

**Oadby and Wigston
Borough Council
Corporate Plan
2019 - 2024**

Oadby and Wigston Borough Council Corporate Plan 2019 – 2024

Introduction by the Leader and Chief Executive

Welcome to the Corporate Plan for our borough for 2019 – 2024.

Oadby and Wigston is a borough that is continuing to thrive and develop, developing our communities and economy, enabling and shaping growth and delivering services to our customers to the highest standard. This Corporate Plan sets out the way in which the Council will deliver and develop our services for the next five years, with the three new corporate objectives that serve our residents, communities, businesses and partners to the highest standards, improving our borough as a place to live, work and visit.

Our Council is one that has a sound financial footing, and it is looking to secure this footing further, whilst simultaneously improve our services and widen our delivery options – something that underpins our new 5-year Corporate Plan. We have ambitious plans to improve our already green borough, encourage businesses, both new and established to work in our borough and improve the lives of our communities.

We are a Council that continues to evolve, never rests on its successes and learns from where it has not succeeded, and as a result we can deliver fantastic services and make great things happen.

The Corporate Plan sets the overarching context for the next 5 years, and this edition also sets out how we will measure our success in 2019/20, taking a detailed look at these priorities for the forthcoming year.

Oadby and Wigston is a great place to live, work and visit. We empower our employees to be creative in how we deliver our services, and this delivers fantastic outcomes for residents, businesses, partners and visitors alike.



John Boyce
Leader of the Council



Anne Court
Chief Executive

About the Borough

Oadby & Wigston Borough Council is one of the seven district councils in Leicestershire that make up the two tier system of local government together with Leicestershire County Council.

The Borough of Oadby and Wigston is a relatively compact Borough that lies directly adjacent to and shares boundaries with the city of Leicester, a unitary authority. It also shares boundaries with Harborough District and Blaby District. The Borough has a total population of 55,800 contained within an area of around nine square miles, of which approximately two thirds is urban.

The Borough consists of three distinct communities, Oadby, Wigston and South Wigston. Each of the three areas has very different perceived levels of affluence. South Wigston has the highest level of social deprivation and is the least affluent with Oadby having the lowest level of social deprivation and is perceived as the most affluent area.

In September 2017, the borough was voted the 5th happiest place to live in the UK (Government Wellbeing Survey).



**Botanical
Gardens**

Despite the borough's compact and urban make-up, we are home to a high number of green flag award winning parks and green spaces, Brocks Hill Country Park, two golf courses, Botanical Gardens, two leisure centres, the Oval Park Training Facilities for Leicester Tigers and Leicester Race Course.

The Council currently employs over 170 staff and has a net budget of over £6m.

As a place to work, the Council strives to ensure that it is a great place to work, and this was recognised in late 2017 when the Council was awarded IIP level 6 – one of only 4 councils in the midlands to achieve this.

The Political make-up of the authority is that it has been a Liberal Democrats controlled authority since 1991, with the current make up being 26 Councillors, of which 20 are Lib-Dem, 3 Conservative, 2 Independents and 1 vacant seat. Our next local elections are in May of 2019. The Council has always, and continues to operate the "fourth option" committee system. The Council recently re-affirmed its intention to continue with this arrangement after undertaking a governance refresh with the LGA.



Brocks Hill Country Park



Bushloe House

Our Vision, Our Objectives and Our Values

Oadby and Wigston Borough Council's Vision for 2019 - 2024 is:

A Stronger Borough Together, Improving the Lives of Our Communities

This is supported by three new corporate objectives which aim to serve our residents, communities, businesses and partners to the highest standards, improving our borough as a place to live, work and visit.

Corporate Objective One:

Building, Protecting and Empowering Communities

“Be Proud of your borough as a place to live”

This objective looks to not only build suitable accommodation to meet the needs of the community, delivering housing, attract people to our borough to live, reducing homelessness and the causes of homelessness, but to also build upon our strong communities, engaging with them and building greater community cohesion.

We also want to protect our communities, not just working with the Police to tackle crime, antisocial behaviour and enforcement, but to address health needs across the borough. We will work with health partners, including the Fire Service, to improve health equality, meaning nobody should feel excluded and reducing loneliness created by the modern world.

We will empower our communities, generating positive involvement, not only through the work of Councillors within their wards and neighbourhood forums, but to engage a greater proportion of our borough, engaging with those who often feel disenfranchised. We will increase our volunteering opportunities and encourage our communities to get more involved, taking greater responsibility for where they live, work and play.

Corporate Objective Two:

Growing the Borough Economically

“Realise the aspirations of the borough, benefiting those who live and work here”

This objective aims for our borough to be the best it can be, economically. We will work with businesses – from local sole traders to multinational corporations as to how we can help businesses develop and grow within our borough whilst attracting new organisations to the borough. This will not only provide greater opportunities for employment for our residents and regeneration

opportunities, but helps our local students with opportunities to stay within the borough whereas they may be forced to look further afield for such opportunities.

The borough has a rich array of attractions that should attract people to the borough, but sadly we are not maximising these. We will market the borough as a place that is worth visiting, working with partners to create a “joined-up” approach. We will also identify what areas of demand we are lacking and look to plug those gaps – increasing the reasons to visit the borough. We will also look at our entertainment and night-time economy and look to create a sustainable and enjoyable environment where people can enjoy the borough through a host of opportunities in the evenings.

The Council will look to be more commercial in regards to generating income that can protect frontline services and not have to cut them. We will look to maximise the value our assets can provide and look at ventures that could generate commercial income rather than increase taxes on our communities.

Corporate Objective Three:

Providing Excellent Services

“Delivering those services needed to the highest standard whilst providing value for money”

This objective for our borough is to put the customer first – getting things right first time and providing services to the highest standards. The Council has always aspired to provide excellent services for all of our customers, be they Residents, Businesses, Partner Organisations or internally, meaning that we need to understand their needs. The Council has already shifted to focussing on outcome delivery, and we will ensure that we will get things right at the first opportunity we have.

The Council will aim to achieve the prestigious and nationally recognised “Customer Service Excellent Award” to demonstrate that we are achieving what we have set out to do. The award is a quality-mark award that rates how the services received by residents are delivered by the Council. We will use this award as a driver of continuous improvement and enable our staff to improve their skills which will enable further improvements in the delivery of services.

We will also be utilising technology to make life safer for our residents or the implementation of smart technology in the homes of the vulnerable to allow them instant access to services, alongside the utilisation of technologies to improve our effectiveness in delivering our services.

Our Values

The Council created its own values framework in 2017, and refreshed it in January 2019. The ARTIC values underpin the way the authority works at all levels of the organisation, with everybody we interact with. These ARTIC values are:

Accountability

Respect

Teamwork

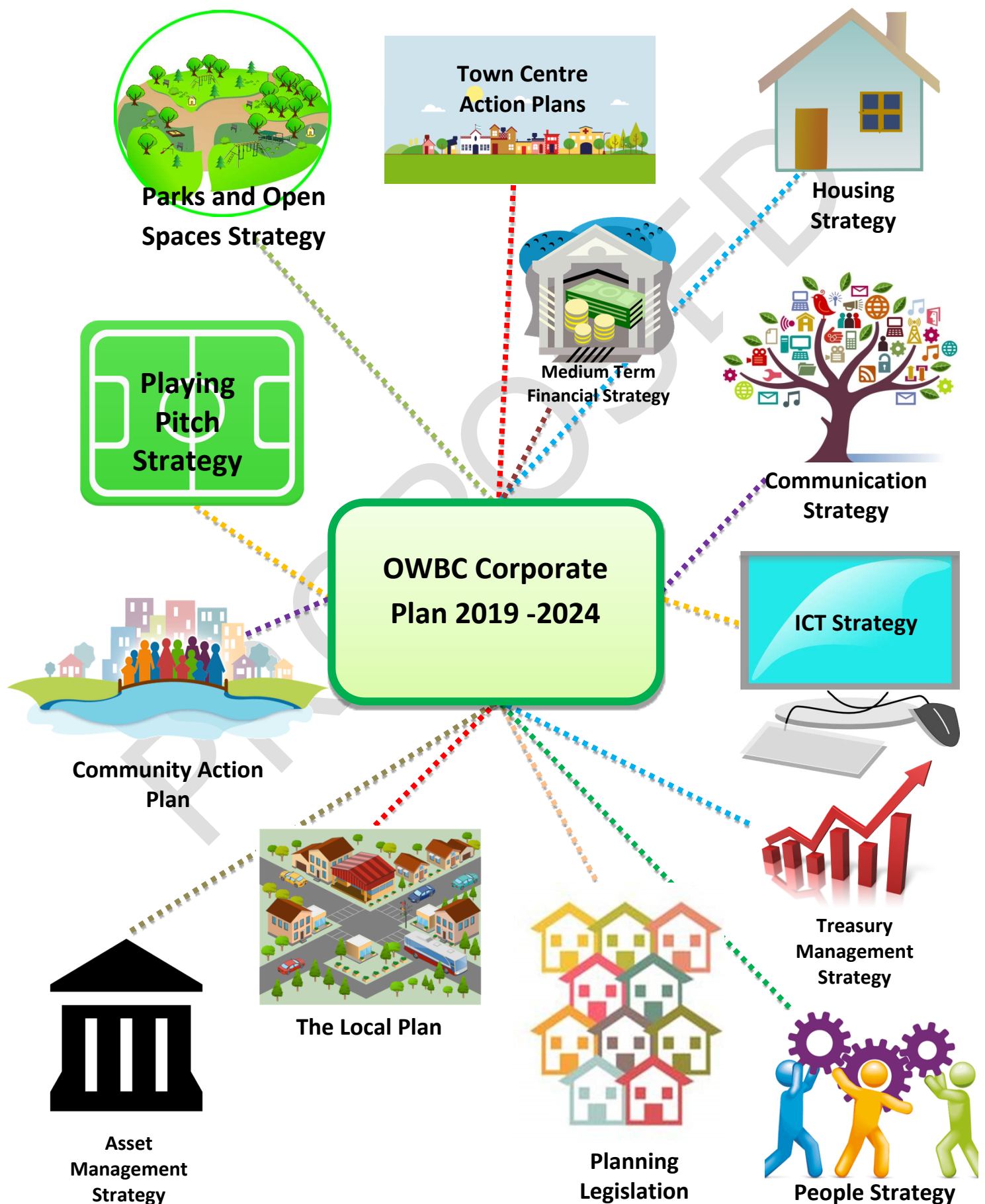
Innovation

Customer Focus



Our Plans and Strategies

Here are some of our key plans and strategies (in no order of status) that will help us deliver our objectives during 2019 - 2024



Corporate Objective One: Building, Protecting and Empowering Communities

“Delivering High Quality and Healthy Lifestyles in Communities”

We want our residents to be proud of their borough as a place to live. Over the past few years we have been developing a new Local Plan with associated Strategies which after extensive consultation sets out the vision and framework for future development of our communities up to 2031.

The new Local Plan identifies the need for housing both market and affordable, to address areas of relatively high deprivation. The Council aims to deliver diverse well designed, high quality development which raises environmental standards, reduces crime and anti-social behaviour and has active design for access to green open spaces.

Despite the urban nature of the borough and being adjacent to Leicester City, we are proud of its clean and green streets, parks and open spaces which contribute to well-being and healthy lifestyles. With the financial challenges that continue for local government we need to plan ahead on how we will continue to maintain and enhance the natural environment and work with partners to sustain this.

In the past three years, we have significantly improved upon the leisure and healthy lifestyle offer to residents through our private and public sector partnership working. There is still work to do to address recently identified health inequalities in terms of life expectancy across the borough, and work towards a consistency in health levels across the borough.

| How we will achieve this | | Resources |
|--------------------------|--|--|
| 1. | Adopt and implement a new Local Plan | Staffing Resources Private and Public Sector Collaboration Internal and external funding |
| 2. | Contribute to the delivery of strategic growth in Leicester and Leicestershire through the principles set out in the Strategic Growth Plan | Staffing Resources Private and Public Sector Collaboration |
| 3. | By active design we will improve access to the natural environment and waterways by walking and cycling | Staffing Resources Private Sector Collaboration |
| 4. | Implement Strategies for the future vision of our parks, open spaces, play areas and trees | Staffing Resources Internal and external funding Private Sector Organisations |
| 5. | Build upon the contribution of volunteers and community groups to sustain green and open spaces | Internal funding External funding bids |
| 6. | We will work proactively with private and public partners through the Health and Well Being Board to reduce the health inequalities across the borough. | Staffing Resources Public and Private Sector Collaboration Internal and external funding |
| 7. | Bid for funding opportunities to continue delivering the Sport and Physical Activity Commissioning Plan across the Borough to engage with diverse and disadvantaged groups | Staffing Resources External Funding Public and Private Sector Collaboration |
| 8. | Identify and consult with underrepresented groups to shape future health and physical activity programmes | Staffing Resources |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|--|--------------------|---|-----------|-----------|
| BPE 1 | Utilise Sport and Physical Activity Commissioning Funding to deliver activities that engage diverse community groups. | £70,000 | £70,000 | Local | Annual |
| BPE 2 | Increased engagement in Sport and Physical Activity Commissioning Plan activities. | 8,801 | 11,000 | Local | Annual |
| BPE 3 | Develop and deliver an ASB Physical Activity programme to promote social behaviours. | N/A | At least one new programme of activities delivered. | Local | Annual |
| BPE 4 | Ensure each SPA (Sports and Physical Activities) Commissioning programme is evaluated to Public Health requirements (21 programmes) | N/A | 100% of Programmes evaluated to standard. | Local | Annual |
| BPE 5 | Improved consultation with underrepresented groups to build insight data | N/A | At least 2 groups consulted. | Local | Annual |
| BPE 6 | Secure funding for Health and Wellbeing activities via third party funders. | N/A | At least two successful bids. | Local | Annual |
| BPE 7 | Increase the number of volunteers the council recruits to assist with improving our borough. | N/A | Increase the volunteer numbers by 20. | Local | Annual |
| BPE 8 | Provide development opportunities to people annually who are volunteers, community groups or instructors to enable better delivery of volunteering services. | N/A | Training at least 10 people. | Local | Annual |

| | | | | | |
|--------|---|-----|--|-----------------|--------------------------------|
| BPE 9 | Hold the annual OWBC awards evening and increase the number of attendees to celebrate our successes. | 180 | 200 | Local | 30 th November 2019 |
| BPE 10 | Attract an external health, sporting or community event to the borough to raise the profile of the borough and educate our communities. | 0 | 1 | Local | Annual |
| BPE 11 | Install footbridge at Ervins Lock | N/A | Opening of footbridge by 31.3.20 | N/A | Key Milestone |
| BPE 12 | Open new Pavilion at Horsewell Lane | N/A | Opening of Pavilion by 31.9.19 | N/A | Key Milestone |
| BPE 13 | Provide new play area at Horsewell Lane Park | N/A | Opening of play area by 31.3.20 | N/A | Key Milestone |
| BPE 14 | Opening of outdoor gym equipment at Blaby Road Park and Willow Park | N/A | Opening of gyms by 31.3.20 | N/A | Key Milestone |
| BPE 15 | Determine major applications within 91 days or within agreed Extensions of Time | N/A | 91 days | National target | Quarterly |
| BPE 16 | Determine minor planning applications within 56 days or within agreed Extensions of Time | N/A | 56 days | National target | Quarterly |
| BPE 17 | Determine other planning applications within 56 days or within agreed Extensions of Time | N/A | 56 days | National target | Quarterly |
| BPE 18 | An appeal success rate of 70% or higher for 2019/20. | N/A | 70% or higher | National target | Yearly |
| BPE 19 | Through the implementation of parks, open spaces, play areas and trees strategies, we will have an organised approach to delivery across the borough. | N/A | Implementation of strategies by March 2020 | Local | Key Milestone |

| | | | | | |
|-------------------|---|---|---|----------|---------------|
| BPE 20 | To enable us to understand our environmental issues, we will ensure installation and activation of Air Quality Monitoring Station in Blaby Road South Wigston | N/A | Monitoring to begin by Q3 | Local | Key Milestone |
| BPE 21 | To improve the amount of recycling collected as a percentage of overall collections | TBC (final monitoring period not yet reached) | 45% of collections to be recycling. | Local | Quarterly |
| BPE 22 | To keep our environment as clean as possible. | TBC (final monitoring period not yet reached) | Achieve top quartile performance for street cleaning (detritus) | National | Quarterly |

Corporate Objective One: Building, Protecting and Empowering Communities

“Making our Communities feel safe, be safe and supported”

We want our communities to feel safe, be safe and support the vulnerable. The Council works with its partners and our community to promote safety across the Borough through the Community Safety Partnership.

The Council will continue to work collaboratively with the Police to reduce incidents of anti-social behaviour and educate our communities on emerging national crime issues.

We know that we need to support vulnerable persons in our communities, whether due to homelessness, isolation, age, ethnicity, the Council will work with partners to address this and work to prevent increases in these areas.

The Council has a wide range of powers to tackle environmental crime and non-compliance with licensable activities, and by working collaboratively with partners, we will proactively utilise these to protect our communities from harm.

| How we will achieve this | | Resources |
|--------------------------|--|--|
| 1. | Support the Police in deterring crime by accessing funding streams to deliver educational awareness in schools by the third sector on knife crime, County Lines and criminal exploitation of children. | External funding Staffing Resources Third Sector partners |
| 2. | We will carry out an annual Community Safety Partnership survey to take into account the views of the community to provide guidance in where the Partnership’s resources and focus is best placed. | Staffing Resources |
| 3. | Identify and address the apparent under reporting of hate crime , anti-social behaviour and domestic violence incidents | Staffing Resources |
| 4. | By raising awareness and take action to safeguard those vulnerable, including against financial abuse and cyber security | Staffing Resources Public and Private Sector Collaboration |
| 5. | Adopting a corporate approach to enforcement, utilising all skills within various departments to find effect resolutions. | Staffing Resources Public and Private Sector Collaboration |
| 6. | We will work with those who are in persistent debt to ensure that debt is managed by sign posting to the correct advice services | Staffing Resources Public and Private Sector Collaboration |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|--|---|---|-----------|--|
| BPE 23 | Utilise 100% of agreed funding received from the OPCC (Office of the Police and Crime Commissioner) | 100% of funding received. | 100% of funding received and utilised. | Local | 6 monthly monitoring as per OPCC deadline. |
| BPE 24 | Development of Community Safety Partnership 2019-20 Delivery Plan, meeting PCC objectives as well as partner agency priorities and managing public expectations. | Plan unanimously approved by CSP partners April/May 2018. | Plan unanimously approved by CSP partners April/May 2019. | Local | Quarter 1, Annually |
| BPE 25 | 100% of Tactical Actions agreed with the OPCC in the Community Safety Partnership's 2019-20 Delivery Plan achieved. | TBC (final monitoring period not yet reached) | 100% of Tactical Actions agreed with the OPCC in the Community Safety Partnership's 2019-20 Delivery Plan achieved. | Local | 6 monthly monitoring as per OPCC deadline. |
| BPE 26 | Increased consultation responses to the Community Safety Partnership's annual Community Safety Survey. | 300 responses received. | 500 responses received. | Local | Quarter 3, Annually |
| BPE 27 | Improve partner agency engagement and representation at Community Safety Partnership meetings. | N/A | All partner agencies to be represented at 75% minimum of Community Safety Partnership meetings. | Local | Quarterly/Annually |

| | | | | | |
|---------------|--|---|--|----------|----------------------------------|
| BPE 28 | Reduction in number of crime and anti-social behaviour incidents recorded by Leicestershire Police in CCTV covered areas. | N/A | Quarterly review of CCTV deployment in the Borough. | Local | Quarterly |
| BPE 29 | Promotion of 'Community Trigger' process for victims of ASB, Hate Incidents or Domestic Violence. | 1 Community Trigger Review undertaken. | 5 or fewer Community Trigger Reviews undertaken, with annual report published. | Local | Annually |
| BPE 30 | Effective joint working between the Community Safety Partnership and OWBC planning teams to design out crime on new housing and retail developments. | N/A | Input on 100% of all relevant developments. | Local | Annually |
| BPE 31 | Undertaking Food safety inspections in accordance with the food safety plan | TBC (final monitoring period not yet reached) | 166 in year | National | Annual Target reported quarterly |
| BPE 32 | Introduce new byelaws in respect of Special Treatments e.g. Tanning and Lasers to improve safety standards. | N/A | Q3 | Local | Key Milestone |
| BPE 33 | Ensure 100% registration for all miscellaneous licence (e.g. Hairdressers, Barbers, electrolysis Etc.) To improve safety standards. | N/A | March 2020 | Local | Quarterly |

Corporate Objective One: Building, Protecting and Empowering Communities

“Informing, Including and Understanding our Communities”

The Borough is culturally diverse with a high, older population and a large presence of young people particularly through the Leicester University campus.

At present the Council’s main form of engagement is through the Residents’ forums which are not necessarily representative of the Borough’s communities. We need to put in place a plan to increase participation and hear the voice of our communities by creating a Citizens’ Panel , increased participation of the youth council and improved engagement with your councillors.

| How we will achieve this | | Resources |
|--------------------------|---|--|
| 1. | Implement a Community Engagement Action Plan that will be themed to improve the exchange of information; raise a greater understanding of local issues and delivery of services; create timely and appropriate dialogue to ensure all stakeholders views will be taken into account; increase participation to take part in the organised life of the community | Staffing Resources Third Sector Public and Private Collaboration |
| 2. | Implement the Borough wide Citizen’s panel | Staffing Resources |
| 3. | Produce an annual calendar of community engagement events, including festivals, events and training | Staffing Resources Public and Private Collaboration |
| 4. | Engage hard to reach multi-cultural and faith groups | Staffing Resources |
| 5. | To develop a Tenant and Leaseholder Involvement Strategy for our tenants | Staffing Resources |
| 6. | Support the Youth Council to promote the voice of young persons in the Borough | Staffing Resources |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|---|---|--|-----------|---------------------|
| BPE 34 | Effectively work with the Youth Council, promoting a Youth Voice in the Borough. | 10% increase in membership. | 10% increase in membership per settlement area, minimum of 3 young people per area. | Local | Monthly / Annually |
| BPE 35 | Undertake a Youth Council lead survey of young people in the Borough to identify youth needs. | N/A | 150-200 responses. | Local | Quarter 2, Annually |
| BPE 36 | Implementation of a Tenant and Leaseholder investment strategy. | N/A | Tenant and Leaseholder strategy implement by March 2020. | Local | Annual |
| BPE 37 | Citizens Panel Recruit a minimum of 1000 to max of 3000 people across the 9 protected characteristics to sign up to the Citizen's Panel Database to enable the varied voices of the borough to be heard. | N/A | Minimum of 1000 to max of 3000 people recruited, representing the demographic makeup of the borough. | Local | Quarterly |
| BPE 38 | Involve and engage our residents to produce an annual calendar of festivals, events and training. | 5 Protected Characteristic groups involved and engaged in events and training activity. | Additional 4 Protected Characteristic groups to be engaged in events and training activity (9 in total engaged). | Local | Annual |
| BPE 39 | Achieve the Employer Recognition Scheme Award to support the Armed Forces Covenant | N/A | To achieve Silver recognition. | National | Annual |

Corporate Objective Two: Growing the Borough Economically

“Delivering Development of the Town Centres”

The Council wants to improve our three centres, making them attractive places to live, work and visit. To do this, we need to deliver significant Town and District Centre development in Oadby, Wigston and South Wigston to boost economic regeneration. Our adopted planning policies set out the development strategy for the borough and it is these policies that, alongside the need for collaborative working with the Council, businesses, residents and developers, ensure we meet our aspirations.

Improving our town centres will not only improve our local economy, but help to build on the sense of community that the borough is so proud of.

| How we will achieve this | | Resources |
|--------------------------|--|---|
| 1. | We will develop a detailed bid to access funding from the Future High Streets Fund that assists in the delivery of the comprehensive development of Wigston Town Centre. This funding will increase our financial capacity to deliver our strategy sooner. | Staffing Resources Central Government Funding |
| 2. | We will roll out the installation (following successful trials in Wigston) of publically accessible Wi-Fi in our town centres. | Staffing Resource External Funding Internal Funding |
| 3. | We will deliver the redevelopment of Paddock Street, to include residential mixed used development (including appropriate levels of car parking and public open space). | Staffing Resources Private Sector Collaboration |
| 4. | We will deliver the redevelopment of Sandhurst Street, to include residential mixed used development (including appropriate levels of car parking and public open space). | Staffing Resources Private Sector Collaboration |
| 5. | We will work with the NHS and CCG to deliver a new, bespoke and high quality Doctors Surgery for South Wigston. | Staffing Resources Private Sector Collaboration Public Sector Organisations |
| 6. | We will hold public events in our town centres to attract new visitors to our borough, such as Farmers Markets, Car Shows & Public Art Displays | Staffing Resources Private Sector Collaboration |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|---|--------------------|--|-----------|---------------|
| GBE 1 | To deliver at least 5 major town centre events during 19/20 across the borough. | N/A | 5 | Local | Annual |
| GBE 2 | Assemble a funding package including from external sources to support the expansion of the Public Wi-Fi network in the Borough. | N/A | 100% funding achieved. | Local | Annual |
| GBE 3 | Approval of Successful Future High Street Funding Bid for the Borough | N/A | Funding bid approved (date to be confirmed) | Local | Key Milestone |
| GBE 4 | Working with Key Businesses within the Borough, create a Town Centre Board that enables collaborative working for our town centres. | N/A | Board Created and running by Christmas 2019. | Local | Key Milestone |
| GBE 5 | To have finalised initial proposals for the redevelopment of at least one town centre site | N/A | 31/3/20 | Local | Annual |
| GBE 6 | To have finalised initial proposals for the delivery of a new doctors surgery in South Wigston | N/A | 31/3/20 | Local | Annual |

Corporate Objective Two: Growing the Borough Economically

“Delivering on our Housing Need”

The Council has recently produced a new Housing Strategy for the borough which has helped identify the key areas of development whilst implementing the local plan. There is a need to address the requirements for suitable homes for the over 60's, enabling them to move away from their larger, existing properties to bespoke homes within the heart of the community by developing key sites across the borough. Equally, the borough has been highlighted as an area in the country where affordability is a problem, therefore the council will where possible, work with developers to ensure that this need is addressed or address it through our own developments.

The Council will also bring homes that have been empty on a long-term basis back into use, bringing additional housing back into use.

| How we will achieve this | Resources |
|--|---|
| 1. Develop and build housing sites that specifically cater for the aging population that do not require supported living. | Staffing Resource Private Sector Collaboration Internal Financing External Funding Bids |
| 2. Develop a 5 year forward programme for providing high quality new council homes that the community needs, by utilising new Modular Homes technologies. | Staffing Resource Private Sector Collaboration Internal Financing External Funding Bids |
| 3. We will work to bring existing long-term empty homes back into the market through collaborative working and direct Council interventions. | Staffing Resource Internal Financing |
| 4. We will develop the important site at Kilby Bridge, developing new canal-side homes, either through collaborative working or direct Council intervention. | Staffing Resource Internal Financing Public Sector Organisations Private Sector Collaboration |
| 5. Implement a strategy that develops existing council owned sites and other public sector sites, contributing towards delivering to the borough's housing requirements. | Staffing Resources Public Sector Organisations Central Government Funding One Public Estate OWBC Land Internal Financing |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|---|--------------------|---|-----------|---------------|
| GBE 7 | Maintain a rolling 5 year supply of housing land | Maintained | Maintained | Local | Annual |
| GBE 8 | Reduce the number of people and families who are either homeless or in accommodation outside of the borough. | N/A | To have reviewed the Homelessness strategy and implemented agreed actions by 31 st March 2020. | Local | Annual |
| GBE 9 | Number of Affordable Homes delivered | Target Achieved. | To ensure that the Councils targets for affordable homes on new developments are met. | Local | Annual |
| GBE 10 | Develop a cross/cutting corporate empty homes strategy to support the Empty Homes Group. | N/A | Q3 | Local | Key Milestone |
| GBE 11 | Return 5 properties empty for 24 months or more onto the market/into occupation. | N/A | March 2020 | Local | Annual |
| GBE 12 | Ensure that all Houses in Multiple Occupation are Licensed within the statutory time frames | N/A | 100% | National | Annual |
| GBE 13 | Introduce a selective licensing scheme for all Private Sector Housing Rentals with a view to improving general house conditions across the borough. | N/A | March 2020 | Local | Key Milestone |

Corporate Objective Two: Growing the Borough Economically

“Attracting people and business to the Borough”

As a Borough, we not only want this to be an exciting place to live, but also a great place to work and a destination to visit. It is our aim to bring new business into the borough as part of our continuing development, and to enable those who currently work here to grow their existing offer. To do this, we have earmarked key development sites that will assist in this (alongside our Town Centre plans), and we need to build relationships with businesses to understand their needs and requirements and show them the opportunities we can offer them. We will establish excellent communications with every business in the borough, and also with those who are interested in investing in our borough. We also want to increase tourism into the borough and build upon the attractions that we currently have, such as Brocks Hill Country Park and Leicester Race Course. By working across all sectors, we can build a strong tourism offer, and also identify what we can introduce into the borough that will increase our visitor numbers.

| How we will achieve this | Resources |
|---|--|
| 1. We will proactively engage with developers on the delivery of new business premises through the Wigston Direction for Growth | Staffing Resources Central Government Funding LLEP |
| 2. Act as a catalyst between developers, land owners and businesses to generate new developments in the South Wigston area, allowing for stagnant sites to be brought into use. | Staffing Resources Public Sector Organisations Central Government Funding One Public Estate |
| 3. By having a definitive list of all businesses in the borough, the Council will proactively communicate with them on issues and development opportunities. This will be initially undertaken by holding “business breakfasts” on a regular basis. | Staffing Resources Private Sector Collaboration |
| 4. We will relaunch the Investor and Business Prospectus for the Borough, showcasing what the borough has to offer and how we can support business to relocate and/or grow. | Staffing Resources Private Sector Collaboration |
| 5. We will work proactively with existing key organisations within the borough - specifically Leicester University and Leicester Racecourse – to increase collaborative working with the Council, for example Sporting Events, Business Events etc. | Staffing Resources Private Sector Collaboration |
| 6. We will create a Marketing Strategy that will pull together all elements of opportunity to work, live and visit the borough in co-ordination with partner organisations that will aid tourism. | Staffing Resources Private Sector Collaboration LLEP Public Sector Organisations |

| | | |
|----|--|---|
| 7. | As part of the Town Centre developments, we will look to broaden the range of retail units within the borough to maximise the interest and fulfil market demand. | Staffing Resources Private Sector Collaboration LLEP Central Government |
| 8. | We will develop and promote state of the art business premises to attract inward investment and support growth of existing businesses. | Staffing Resources Internal Financing External Funding Bids OWBC Land Private Sector Collaboration |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|---|--------------------|--|-----------|----------------|
| GBE 14 | Review the current Investor and Business Prospectus and develop an new prospectus that will attract new business interest to the borough. | N/A | Launch new Prospectus by October 2019. | Local | Key Milestone |
| GBE 15 | Develop an overarching Marketing Strategy for the Borough. | N/A | March 2020 | Local | Key Milestone. |
| GBE 16 | To have established a mechanism to effectively liaise with landowners, developers, businesses and the LLEP to bring forward new employment land and premises and to promote the Borough as a location for businesses to Invest. | N/A | Mechanism established to bring forward new employment land by 31/12/19 | Local | Key Milestone |

| | | | | | |
|-----------|--|-----------------------------|--|-------|---------------|
| GBE 17 | To have collaborated with key businesses in the Borough to expedite developments within the borough. | N/A | Successful arrangements made to begin delivery of housing and business sites by 31/12/19 | Local | Key Milestone |
| GBE 18 | Plan and deliver the Council's annual 'Supersonic Boom' youth festival. | 1,600 people in attendance. | 15% increase in number of people in attendance (taking into account conditions). | Local | Annually |

PROPOSED

Corporate Objective Three: Providing Excellent Services

“Excellence for our Customers”

The Council aspires to providing excellent services for all of our customers, be they Residents, Businesses, Partner Organisations or internally. This means that we have to understand what our customers want – identifying their needs and how we can best serve them – if we are indeed the best people to serve them. By doing this, we will develop a customer focussed culture within the organisation that complements our visions and values. We are already an organisation that is focussed on the delivery of outcomes rather than outputs, and this is something that we will continue to build upon and ensuring that no matter what, we get things right at the first time of asking.

The technological evolution is continuing to develop at pace, and the organisation needs to keep abreast of these developments, not only to ensure that our systems and networks are capable of us delivering our services efficiently and effectively, but to also enable us to meet with our customers’ expectations with respect to how they can communicate and interact with the authority. This means that we will improve our web access to services, but develop applications that mean our customers can access our services or contact the council whenever they need to, and don’t have to be logged in at home or visiting the Customer Services Centre to do so.

We will also be utilising technology to make life safer for our residents, be it the utilisation of CCTV to reduce antisocial behaviour, or the implementation of smart technology in the homes of the vulnerable to allow them instant access to services.

Finally, we wish to ensure that the services we provide to those whom we provide housing feel they are receiving a service they would choose to have, rather than have a service simply delivered. Therefore we will work with our tenants to identify how we can improve, and deliver on these findings.

| How we will achieve this | Resources |
|---|--|
| 1. We will develop our Customer Insight function, enabling tools such as segmentation to identify better targeting of services to those who want them. | Staffing Resources Public Sector Organisations Internal Funding |
| 2. We will create a Citizens Panel, comprising a reflection of the boroughs age/gender/religious/social demographic and utilising them to gain opinions in service development. | Staffing Resources Internal Funding |
| 3. We will develop a contractor code of conduct that emphasises the delivery of excellence and value to our Customers. | Staffing Resources Private Sector Collaboration |
| 4. We will develop and improve the web access for our residents that will make it easier for the Council to be contacted, issues to be reported and general feedback to be received. We will look at developing mobile applications that will generate further flexibility for our residents. | Staffing Resources Internal Funding Public Sector Partnerships |

| | | |
|----|---|--|
| 5. | We will work with partner organisations to identify those residents whom individual intervention is required in the delivery of our services, to ensure nobody is excluded from the delivery of our services. | Staffing Resources Public Sector Organisations Central Government Funding Private Sector Collaboration |
| 6. | We will deliver continuous training to our staff with regards to health and safety, and utilise technologies to keep our staff and customers safe, such as CCTV on our vehicles and the move to wheeled bins. | Staffing Resources |
| 7. | We will implement our Customer Service Standards (incorporating the “right first time” ethic), making them transparent and demonstrate how we meet them. | Staffing Resources |
| 8. | We will work with our CSP partners to ensure that the rollout, management and effectiveness of the borough CCTV scheme exceed our expectations, and helps deliver a safer borough. | Staffing Resources Public Sector Organisations |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|---|--|--|-----------|-----------|
| PES 1 | We will work with partner organisations to identify those residents whom individual intervention is required in the delivery of our services, to ensure no one is excluded from the delivery of our services. An established Disability Forum in the borough | 10 members currently coordinating the Forum. | Retain the 10 coordinating Forum members, plus a membership database of 50, to work across different projects. | Local | Quarterly |
| PES 2 | Safeguarding training delivered to all staff and Elected Members at OWBC, at an appropriate level for their roles. | N/A | 100% completion. | Local | Annually |
| PES 3 | Void times for normal voids (those not requiring major works) kept to a minimum. | N/A | 20 working days | Local | Quarterly |
| PES 4 | Average waiting time of 5 working days for homelessness appointments. | N/A | 5 working days | Local | Monthly |

| | | | | | |
|--------|---|---|---|---------------------|--------------------------------|
| PES 5 | Improve Customer Satisfaction with the repairs service delivered by the Housing Service. | N/A | 100% of repairs surveyed, with 95% satisfaction rates for those returned. | Local | Annually |
| PES 6 | Average time taken to process new Benefit Claims | TBC (final monitoring period not yet reached) | 15 days | Regional / National | Monthly / quarterly / annually |
| PES 7 | Average time taken to process change in circumstances | TBC (final monitoring period not yet reached) | 8 days | Regional / National | Monthly / quarterly / annually |
| PES 8 | The number of online transactions submitted by residents will increase | TBC (final monitoring period not yet reached) | Target increase 30% | Local | Annually |
| PES 9 | Develop the viability of a mobile app to better connect with our residents. | N/A | Assessment completed by Quarter 3 | Local | Key Milestone |
| PES 10 | Implement the recommendations of the mobile app assessment | N/A | Completed by Quarter 4 | Local | Key Milestone |
| PES 10 | Publish our Customer Service Standards. | N/A | Published by end of June 2019. | Local | Key Milestone |
| PES 11 | Conduct Customer Satisfaction surveys in CSC in April and October | 95% | We will achieve 95% customer satisfaction with the service in our Customer Service Centre. | Local | Annual |
| PES 12 | Reduce the time it takes to handle complaints to meet our published standards. | N/A | We will send a full response to complaints within 15 working days in 95% of cases | Local | Annual |
| PES 13 | Introduce Customer Satisfaction surveys for service areas across the Council to identify potential shortcomings within service areas. | N/A | Customer Satisfaction surveys will be conducted and 95% satisfaction with service delivery will be achieved | Local | Annual |

| | | | | | |
|--------|---|---|--|----------|---------------|
| PES 14 | Receive accreditation for the delivery of excellent Customer Service | N/A | We will achieve the Customer Service Excellence Standard | National | Key Milestone |
| PES 15 | Improve the level of service received in relation to Refuse and Recycling | TBC (final monitoring period not yet reached) | To have less than 30 missed refuse collections per day. | Local | Quarterly |

PROPOSED

Corporate Objective Three: Providing Excellent Services

“Improving how we work”

The Council is continually reviewing the way it works to make sure that we are working and behaving in the most effective and efficient manner that enables us to deliver services over and above our customers’ expectations. The Council has already reviewed how we provide services across a number of areas and identified the best ways of doing so, be it in a shared service to provide Building Control or retaining our core services in house. However, this does not mean that we are resting on our laurels – we plan to utilise information through customer insight and consultations to identify services and expectations of our customers to design and review provision. The Council will continue to develop a culture where innovation is encouraged and a collegiate way of working is the norm. We will also invest in our staff to ensure they have the right blend of skills, experience and desire that will not only enable us to meet our customers’ needs, but exceed their expectations wherever possible.

The Council works with a number of private and public sector organisations to provide services or skills where we are unable to (i.e. building works) or are not best placed to provide (i.e. Leisure Centres), and the Council will look at how we enable these partners to be more effective and develop better ways of working.

Another area of examination is how we work is our Corporate Governance. The Council will review our governance structure to enable effective audit and scrutiny of the Council. By doing so, we will improve our internal challenge, enabling the Council to continue to develop our ways of working.

| How we will achieve this | Resources |
|--|--|
| 1. We will continue our Service Transformation programme, utilising our new Transformation team, working with teams, utilising feedback from customers and best practice to develop effective and efficient services | Staffing Resources Internal Funding |
| 2. Review our ICT provision, identifying the best way of delivering ICT for OWBC and our customers. | Staffing Resources Internal Funding Public Sector Partnerships |
| 3. We will encourage creative thinking and innovation as part our every-day working, celebrating successes and learning from where we have not succeeded. | Staffing Resources |
| 4. We will review our administrative facilities to identify issues these cause affecting efficient working and develop a scheme that will rectify these issues, producing a great physical working environment, breaking down the physical “silos” of the current environment. | Staffing Resources Public Sector Organisations Central Government Funding Private Sector Collaboration |

| | | |
|----|---|--|
| 5. | We will develop a Regeneration body with other organisations that will enable improved delivery of local developments. | Staffing Resources Public Sector Organisations Central Government Funding Private Sector Collaboration |
| 6. | We will invest in our workforce, with a focussed learning and development strategy that nurtures and grows the Councils talent, whilst making the organisation an attractive place to work. | Staffing Resources Internal Funding External Funding |
| 7. | We will evolve our organisations ability to work flexibly, allow staff to work from various sites or on location without disadvantaging or hindering service delivery. | Staffing Resources Internal Funding External Funding |
| 8. | We will review our governance arrangements and ensure that there are sufficient Audit and Scrutiny arrangements in place. | Staffing Resources |

How we measure success in 2019/20 (Key Performance Indicators)

| How we will measure success | | Baseline (2018/19) | Target | Benchmark | Frequency |
|-----------------------------|---|---------------------|---|-----------|---------------|
| PES 16 | To make Licensing services easier to use for the public, more online applications will be introduced. | N/A | Migration of the Licensing function to Uniform and moving to on-line applications by March 2020 | Local | Annual |
| PES 17 | Facilitate the migration to 'paperless committees' | N/A | Migration by March 2020 | Local | Key Milestone |
| PES 18 | Introduce on line payment process for Fixed Penalty Notices | N/A | Implemented by Q3 | Local | Key Milestone |
| PES 19 | Ensuring all Licensing Act 2003 applications dealt with in accordance with statutory time scales | N/A | 100% | National | Quarterly |

| | | | | | |
|--------|--|---|------------------------------------|----------------------------|--------------------------------|
| PES 20 | Review of committee structure and democratic services – consideration of governance structure. | N/A | Q3 | Local – Peer Review Target | Key Milestone |
| PES 21 | Undertake bi - annual review of the Constitution | N/A | Q2 | Local | Key Milestone |
| PES 22 | Publication of Ethical Indicator standards to include Member Complaints, FOI, Data Protection and RIPA compliance and food inspections | N/A | First report to be published in Q1 | Local | Quarterly |
| PES 23 | Live streaming of Council meetings | N/A | Q3 | Local | Key Milestone |
| PES 24 | Ensure compliance with the Electoral Commission Performance Standards for Returning Officers and Electoral Registration Officers | N/A | 100% | National | Quarterly |
| PES 25 | Council tax Collection rate | TBC (final monitoring period not yet reached) | 98.50% | Regional / National | Monthly / quarterly / annually |
| PES 26 | NNDR collection rate | TBC (final monitoring period not yet reached) | 98.50% | Regional / National | Monthly / quarterly / annually |

| | | | | | |
|--------|---|---|--|---------------------|--------------------------------|
| PES 27 | Reduce Former years arrears for Council Tax | TBC (final monitoring period not yet reached) | Below 3% of annual debit | Regional | Monthly / quarterly / annually |
| PES 28 | Reduce Former years arrears for NNDR | TBC (final monitoring period not yet reached) | Below 6% of annual debit | Regional | Monthly / quarterly / annually |
| PES 29 | Reduce Outstanding HB overpayments | TBC (final monitoring period not yet reached) | Below £700K | Regional / National | Monthly / quarterly / annually |
| PES 30 | Reduce Current Tenant Rent Arrears | TBC (final monitoring period not yet reached) | Below 4% of collectable rent | Regional | Monthly / quarterly / annually |
| PES 31 | Reduce Former Tenant Rent arrears | TBC (final monitoring period not yet reached) | Below £110,000 | Regional | Monthly / quarterly / annually |
| PES 32 | Redesign the way our services work to ensure effective working practices. | N/A | Redesigned processes will be implemented by Quarter 4. | Local | Key Milestone |
| PES 33 | Migrate paper processes generally to electronic capability. | N/A | To be paper light (reduction of 60% of paper costs) | Local | Annual |
| PES 34 | Set balanced Revenue Budget for 2020/21 | Achieved balanced budget for 2019/20 | Approved by Council February 2020 | Local | Key Milestone |

| | | | | | |
|-----------|---|----------|---|----------|---------------|
| PES 35 | Maintain and improve the External Auditors opinion of the authority | Achieved | Achieve unqualified opinions on the Statement of Accounts: with minimal errors, and an unqualified opinion in relation to Value for Money | National | Key Milestone |
| PES 36 | Continue to improve value for money at the Council. | Achieved | Achieve the savings targets as identified in the MTFS. | Local | Annual |