customer Satisfaction with the services delivered by the Housing Service	Customer Satisfaction with the “Your New Home” service at 95%

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<b>ESP43</b>	Improve Customer Satisfaction with the services delivered by the Housing Service	Customer Satisfaction with the "Your Improved Home" service at 95%
<b>ESP44</b>	Flexible Working Policy	Pilot 6 month Flexible Working Policy across the council (April 2018)
<b>ESP45</b>	Strategic Asset Review	Deliver Strategic Asset Review Project Plan (June 2018)
<b>ESP46</b>	Improving the condition of the Council's administrative facilities	Target to be set once Strategic Asset Project begins
<b>ESP47</b>	Improving the level of service received by residents in relation to refuse collection.	To reduce the number of missed refuse collections to 30 or below.
<b>ESP48</b>	Staff are fully aware and understand their statutory responsibilities	100% of Staff complete mandatory training on Learning Pool

### Green and Safe Places

Corporate Reference	Measure/Activity	Target
<b>GSP1</b>	Update Suite of Supplementary Planning Documents and Guidance	Adoption of the Conservation Areas Supplementary Planning Document by March 2019



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<b>GSP2</b>	Improving Tenancy Agreement to allow greater flexibility for the tenant and Council	New Tenancy Agreement approved and implemented by March 2019
<b>GSP3</b>	To provide a cleaner borough for our residents to enjoy.	Assess the levels of Dog Fouling across Housing sites and develop action plan to minimise any problem. December 2018
<b>GSP4</b>	Improve fire safety on Council Owned Housing Sites.	95% of Communal Housing areas are clear of dangerous or hazardous obstructions at all times.
<b>GSP5</b>	Improve Council's involvement in reducing Anti-Social Behaviour and it's causes	ASB Action Plan to be developed and approved by June 2018
<b>GSP6</b>	Green Flags for our parks	Achieve Green Flags in Brocks Hill Country Park and Peace Memorial Park
<b>GSP7</b>	"In Bloom" awards	Achieve regional "In Bloom" award winner status within the borough

## Wellbeing for All

Corporate Reference	Measure/Activity	Target
<b>WBA1</b>	To build a replacement Pavilion at Horsewell Lane Recreation Ground	To start on site by 30 <sup>th</sup> November 2018
<b>WBA2</b>	Section 106 Legal Agreements	Number of Affordable Homes delivered
<b>WBA3</b>	Ervin's Lock Pedestrian Footbridge	Opening of the Footbridge by March 2019
<b>WBA4</b>	To provide improved sporting facilities in the Borough	To have a plan developed by July 2018
<b>WBA5</b>	Review the Playing Pitch Strategy	Publish the Playing Pitch Strategy by February 2019
<b>WBA6</b>	The amount of recycling as a percentage of total waste collected for the month	50%
<b>WBA7</b>	Achieve top-quartile performance for Street Cleaning (detritus)	Rated in the Top Quartile (Target to be determined once results are available in early 2018/19)
<b>WBA8</b>	Improve Council facilities to accommodate temporary homeless families.	Belmont House to be operational August 2018.
<b>WBA9</b>	Reduce rough sleeping across the borough by working with voluntary sector partners.	Assess viability of a cross-sector working group to address rough sleeping. Report to Council in December 2018.
<b>WBA10</b>	Sheltered Housing Lifeline details	Attempted contact with 100% of relevant tenants

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<b>WBA11</b>	Continue to improve the way we provide Benefits	Average time taken to process changes in circumstances is 8 days or less.
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<b>Corporate Reference</b>	<b>Measure/Activity</b>	<b>Target</b>
<b>WBA12</b>	Continue to improve the way we provide Benefits	Time taken to process new Benefit Claims once all of the information has been provided is 15 days or less.
<b>WBA13</b>	Provide opportunities for local residents to get active, in line with Contract Specifications.	Stretch target of 929,000 footfalls from April 2018 to March 2019.
<b>WBA14</b>	Provide a range of activities to engage with children during holiday periods.	800 activities over February, Easter, Summer and October half term holidays
<b>WBA15</b>	Provide targeted interventions for local residents to improve their health and wellbeing, in line with funding agreement	Draw down external funding of over £60,000 for the benefit of local residents
<b>WBA16</b>	Improve Council's involvement in reducing Anti-Social Behaviour and its causes	100% of agreed targets and milestones in ASB Action Plan achieved.
<b>WBA17</b>	Percentage of Council staff and Elected Members who have undertaken relevant safeguarding training.	100% of relevant Council Staff and Elected Members undertake training
<b>WBA18</b>	Improve Community Engagement beyond the Residents' Forums.	100% of agreed targets and milestones in Community Engagement Action Plan achieved.
<b>WBA19</b>	Improve EPC ratings of Council Properties	100% Properties EPC Rated
<b>WBA20</b>	Improve EPC ratings of Council Properties	All Properties are rated E and above

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<b>WBA21</b>	Delivering Disabled Facilities Grants through the Lightbulb Project	95% of cases assessed
<b>WBA22</b>	Delivering Disabled Facilities Grants through the Lightbulb Project	95% of approved cases completed
<b>WBA23</b>	Supporting Homeless Residents	Average waiting time of 5 working days for homelessness appointments (March 2019)
<b>WBA24</b>	Reducing the number of empty homes	Produce a business plan to reduce the number of empty homes (December 2018)
<b>WBA25</b>	Provide a range of physical activities at our leisure facilities	8,801 people attend physical and sports activities at our facilities