



Service Delivery Committee	Tuesday, 09 March 2021	Matter for Information
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Report Title: **Corporate Performance Update (Q3 2020/21)**

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

Purpose of Report:	To provide an update on progress during Quarter 3 of the 2020/21 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in 2020. The report combines updates on key service delivery achievements coupled with the Council's key performance indications in a single report.
Report Summary:	<p>There are 98 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system.</p> <p>There are two other ranks, a "blue" ranking and this is for indicators where work has yet to begin and a "white" ranking system where it is outside the control of the Council for delivery, and therefore cannot be ranked. Out of the 98 indicators, 79 were due for reporting as at the end of Quarter Three. Of the 98, 63 were green status, 11 were amber status, and 5 were red status.</p> <p>This equates to 80% Green, 14% Amber and 6% Red status. The COVID19 pandemic continues to have a significant impact on the reporting of some of the KPI's and the ability to deliver.</p>
Recommendation(s):	That the performance of the Council against its Corporate Objectives in delivering services be noted.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Stephen Hinds (Deputy Chief Executive Officer / Section 151 Officer) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk</p> <p>Philippa Fisher (Head of Customer Service & Transformation) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk</p>
Corporate Objectives:	Building, Protecting and Empowering Communities (CO1) Providing Excellent Services (CO3)
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Innovation (V4)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Reputation Damage (CR4) Organisational/Transformational Change (CR8)

Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	<ul style="list-style-type: none"> • Corporate Plan (2019 -2024)
Appendices:	<ol style="list-style-type: none"> 1. HRA Capital Programme (2020/21) 2a. Repairs and Housing Survey Results 2b. Net Promoter Score Metric Explanation 3a. DFG Performance Report Q3 3b. LB DFG Dashboard Q3 3c. Information Report HSC Q3 3d. LB HSC Dashboard Q3 3e. Information Report Q3

(Continued overleaf)

1. Introduction

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

2. Corporate Performance

- 2.1. The following report provides analysis and statistics on the performance of the indicators used to monitor our progress against the Council's new Corporate Objectives.
- 2.2. There are three main objectives, with these being:
 - Building, Protecting and Empowering Communities;
 - Growing the Borough Economically; and
 - Effective Service Provision.
- 2.3. There are 98 Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system. There is also a "blue" ranking and this is for indicators where work has yet to begin, and therefore cannot be ranked. Finally, there is a "white" rating where the indicator cannot be met due to circumstances outside of the Council's control. The scoring system has been applied using the following definitions:

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

Amber Indicator is in danger of falling behind target

Red Indicator is off target or has been completed behind the deadline target.
- 2.4. Out of the 98 indicators, 79 were due for reporting as at the end of the financial year. It is important to note that COVID19 has had an impact on the reporting of some of the KPI's and the ability to deliver and these have fallen into the white and blue categories.

Of the 79:

63 were green status

11 were amber status

5 were red status

This equates to 80% Green, 14% Amber and 6% Red status. The previous quarter was

80% Green, 18% Amber and 2% Red. The following table identifies the Council's performance, by objective and service delivery section.

Chart 1: Performance Table by Corporate Objective

Quarter Three 2020/21	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	63	80%	11	14%	5	6%
Corporate Priority						
Building, Protecting and Empowering Communities	22	88%	1	4%	2	8%
Growing the Borough Economically	10	71%	4	29%	0	0%
Providing Excellent Services	31	78%	6	15%	3	7%

Chart 2: Performance Table by Service Delivery

Quarter Three 2020/21	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	63	80%	11	14%	5	6%
Department						
Built Environment	19	82%	2	9%	2	9%
Community & Wellbeing	20	95%	1	5%	0	0%
Customer Service & Transformation	8	100%	0	0%	0	0%
Finance & Resources	8	54%	5	33%	2	13%
Law & Democracy	8	67%	3	25%	1	8%

3. Built Environment Update

3.1. 2019-20 Housing Capital Programme

The summary provided within **Appendix 1** highlight that most elements of the capital programme were put on hold from March 2020 for various periods of time during the lockdown period. Towards the end of 2020 major projects have recommenced in part or programmes to start works have been planned and scheduled to start in March 2021.

3.2. Measuring Customer Satisfaction – Repairs and Housing

In 2020 we conducted a survey with 50 residents who have had major capital works carried out by our contractors Matthews and Tannert. Please see **Appendix 2** for the results which also includes an explanation of the particular process that was used to undertaken and report on the survey outcomes. Officers will explain this further in the meeting.

In March/April 2021 a comprehensive tenant questionnaire will be sent to tenants this will give tenants the opportunity to comment on:-

- Further works that have been carried out by our contractors.
- Other services provided by our housing department.
- The quality of the cleaning service.

The team of cleaners has maintained a 100% service throughout the year and during quarter 3 there has been no formal complaints received regarding the cleaning service. This is a significant improvement compared to when the service was provided by an

external contractor.

3.3 Gas Safety

There has been a dip in the numbers of people who have allowed the gas servicing contractors into their homes to carry out the annual gas service. Gas compliance is currently 94.21%.

64 properties do not have a current valid landlord gas safety certificate. The team have re-prioritised the resources in order to contact all tenants who have not had a gas service in the last year with a view to negotiating an agreed service date and to highlight the providing health and safety approach our contractors will take to carry out the gas service.

3.4 Lightbulb

The Quarter 3 Partnership Highlight Report and Disabled Facilities Grant and Housing Support Co-ordinator Performance Reports are included at **Appendix 3** and consists of 5 documents.

- Item 3A Lightbulb Highlight Report
- Item 5A DFG Performance Report
- Item 5A DFG Quarterly Dashboard
- Item 5B HSC Performance Report
- Item 5B HSC Quarterly Dashboard.

3.5 Exception Reporting - Built Environment

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

(Continued overleaf)

Reference	Measure/Activity	Target	Frequency	Target Quarter	Corporate Objective	Sub-Objective	Service	December 2020 Commentary	December Forecast
BPE 6	Determine minor planning applications within 56 days or within agreed Extensions of Time	56 days	Quarterly	Monitoring to begin Q1	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Built Environment	3 applications determined with a 90 day average due to one going out of time and the applicant allowing an extension of time	Red
BPE 8	An appeal success rate of 70% or higher for 2020/21	70% of higher	Key Milestone	Quarter Four	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Built Environment	3 appeals determined so far this year of which 1 dismissed (33.3%) and 2 allowed (66.6%). The number is still very low to generate a meaningful average and therefore the risk of MHCLG taking any action if the target is missed at the end of the year is minimal.	Red
GBE3	To have all the necessary approvals in place to commence the redevelopment of Paddock Street		Mar-21 Milestone	Quarter Four	Growing the Borough Economically	Delivering Development of the Town Centres	Built Environment	Whilst grant funding to support the delivery of a design and feasibility study has been approved from Leicestershire Business Rates Pool following a prolonged wait, the Council's contribution will now be incorporated into the 2021/22 financial year and the project will proceed during 2021 as reported to Full Council in December 2020.	Amber
PES 3	Void times for normal voids (those not requiring major works) kept to a minimum.	20 working days	Monthly	Quarter 1	Providing Excellent Services	Excellence for our Customers	Built Environment	The average void time for properties undergoing works is an estimated 27.52 days. The void definition is to be changed in 21-22 as we currently do not account for the void period during the lettings process.	Amber

4. Finance Update

4.1 Revenues and Benefits

The Revenues Team is responsible for the administration and collection of Council Tax and Non-Domestic Rates (NDR) for the Borough of Oadby and Wigston.

The Benefits Team also receives, assesses and administers the Housing Benefit service as well as facilitating the implementation of Universal Credit which will ultimately replace Housing Benefit for most working-age claimants.

4.2 Revenues

The Revenues Team is responsible for administering and collecting £30m of Council Tax and £12m* of Non-Domestic Rates which it does on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service and Central Government as well Oadby and Wigston Borough Council itself.

*Please Note

Due to the pandemic the government decided to award a 100% discount to all businesses that come under the hospitality, retail and leisure sector. This has change the collation figure above for Non-Domestic Rate to approx. £7m

The section is set specific collection targets for these income streams which are then included in the annual budget as part of the Council’s core funding. Performance is measured through a comprehensive series of indicators which are reported to the area’s management. Collection rates and arrears levels also are also reported as part of the Council’s Key Performance Indicators.

The Revenues Team continue to process government Business Grants in response to Covid-19. Working with government guidance, they have developed a discretionary grant scheme to further support business that are not eligible for some of the national schemes. In attempting to assist with those struggling to pay their Council Tax extended instalments dates were offered to customers. This support continues to help residents make their payment.

4.3 Collection Rates

Council Tax and Business rates collection are both below target. You can see a real impact of Covid-19 from the Business Rates collection figures. The Council Tax collection rate is much closer to target as the team work hard to assist customers where possible whilst getting revenue in.

The Recovery Team have been issuing soft reminders for Council Tax since June 2020. They have now started to take formal action, in form of issuing statutory reminders letter from November 2020.

Statutory reminders letters are also now being issued for Business rates as of December 2020.

Court was scheduled for January 2021 but due to national lockdown this was cancelled and court remains closed until the new financial year at the earliest.

Percentage of Debit Collected (Accumulative)	Oct (%)	Nov (%)	Dec (%)
Council Tax			
Actual collection	64.43%	73.98%	83.21%
Target	66.79%	76.09%	85.20%
Actual Collection 2019/20	66.79%	76.09%	85.20%
Non Domestic Rates			
Actual collection	51.65%	62.25%	72.29%
Target	65.14%	73.99%	82.29%
Actual Collection 2019/20	65.56%	73.22%	81.32%

4.4 Property Statistics

	Oct	Nov	Dec
No of Council Tax Properties	23,587	23,597	23,597
No of Council Tax Direct Debits	17,678	17,712	17,682
No of Single Person Discounts	7,360	7,368	7,374
No of Businesses	1421	1421	1421

No of Business in receipt of Small Business Rate Relief	665	663	664
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4.5 Exception Reporting - Finance

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

Reference	Measure/Activity	Target	Target Quarter	Corporate Objective	Sub-Objective	Service	December 2020 Commentary	December Forecast
PES 10	Average time taken to process Non Universal Credit, Housing Benefit and Council Tax only Benefit claims	15 days	Quarter Four	Providing Excellent Services	Excellence for our Customers	Finance and Resources	Average 18.8 days to process non UC based claims	Amber
PES 11	Average time taken to process Council Tax Support Claims and Housing Benefit Claims based on Universal Credit	20 days	Quarter Four	Providing Excellent Services	Excellence for our Customers	Finance and Resources	Average 22.2 days taken to process UC based claims.	Amber
PES 32	Council tax collection rate	97.5%		Providing Excellent Services	Improving how we work	Finance and Resources	Target of 85.20% not met. Actual collection rate was 83.21%. Recovery on-going	red
PES 33	NNDR collection rate	98.50%		Providing Excellent Services	Improving how we work	Finance and Resources	72.29% collected against target of 82.29%. Formal recovery action commenced 03.12.20	red
PES 37	Reduce current tenant arrears (debt not in recovery)	4% of the annual rent debit		Providing Excellent Services	Improving how we work	Finance and Resources	Current Rent arrears £236,781 are 4.81% of the rent debit	Amber
PES 38	Reduce former tenant rent arrears (debt not in recovery)	Former tenants arrears not exceed £110,000		Providing Excellent Services	Improving how we work	Finance and Resources	Former tenant arrears are currently £119,390 relating to 223 cases. The arrears need to be looked at to bring them down under £100,000.	Amber
PES 44	To efficiently collect miscellaneous debits in a timely manner	Percentage of arrears over 90 days against total annual debt to below 20%		Providing Excellent Services	Improving how we work	Finance and Resources	Outstanding Debts are periodically reviewed and steps taken to receive a payment.	Amber

5. Community and Wellbeing Services Updates

5.1 Leisure Contract:

This report covers the period from October to December 2020. The leisure centres were open during October with limited services based on Gym, Fitness Classes and Swimming (Casual and Lessons), with the site teams ensuring that the buildings were operated in a COVID Secure manner, adhering to all restrictions as required.

Lockdown reoccurred in November with the sites reopening again in December, thus a stop start aspect to the service delivery had occurred.

There were no group exercise classes available from December due to the local tier restrictions and Casual swimming was not operated at Wigston during October.

Parklands Leisure Centre:

	2019			2020		
	October	November	December	October	November	December
Gym	14515	13816	10825	13509	1756	13892
Ex Class	7340	7458	5252	4301	613	0
Swimming	4144	3845	2737	3328	448	3227
Aqua Ex	754	752	563	330	86	0
Swim Lesson	6716	6499	4707	4191	543	2638
Total	33469	32370	24084	25659	3446	19757

Wigston Pool and Fitness Centre:

	2019			2020		
	October	November	December	October	November	December
Gym	5982	5682	3287	5223	773	5028
Ex Class					3	0
Swimming	4827	4554	2688		119	1515
Aqua Ex	200	189	95		3	0
Swim Lesson	4863	4805	3478	3738	486	1406
Total	15872	15230	9548	9081	1384	7949

The current fitness membership numbers have obviously been impacted significantly with the issues surrounding opening and this reflects in those holding fitness memberships at the sites.

Parklands:

	2020	2019
October	2787	3746
November	2645	3632
December	2645	3569

Wigston Pool and Fitness Centre:

	2020	2019
October	1142	1527
November	1084	1479
December	1143	1427

5.2 Sport and Physical Activity Commissioning

Whilst the ongoing pandemic has made it difficult to deliver many sport and physical activity programmes, the physical activity team has continued to create as much digital content as possible. This year's Active Oadby and Wigston awards were held online, and were viewed by 150 people. During the event, awards were announced for the following categories;

- Community Unsung Hero Award – Pratik and Bee Master
- Citizen of the Year – Rob and Ruth Elliott
- Young Citizen of the Year – Tavleen Gill
- 5 Active Champions

- Christina Shepard
- The Fitness Bank
- Kris Elliott
- Wigston Foxes
- Val Heath

5.3 **Beat the Streets programme**

In November, the Community and Wellbeing team were successful in drawing down £30,000 in funding from Sport England and Leicestershire and Rutland Sport. This funding was for the national Beat the Street programme, which enables local people to travel through Wigston and South Wigston to find the games beat boxes. The programme aims to engage with 2,000 participants.

5.4 **Health and Wellbeing Board**

In October, members of the Health and Wellbeing Board ran a local Stoptober – Stop Smoking campaign. The campaign was run on the main Council and Active Oadby and Wigston digital platforms and external partners such as South Wigston GP Surgery. The campaign was successful with 28 new residents signing up for the Quit Ready Stop Smoking service.

5.5 **Community Recovery Grant Funding**

A COVID 19 Community Recovery Grant fund was established to support local Community and Voluntary groups in the Borough. This fund supports the reopening costs of facilities and services (such as PPE and signage) which have been impacted by the ongoing pandemic. The following groups have successfully received funding:

Wigston Framework Knitters Museum – £241.98
 Oadby Owls Football Club – £300
 1st Oadby (St Peters) Rainbows - £197.97
 3rd Oadby St. Peter's Guides - £200

5.6 **Community Hub**

The Community Hub continues to support vulnerable residents through this quarter however the number of referrals remained low (2/3 per day). Cover was also put in place over the Christmas period. In addition, the Council financially supported the Boroughs' four foodbanks (£1,000 each) so they could provide food parcels to any family who have children that normally receive free school meals. This support was offered to 1,300 school children and their families over the Christmas School Holidays.

Key Community Hub Stats – September – December

- Total Community Hub Referrals – 1,042 (+106 since last quarter)
- Number of Tasks Completed by Volunteers – 547 (+45 since last quarter)
- Total Volunteering Hours – 274 (+23 since last quarter)
- Total Registered Volunteers – 136 (+5 since last quarter)
- Total Available Volunteers – 101 (+5 since last quarter)

5.7 **Community Safety**

The Partnership continues to meet virtually and meetings have taken place in October and December. A core KPI for the Partnership is that 100% of all Tactical Actions agreed with the OPCC are completed. COVID has added an additional layer of complication to this with

several actions either being unable to progress, particularly actions focussed on events or school engagement, or having to be amended to meet current COVID restrictions.

The OPCC has been kept updated of all changes to Tactical Actions through the Partnership's meetings, and has raised no concerns with performance against the Tactical Actions to date.

Additionally, despite a national increase in reports of ASB, there have been no Community Trigger Review Requests received by the Council. This indicates that the Council and its partners are addressing ASB concerns to the satisfaction of the reporters, and resolving issues in a timely manner.

5.8 **Young People / Youth Provision**

Youth provision remains shut across the County due to COVID. Schools are operating at significantly reduced capacity, being open only to the children of key workers. This has had a significant impact on the ability of professionals to engage with young people directly. This has unavoidably caused disruption to the ability of the Borough's Youth Council to both conduct its business and promote itself, causing additional barriers to successfully recruiting young people at what has been, historically, a critical time to do so - the start of the new school year.

As a consequence October's and December's meetings of the Youth Council were non-quorate, and unable to go ahead. Conversations between relevant Members, Officers, and Partners continue but without ready access to a wide body of young people, or the support of schools, realistically the Youth Council is likely to be paused until such time as COVID measures are relaxed enough to enable this engagement.

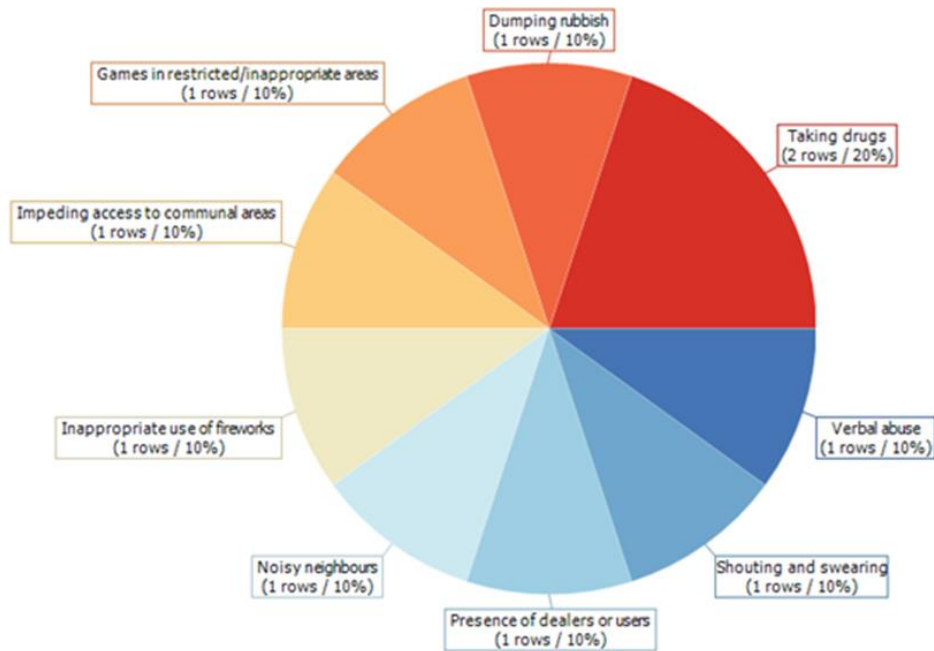
5.9 **Anti-Social Behaviour**

Throughout the months of October, November and December 2020, the Council was liaising with the IMPACT Team based at County Council (team of youth workers) who have been attending anti-social behaviour (ASB) hotspot areas and engaging with any young people present. They have been educating them on issues surrounding COVID as well as keeping safe and the effects of ASB. It is worth noting that in the IMPACT Team's findings, young people in ASB hotpot areas have significantly reduced in these months. This may be due to a mix of restrictions with COVID and the season.

The Council will also continue to offer the Acceptable Behaviour Contract (ABC) Incentive Scheme to those young people who improve their behaviour however no young person signed an AC during Q3 2020.

The Council submitted and investigated **5** Sentinel reports in October 2020, **3** in November 2020 and **3** in December 2020. The chart below shows the different types of ASB the Council received during Q3 2020.

(Continued overleaf)



5.10 Council Park Ranger

The Council’s new Park Ranger started in post on 11 February 2021. Eleanor Pratt has a wealth of professional qualifications, experience and knowledge, including having worked in land and estate management. She has worked on the Stanford Hall Estate, and at Kelmarsh Hall, as well as working in partnership with Natural England.

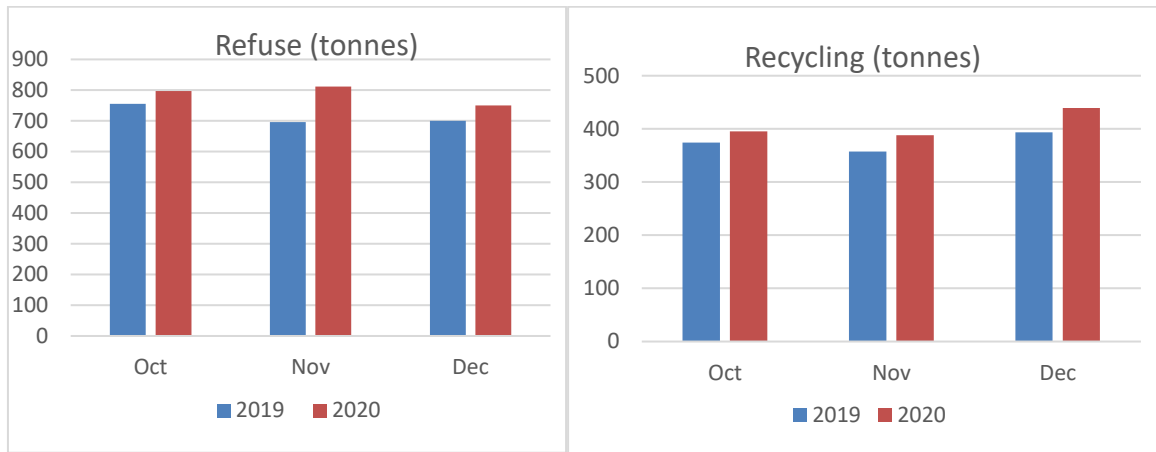
One of Eleanor’s first priorities is to make contact with the range of volunteers who prior to COVID-19 were involved in conservation volunteering. She will also re-engage with our local community groups and ensure accreditations such as the Green Flag award are progressed.

5.11 Refuse, Recycling and Green Waste Updates

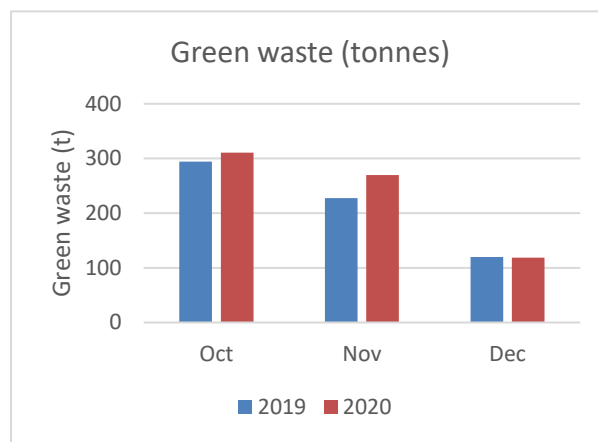
During the third quarter refuse tonnages have increased by 9.6% over the previous year (2019) from 2151 tonnes to 2359 tonnes. Similarly the recycling tonnages have also increased albeit to a slightly lesser amount of 8.6% from 1125 tonnes to 1223 tonnes.

The increases are most likely due to limited bookings at the Recycling and Household Waste Sites and residents remaining at home during the lockdown period. There has also been a considerable amount of contamination in communal bins in some developments around the Borough. Officers have been working together with the landlords to promote the importance of recycling.

(Continued overleaf)



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



5.12 Exception Reporting – Community and Wellbeing

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

Reference	Measure/Activity	Target	Target Quarter	Corporate Objective	Sub-Objective	Service	December 2020 Commentary	December Forecast
BPE 32	Citizens Panel. Recruit a minimum of 105 individuals for the 2020/21 Citizens' Panel Database to enable the varied voices of the Borough to be heard. This will provide an overall total of 250 citizens on the database.	Additional 105 panel members recruited in 2020/21	Quarter Four	Building, Protecting and Empowering Communities	Informing, Including and Understanding our Communities	Community & Wellbeing	Citizen Panel Sign Ups 153. An application for a DMU student to work on the project full time has been submitted and we are awaiting outcome	Amber

(Continued overleaf)

6. Customer Service and Transformation Update

- 6.1 **Customer Service Centre** The Customer Service Centre closed to the public on 23 March 2020 and since then has been providing a 'business as usual service' virtually. The Customer Service Centre remains closed as at this time as it is not feasible to open in a COVID19 safe way.
- 6.2 The table below shows call volumes based on 2019 versus 2020. This would indicate that residents are utilising other methods to find out the necessary information they require.

Call Volumes

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

6.3 Customer Service Excellence Accreditation

In December 2020 the Council were assessed for the Customer Service Excellence Achievement Award. There were 59 criteria which the Council were measured on. The grading is measured on four criterions; compliant plus, compliant, partial compliance and non-compliant. We passed the award and for our first year we received 4 compliant pluses, 54 compliants and 1 partial compliance.

6.4 Improving Customer Satisfaction

Complaints - As well as working on obtaining the Customer Service Excellence Award the Council has researched other innovative elements to help compliment the award that will help drive our cultural shift to a more customer focused Council.

We have therefore refined our complaints process by using our Customer Service Centre Technical Staff to triage calls. This enables us to do 'first time' resolution with callers and reduce their frustration and potential delay on what previously would have been put through as a full complaint. This process commenced in November 2020.

We have implemented two modules for staff for complaints training on our on-line Learning Pool. All staff are in the process of taking the course and it will be included for new starters as part of their induction process. There is an additional module for Managers which demonstrates how to respond to a complaint and explains the process in more detail.

Customer Satisfaction Surveys – We have introduced two new types of Customer Satisfaction Surveys.

The first is based on our CSC Technical Officers asking callers 6 specific questions on the service that callers have received when they called the CSC.

(Continued overleaf)

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

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

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

6.5. **Service Level Agreements**

As part of our programme to ensure that we have continuous improvement to our services across the Council we have implemented Service Level Agreements across all service areas with targets and metrics and these are reviewed on a monthly basis and published on our website on a monthly basis for transparency with our residents and businesses.

6.6 **Paying on Line – Move to CIVICA**

The implementation date for CIVICA was delayed due to the Council not be happy with the testing phases. In December the implementation successfully took place on 17 November 2020, without diminishment to services and the general public.

6.7. **Exception Reporting – Customer Service and Transformation**

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

6.8. **Exception Reporting – Customer Service and Transformation**

There is no exception reporting for Customer Service and Transformation.

7. **Law and Democracy Update**

7.1 **Corporate Assets**

The new Cemetery Policy (Rules and regulations) was implemented in April completing KPI BPE1. The updated Policy has been well received by staff, funeral directors and cemetery users and a short form of the document is sent out deed holders each time a new grave is sold. The document is also available on the Council web site.

The redesign of the play area inspection programme (BPE20) is complete. New inspection forms are now in use; the revenue repair budgets have been amalgamated and passed from Grounds Maintenance and Brocks Hill over to a single budget that sits with Corporate Assets. Inspections are still undertaken by Grounds Maintenance staff who repair where they can or report to Corporate Assets who arrange for maintenance work to be undertaken. The new process is being monitored but is working well so far.

Work is on-going with development of a strategy for parks, play area and open spaces (BPE19). The aim is to circulate an initial (first) draft amongst officers by the end of February and a second draft to Members by the end of March 2021.

7.2 Environmental Health and Licensing Teams

The Environmental Health and Licensing Teams were perhaps the most severely impacted teams during the pandemic with officers being pulled away from routine work to focus specifically on Covid related issues. Despite that officers were able to increase the number of HMO's registered from 8 in May to 16 in June (GBE6) and although delayed have continued and now accelerated the implementation of the Selective Licensing scheme in South Wigston (GBE7) which means that full implementation remains on target for March 2021. Likewise the Licensing Team met their statutory target of ensuring all licensing applications were dealt with in accordance with statutory time scales (PES20). The team were also able to harness information provided to the council as part of the governments' business support packages to identify 63 premises that fall within the Miscellaneous Licensing definition.

Physical food safety inspections (BPE3) were placed on hold by the Food Standards Agency (FSA) however officers have continued to engage with businesses providing up to date guidance and support. Further lock down has been identified by the FSA and revised guidance provided to undertake remote audits and reduce physical inspections subject to Covid risk assessment and complaint work in none compliant premises (0, 1 & 2) ratings the last inspection uploaded was the 3rd November 2020. The Leicestershire Food group agreed to a common approach until Government advise changes to allow physical inspections. At the time of writing, It has been advised by the FSA that they will undertake a revised LEAMS report this year due to the difficulties with undertaking inspections in accordance with the updated FSA guidance.

7.3 Electoral and Democratic Services

The current regulations permitting Councils to hold Council meetings remotely are due to expire on 6 May 2021. The Association of Democratic Service Officers (ADSO) & Lawyers in Local Government (LLG) have served notice to obtain a declaration from the courts that pre-existing legislation would allow remote meetings to continue to be held. The outcome of this process will have a direct bearing on both the timing and content of the next bi-annual review of the constitution (PES22) and the ability to resume efforts to progress towards paperless migration which is currently static (PES19). In respect of PES22, the Leicestershire Monitoring Officer's Group is also currently reviewing the draft LGA Model Code of Conduct, with a view to adopting a consistent approach across the County, which will be incorporated into the next review.

Governance structure arrangements (PES21) are currently under review, and a draft revised Committee structure is under consideration which provides for a strengthening of the Council's Scrutiny function. The December PFD Committee was cancelled due to the ongoing national lockdown, therefore the Ethical Indicator Standards (PES23) for quarters 1, 2 & 3 will be included with the agenda for the next scheduled meeting on 16 March 2021.

7.4 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 the rest of the Council.

(Continued overleaf)

Reference	Measure/Activity	Target	Target Quarter	Corporate Objective	Sub-Objective	Service	December 2020 Commentary	December Forecast
BPE 2	To enable us to understand our environmental issues, we will ensure installation and activation of Air Quality Monitoring Station in Blaby Road South Wigston		Monitoring to begin Q2	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Additional data provided to Western Power and ET	Amber
BPE 3	Undertaking Food safety inspections in accordance with the food safety plan	156	Quarter Four	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Revised guidance and liaison with Leicestershire Food Group for unified response across Leicestershire. Only 0, 1 and 2 rated premises and complaints to be investigated	Amber
BPE 19	Develop a strategy for refurbishment of parks, play areas and open spaces that can be used to target S106 money	Approved and in place by 31 March 2021	Quarter Four	Building, Protecting and Empowering Communities	Delivering High Quality and Healthy Lifestyles in Communities	Law and Democracy	Work is in progress but behind schedule due to impact of covid related work	Amber
PES 19	To continue to facilitate the migration towards 'paperless committees'	100% of members and officers by 31 March 2021		Providing Excellent Services	Improving how we work	Law and Democracy	It is hoped that the successful transition to virtual meetings during lockdown will have the effect of encouraging more Members to embrace the benefits of paperless working and continue progress towards achievement of this target.	Red