

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

# Oadby and Wigston Borough Council Corporate Plan Update – Year 2 (2020/21)

## Introduction by the Leader and Chief Executive

Welcome to the Corporate Plan update for the second year of our five year plan.

The Council has begun strongly in delivering our five-year strategy, already improving our green borough, bringing forward regeneration and housing options with partners and improving the lives of our communities. We are very much aware that there are future challenges ahead, be they at a local level such as delivering housing need, or at a national level regarding funding uncertainty. However, we are well placed to continue to deliver our services and make the borough a great place to live, work and visit.

A major focus on this year's element of the plan is our drive to improve the customer experience and satisfaction, be it our face-to-face services, or the ability to use the digital agenda to allow people to access services whenever or wherever they wish. This not only improves the customer experience, but can also allow for resources to be reallocated enabling further improvements across our borough.

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.

This update to the Corporate Plan sets out how we will measure our success in 2020/21, taking a detailed look at these priorities for the forthcoming year, but also looks at our successes and achievements from 2019/20.

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

# 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 our 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 this. 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 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.

## Corporate Objective One: Building, Protecting and Empowering Communities

### *“Delivering High Quality and Healthy Lifestyles in Communities”*

How did we do?	Review of 2019/20
	<p>The Council achieved the Armed Forces Covenant Bronze Award in 2019, showing the Council’s commitment to supporting those in the Armed Forces. Events are held regularly to engage with Armed Forces Officers and their families, with the initial Armed Forces Breakfast attracting 35 attendees for a communal breakfast where they could meet, eat and make new friends.</p>
	<p>The Annual OWBC Awards Evening was held in November 2019, attracting 180 people, and saw 10 awards given out, acknowledging and celebrating the achievements of local residents and the differences they have made to their community.</p>
	<p>The Council’s Local Plan was adopted on 16<sup>th</sup> April 2019. The Council is implementing the strategy, objectives and policies of the Local Plan, meaning all development of the borough is managed appropriately, flexible and to the desired standard.</p>
	<p>The Council opened the redeveloped pavilion on Horsewell Lane in the late summer of 2019. The Thythorn Hill and Community Sports Centre is an excellent resource for the community, providing fantastic facilities for groups and improved changing facilities for the local sports teams. Bringing Thythorn into use has opened up the scope for improving the surrounding area, including play facilities and housing options.</p>
	<p>We have upgraded the play area at Horsewell Lane by installing new equipment that makes the play area more suitable to a wider age range and increases the opportunities for children with disabilities to access the equipment.</p>
	<p>Outdoor gym equipment has been installed at Willow Park in Wigston and Blaby Road Park in South Wigston. The equipment is free to use and improves opportunities for residents to undertake healthy exercise.</p>
	<p>Following receipt of a grant from Ministry of Housing, Communities and Local Government, we have carried out repairs to the play areas safety surface and upgraded the basketball provision at Uplands Park in Oadby and have replaced single items of equipment at five play areas across the borough which had previously been removed as they had reached the end of life.</p>
	<p>We are improving parking provision at Oadby Cemetery by moving the parking to Goddard’s Slang and creating 12 additional spaces. The previous parking area (off Chapel Street) had only two spaces and was a constant source of distress to bereaved relatives.</p>
	<p>Oadby Cemetery has almost reached its capacity and over the last twelve months we have carried out tree and landscaping work to extend the burial provision into adjacent land which should provide burial space for the next ten years</p>

The Council wants to ensure that the hygiene standards of businesses in the borough is of the highest standard, and that those fall below these are addressed, and in 2019/20 we completed 100% of Food Safety inspections, with those identified as requiring improvement address immediately.

The Council successfully purchased an Air Quality Monitoring Station for installation in South Wigston with the intention of assisting in the enablement of long-term improvements in air quality which in turn will assist the Council's ambition of addressing the relatively low life expectancy of the residents in South Wigston.

## How we will achieve this?

## Actions and Outcomes for 2020/21

The delivery of the Strategic Growth Plan is an ongoing process involving all of the local authorities within Leicester and Leicestershire at an Officer and Member level. A Strategic Cross Boundary Working Group has been set up to deliver the principles of the Growth Plan. In late 2019, the Council also became Members of the A46 Partnership given the proposal to deliver a new road to the south and east of Leicester which provides the Council with a voice and influence in the delivery of any new A46 routes.

During 2020/21 we will be producing a Strategy for all of our parks and play areas. The Strategy will assist in delivering targeted and comprehensive improvement schemes on a rolling programme of priority. In addition, we will be devising public realm improvement schemes for our town and district centres, as well as seeking opportunities for other open space improvements. It is intended that the majority of these schemes and improvements will be funded through Section 106 monies collected by the Council. With the recent amendments that have been made to the CIL Regulations, local authorities are now not subject to pooling restrictions, therefore larger scale projects can be sought and funded through S106 funding. This will enable the Council to focus efforts on more comprehensive schemes that deliver significant improvements rather than, for example, the one off installation of a bench or litter bin. It is envisaged that such larger scale improvements will help improve resident's health and well-being by encouraging greater use of open spaces within the Borough.

In 2020, the Council will be implementing a Selective Licensing Scheme in South Wigston, ensuring that housing standards are improved significantly, helping residents live in accommodation that is of a good standard, but also helping improve the health of those residents. In allegiance with this, the Council will continue to ensure all HMOs are licenced and provide accommodation to a good standard.

Through ongoing consultation with internal OWBC staff and local voluntary sector partners, the Council will develop a range of volunteering roles which add value to various Council service areas. In addition, the Council will offer a range of external volunteering opportunities for OWBC staff to give back to the local community.

The Council will proactively work in partnership with public and voluntary sector partners through the Health and Wellbeing Board, and its sub-groups, to reduce the health differences across the borough by delivering the new Health Inequalities Action Plan and its associated outcomes.

We also want to continue to improve our recycling rates, and will proactively deliver educational and promotional campaigns to residents in order to increase the amount of recycling collected across the

Borough. This will be done by using more visual recycling messages on notice boards, on digital screens in town centres, plus social media. As well as talks in schools, we will work with Brownie groups/scouts etc., Residents Forums and community groups – and having a recycling stall at Farmers Markets in the town centres.

<b>How we measure success in 2020/21 (Key Performance Indicators)</b>					
<b>How we will measure success</b>		<b>Baseline (2019/20)</b>	<b>Target</b>	<b>Benchmark</b>	<b>Frequency</b>
<b>BPE1</b>	Implement a new Cemetery policy (Rules and Regulations) which increases the memorial options available to bereaved families		Implement policy by end of Q1 then on-going	Local	Key milestone
<b>BPE2</b>	To enable us to understand our environmental issues, we will commission Air Quality Monitoring Station in Blaby Road South Wigston		Monitoring to begin Q2	Local	Quarterly following commissioning
<b>BPE3</b>	Undertaking Food safety inspections in accordance with the food safety plan		156	National	Annual Target reported quarterly
<b>BPE4</b>	Ensure 100% registration for all miscellaneous licence (e.g. Hairdressers, Barbers, electrolysis, Etc.) to improve safety standards.		100%	Local	Quarterly
<b>BPE5</b>	Determine major applications within 91 days or within agreed Extensions of Time		91 days	National target	Quarterly
<b>BPE6</b>	Determine minor planning applications within 56 days or within agreed Extensions of Time		56 days	National target	Quarterly
<b>BPE7</b>	Determine other planning applications within 56 days or within agreed Extensions of Time		56 days	National target	Quarterly
<b>BPE8</b>	An appeal success rate of 70% or higher for 2020/21.		70% or higher	Local	Key Milestone

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency	
<b>BPE9</b>	Publish an Annual Monitoring Report that monitors implementation of the Local Plan		31/12/2020	Local and National	Key Milestone
<b>BPE10</b>	Utilise Sport and Physical Activity Commissioning Funding to deliver activities that engage diverse community groups.		£70,000(TBC) of funding to be utilised.	Local	Annual
<b>BPE11</b>	Increased engagement in Sport and Physical Activity Commissioning Plan activities.		Target of 12,000 attendances (TBC – will be higher if outturn is higher than target)	Local	Annual
<b>BPE12</b>	Engage with 10 schools in the borough with Active Travel Initiatives.		10 schools participate in the Active Travel initiative	Local	Annual
<b>BPE13</b>	Secure external funding for Sport and Physical Activity for local community groups.		2 Community Groups have external funding secured	Local	Annual
<b>BPE14</b>	Recruit additional external volunteers to the Council's volunteering database to assist with various Council Service Areas when appropriate.		Target of 100 Volunteers	Local	Annual
<b>BPE15</b>	Achieve a total of 100 volunteering hours from external volunteers from a variety of roles.		100 hours	Local	Annual
<b>BPE16</b>	Achieve a total of 100 volunteering hours by OWBC staff in the local community through a range of opportunities		100 hours	Local	Annual

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency	
<b>BPE17</b>	Achieve the Employer Recognition Scheme "Silver" Award to continue to support the Armed Forces Covenant		Silver award	National	Annual
<b>BPE18</b>	To improve the amount of recycling collected as a percentage of overall collections		45% of collections to be recycling.	local	Quarterly
<b>BPE19</b>	Work in partnership with the HWBB members to deliver two health engagement events (South Wigston and Wigston) to address health inequalities.		Two health events	Local	Annual
<b>BPE20</b>	Due to the high levels of identified lung cancer in the borough, deliver a Lung Cancer Campaign in partnership with the HWBB's events sub-group.		One campaign event to be held in South Wigston	Local	Annual
<b>BPE21</b>	Education - <i>for 60 %</i> of schools to achieve Health Schools Status, working in partnership with the HWBB education sub-group.		<i>60 % of schools</i> achieving Healthy Schools status	Local	Annual
<b>BPE22</b>	To deliver the Care Leavers agenda at the local level, working in partnership with the local Personal Advisors. Nominate 5 key Council officers as links to the range of departments. To provide a free pilot leisure scheme to local Care Leavers and monitor.		Free pilot leisure scheme delivered over first 6 months then reviewed.	Local	Annual

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
<b>BPE23</b> Carry out regular quality assurance checks of the leisure contract/centres and facilities.		6 during the year, with any actions arising completed.	Local	Every 2 months
<b>BPE24</b> 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	Local	Key milestone
<b>BPE25</b> Re-design the play area inspection programme to improve 'down time' of any faulty equipment		In place by end of Q2	Local	This year only
<b>BPE26</b> Create volunteer caretaker roles for community centres and pavilions that are hired out		One caretaker in post by end of Q3	Local	Ongoing

PROPOSED

## Corporate Objective One: Building, Protecting and Empowering Communities

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

### How did we do?

### Review of 2019/20

2019/20 was the first full year that the Council had a full time ASB Officer and we have seen many tangible successes, in particular the identifying a young person (who was involved in ASB and at risk of greater criminal activity) and funding them to take diversionary activities and an Anti-Social Behaviour contract was created that enable support from a youth intervention worker – this resulted in significant improvement in behaviour and a greatly reduced risk of greater criminal activity

Encouragement and an improved offer has seen membership of the Youth Council increase, with a cohort of 20 young people being members, and an average attendance at each meeting of 9. The Youth Council’s campaigns included:

- Mental Health Support for Young People
- Curriculum for Life
- First Aid Training
- Knife Crime
- Protecting the Environment

We have worked with Wigston Club for Young People and successfully assisted them to move into new premise at Thythorn Hill Community Centre.

### How we will achieve this?

### Actions and Outcomes for 2020/21

The Council continues to work with our communities and partners to create safer and happy environments for people to live and work. We are actively looking to deter individuals from crime and anti-social behaviour by utilising various approaches, such as targeting people at a younger age who are in a dysfunctional family setting, which increases the risk of that young person being involved in ASB and crime - as well as targeting pupils being excluded from education. We will also engage with young people who are on the periphery of or committing ASB and crime or those on Acceptable Behaviour Contract (ABC), onto a path which leads to a formal qualification, by building links with educational establishments including local schools and colleges.

The Council also works with partners and community groups to raise public awareness of available reporting routes for crime, anti-social behaviour, hate crime, and fraud, and further encourage reporting in order to generate an evidence base for proactive work.

The Council is aware that information can “slip through the gaps” and therefore the authority will improve the way it shares information within teams, enabling a corporate approach to support and enforcement, meaning residents can take greater confidence in the services provided.

The Council will provide its own directly provided services and fund partner organisations to deliver advice and support to its residents and community on a broad range of financial and non-financial matters.

<b>How we measure success in 2020/21 (Key Performance Indicators)</b>					
<b>How we will measure success</b>	<b>Baseline (2019/20)</b>	<b>Target</b>	<b>Benchmark</b>	<b>Frequency</b>	
<b>BPE27</b>	Produce 2020/21 CSP Delivery Plan and draw down associated funding.		100% of Tactical Actions agreed with the OPCC in the Community Safety Partnership's 2020-21 Delivery Plan achieved.	Local	Quarterly monitoring as per OPCC deadlines.
<b>BPE28</b>	Increased consultation responses to the Community Safety Partnership's annual Community Safety Survey.		300 survey replies	Local	Quarter 3, Annually
<b>BPE29</b>	Promotion of 'Community Trigger' process for victims of ASB, Hate Incidents or Domestic Violence.		5 or fewer Community Trigger Reviews undertaken, with annual report published.	Local	Annual
<b>BPE30</b>	Prevent training delivered to all staff at OWBC as an extension of Safeguarding and Equalities training.		100% completion.	Local	Annual

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
<b>BPE31</b> To continue and develop the community and school ASB Diversionary Programme to promote social behaviours		1 school programme 1 community programme	Local	Annual
<b>BPE32</b> Make use of funding from the CSP to support those who are achieving on their Acceptable Behaviour Contracts (ABC) as incentives		To offer 100% of young people on ABC's the opportunity to use this funding to promote positive behaviour in line with the set criteria.	Local	Annual

PROPOSED

## Corporate Objective One: Building, Protecting and Empowering Communities

### *“Informing, Including and Understanding our Communities”*

#### How did we do?

#### Review of 2019/20

On 18th December 2019 we held a Christmas Coffee Morning at Marriott House in Oadby and a Christmas Lunchtime Party at William Peardon Court in Wigston which was also attended by a local school choir who sang Christmas Carols. Both were well attended by residents and the opportunity to participate in a social event was enjoyed by all who participated.

During 2019/20 we have held 22 Estate Inspections bringing together a range of stakeholders and residents to bring about improvements to the management of the Council’s housing areas. The inspections address concerns of residents and cover matters such as litter, graffiti and abandoned vehicles.

Following discussions with the Neighbour Hub the Council erected a fence to enclose the garden around the Community Flat to allow the community hub to hold events outside. This proved a success and the feedback received was that due to there being a lot of young families in and around the Boulter Crescent area they were limited as to what events they could hold due to the road, but now they intend to hold events throughout the summer supported by the Council.

#### How we will achieve this?

#### Actions and Outcomes for 2020/21

The Council will actively seek and support the engagement of young people within the democratic process, and wider community involvement. The Oadby & Wigston Environment Strategy will encourage young person’s representation and advisement in wider Borough Environment issues (via the O&W Environment Working Group) and support the delivery of the Strategy action plan.

We will encourage participation by the Youth Council in national campaigns, including those set by the UK Youth Parliament, such as “Hate Crime Awareness Week” and the Children’s Commissioner’s “Takeover Challenge”, with members actively leading on projects and activities. Finally, we will improve representation by actively seeking members from each of the Borough’s secondary schools and colleges, and encouraging ‘hard to reach’ young people to participate through joint working with schools and other youth services.

To continue to build upon our engagement with our communities, we will encourage grant applications from the Borough’s diverse community, in order to help locally active voluntary groups in Oadby, Wigston and South Wigston with financial assistance for one-off projects. We will also continue to support the Disability Forum established in 2019/20 with the aim to enable the group to become self-sustaining. This group will also engage with the Citizens’ Panel, in order to reach the seldom heard, on issues relating to disability and meets elements of the Council’s Corporate Plan.

In 2019 the Council began a review of housing services and identified a number of areas of improvement to ensure compliance with Regulatory Standards, and on 26th November 2019 the Housing Service Improvement Plan was agreed by Service Delivery Committee. The plan includes developing a Tenant and Leasehold Involvement Strategy, and during 2019/20 the Council has

engaged with a range of stakeholders providing necessary insight and giving a solid basis to achieve the development of the Tenant and Leasehold Involvement Strategy during 2020/21. It was identified in the Service Improvement Plan that a review of key landlord and tenant policies and procedures was necessary. The project to review the key policies will continue into 2020/21, which includes a focus on housing maintenance, tenancy audits, estate inspections and antisocial behaviour.

<b>How we measure success in 2020/21 (Key Performance Indicators)</b>					
<b>How we will measure success</b>		<b>Baseline (2019/20)</b>	<b>Target</b>	<b>Benchmark</b>	<b>Frequency</b>
<b>BPE33</b>	Estate walkabouts to be completed on time as published		100%	Local	Quarterly
<b>BPE34</b>	Block inspections to be completed on time as published		100%	Local	Quarterly
<b>BPE35</b>	At least one tenant is involved on every block inspection		100% of inspections have tenant involvement.	Local	Quarterly
<b>BPE36</b>	To have implemented at least one estate improvement programme		To have implemented one estate improvement programme by 31/3/20	Local	Milestone
<b>BPE37</b>	Citizens Panel. Recruit a minimum of 250 individuals for the 2020/21 Citizens' Panel Database to enable the varied voices of the Borough to be heard.		Additional 250 panel members recruited in 2020/21.	Local	Annual

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
BPE38	Involve and engage our residents to produce an annual calendar of festivals, events and training.	Engage with additional 4 Protected Characteristic groups in events & training activity (to complete the 9 Characteristic groups).	Local	Annual
BPE39	Support and engage Borough residents to be involved and participate in a user led inclusive and self-sustaining Disability Forum	Include groups which support those with visual and audible disabilities, which are currently underrepresented	Local	Quarterly
BPE40	Effectively work with the Youth Council, promoting a Youth Voice in the Borough, and encourage 'hard to reach' young people to engage with its goals.	10% increase in membership per settlement area, minimum of 3 young people per area.	Local	Monthly / Annually
BPE41	Undertake a Youth Council lead survey of young people in the Borough to identify youth needs.	150-200 responses.	Local	Quarter 2, Annually
BPE42	Enable and support the Youth Council in its engagement with UK Youth Parliament campaigns at a local level.	Individual outcomes per campaign, monitored on a monthly basis. <i>Road mapping exercise in March 2020 will set measurable targets.</i>	Local	Monthly / Annually

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
<b>BPE43</b>	Refresh and rebrand the Council's annual 'Supersonic Boom' festival, for delivery in 2020.	To implement a new Community/Youth Event, that builds upon the success of Supersonic Boom by the Autumn 2020.	Local	Annual

PROPOSED

## Corporate Objective Two: Growing the Borough Economically

### *“Delivering Development of the Town Centres”*

#### How did we do?

#### Review of 2019/20

An overarching Marketing Strategy for the Borough was completed and implemented as part of the borough development, working with partners and contributing as a key partner in the **ECOG**.

The Council successfully bid for funding to enable the expansion of the public Wi-Fi network into the centres of Oadby and South Wigston. It was intended that the funding would have been forthcoming to enable works to begin in 2019/20, but due to delays with the funding body, this work will commence this year.

We have worked closely with site owners in Wigston to deliver the redevelopment of Paddock Street. We have also engaged with the Leicestershire County Council Highways Authority and submitted a funding bid to the Leicestershire Business Rates Pool to undertake feasibility work to make Paddock Street itself two-way at its eastern end.

We are leading on bringing forward larger scale development in South Wigston. The main focus currently is the redevelopment of a key site, which is to be a mixed use development comprising GP Surgery and residential. The scheme is progressing very well and a MOU has been signed by the Council and the NHS / CCG. Additionally, the Council has sought funding to support the development from Homes England and the concept design/master plan of the site commenced in February 2020.

We have supported Festive Lights Switch-On Events in Oadby, Wigston and South Wigston held during November and December 2019. We have supported the Big Lunch in Wigston on Sunday 23rd June 2019 and Oadby Motor Fest on Sunday 11th August 2019 which attracted over 200 entrants and 2,000 visitors. These events and attractions bring residents and visitors into the town centres which benefit the local businesses that trade in the towns. The Council also supported the Big Weekend, part of Leicester Comedy Festival, to help improve the night time economy in the town centres.

#### How we will achieve this?

#### Actions and Outcomes for 2020/21

With respect to accessing the funding from the Future High Streets Fund, the Council's funding bid was not successful, but there may be further tranches of funding available to bid for during the 20-21 financial year. The Council will continue to work closely with site owners in Wigston on bringing forward development within the town centre, on Paddock Street. We are also working with Homes England to secure grant funding from their Small Sites Programme. Additionally, we are currently awaiting confirmation of a funding bid to LBRP to undertake feasibility work on adjacent road infrastructure improvements that will commence in 2020/21 if successful.

The Council is working with the CCG and GP Surgeries within the area to bring forward new developments in South Wigston and Oadby. In conjunction with this, the Council has made a bid for

funding to LBRP to undertake feasibility on Sandhurst Street and East Street as well as looking at adjacent road infrastructure improvements.

Whilst a great deal of strategic work is being undertaken to improve our town centres, we are still actively working to improve each of the centres on a daily basis. Initiatives and schemes, such as the shop front improvement grant, the historic shop front competition and the utilising of a new bin system will contribute towards the positive improvement of local character and appearance.

### How we measure success in 2020/21 (Key Performance Indicators)

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
<b>GBE1</b> To deliver at least 5 major town centre events during 2020/21 across the borough.		5	Local	Annual
<b>GBE2</b> Implement the installation of the expanded Wi-Fi network in Oadby and South Wigston town centres		31/12/20	Local	Key Milestone
<b>GBE3</b> To have commenced the process of redeveloping the former Oadby Pool site		Council approve Oadby Pool proposal at July Full Council.	Local	Milestone
<b>GBE4</b> To have all of the necessary approvals in place to commence the redevelopment of Paddock Street		31/3/21	Local	Milestone
<b>GBE5</b> To have commenced a mixed use development comprising GP Surgery and residential in South Wigston		31/3/21	Local	Milestone
<b>GBE6</b> Relaunch a new vibrant market offer for Oadby and Wigston town centres		30/9/20	Local	Milestone

## Corporate Objective Two: Growing the Borough Economically

### *“Delivering on our Housing Need”*

#### How did we do?

#### Review of 2019/20

In April 2019 we recorded a total of 93 housing completions for the year 18/19 and during 19/20 we have maintained a consistent rolling 5 year supply of housing land in the Borough.

On 11th April 2019 the Council granted outline planning permission for up to 310 new homes at Stoughton Grange in Oadby, contributing to the delivery of the Local Plan and a reserved matters application has subsequently been received.

In September 2019 the Council received a planning application for a total of 350 new dwellings at Cottage Farm in Oadby, forming Phase 2 and 3 of the Direction for Growth Allocation. In addition the Council is continuing to work closely with the land owner at the Wigston Direction for Growth area.

The Council has actively managed the effective determination of planning applications including the facilitation of negotiations between applicants and stakeholders and ensuring the involvement of residents where significant concerns are raised.

A presentation about modular homes was delivered to Members on the 22/1/20, this was well received and allowed members more insight into this new construction methodology and the Council will consider this type of construction further alongside a traditional build comparison. Sites have already been identified where modular construction would be appropriate options for development.

The Council worked on bringing properties that have been empty for over 2 years and identified all properties in the borough that fell into that bracket (circa 26), and are in the process of bringing 2 back into use. The Council also produced an updated Empty Homes Strategy.

From April 2019 to January 2020 a total of 195 homeless applicants have approached and been assisted by the Council's housing options team. Of these applicants a total of 71 households have had to be placed in temporary accommodation whilst the team work with the applicant to secure settled accommodation which can include working with families, accessing private rented or affordable housing. The Council continues to work in partnership with Leicestershire councils through the Homeless Delivery Group to tackle homelessness and rough sleeping which jointly secured funding of £210,000 for the Rapid Rehousing Scheme.

Members have approved the introduction of a Selective Licensing Scheme in South Wigston with the aim of raising housing standards and addressing health inequalities in the area.

#### How we will achieve this?

#### Actions and Outcomes for 2020/21

We will develop a tenancy audit process to understand housing need within the Council's housing stock and to ensure that occupancy is consistent and enables us to make best use of our housing stock to meet local needs.

The Council is looking to address the need for elderly and specialist care accommodation within the borough by working with specialist care providers. In addition, we are in discussion with Leicestershire County Council which has recently published a strategy relating to supported housing.

To ensure the 5 year forward plan for high quality homes is developed, the Council will develop proposals for a number of sites within the Council's control. This includes the sites at the former Oadby Pool and Paddock Street in Wigston mentioned under the 'delivering development of our town centres section' as well as other Council owned land such as the undeveloped land at Bennett Way in South Wigston, the former youth club site at Horsewell Lane and underused garage sites.

The Council is also working closely with the Canals and Riverside Trust (CRT) to develop the site at Kilby Bridge for both housing and leisure.

### How we measure success in 2020/21 (Key Performance Indicators)

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
<b>GBE12</b> Ensure that all Houses in Multiple Occupation are Licensed within the statutory time frames		100%	National	Annual
<b>GBE13</b> Implement the adopted selective licensing scheme for Private Sector Housing Rentals within South Wigston.		85%	Local	Quarterly
<b>GBE7</b> Maintain a rolling 5 year supply of housing land		Maintained	Local	Annual
<b>GBE8</b> Number of Affordable Homes delivered		To provide the number of affordable homes required by the Local Plan policy	Local	Annual
<b>GBE9</b> Produce a 5 year forward programme of housing sites that the Council owns or has an interest in		30/9/20	Local	Milestone
<b>GBE10</b> To have the necessary approvals in place to commence the redevelopment of the former youth club site at Horsewell Lane		31/3/21	Local	Milestone

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
GBE11	To support the CRT in developing concept plans and undertake a feasibility study for the regeneration of the historic Kilby Bridge site	31/3/21	Local	Milestone
GBE14	To complete a Tenancy Audit of all Council owned properties	25% of properties audited each year (100% over life of plan)	Local	Annual

PROPOSED

## Corporate Objective Two: Growing the Borough Economically

### *“Attracting people and business to the Borough”*

#### How did we do?

#### Review of 2019/20

We have successfully engaged with the developers of the Wigston Direction for Growth area to ensure the marketing of the employment land which forms part of the site, and which had stalled since the site got planning permission in February 2016, is underway. This will contribute toward attracting business to the Borough by providing an additional 5 hectares of employment land up until 2031.

We have successfully liaised with the owners of the Arriva bus depot in South Wigston to reach a position whereby the existing use can be relocated and the site is currently on the market for sale. This is the first step toward enabling the implementation of the Council’s Local Development Order for this site for residential use achieving an improvement to the environmental quality of the local area.

Work has commenced on a Business Census of the Borough’s employment areas to identify the businesses that are located in the Borough and details of what they do, their supply chain, turnover etc. This will enable the Council to communicate with businesses in the Borough more directly and relevantly to offer information and support.

We have worked with the Leicester Comedy Festival to enable the Borough to host its first ever events as part of the Festival’s ‘Big Weekend’ in February 2020.

The Council has hosted East Midlands Chamber Digital Growth Programme events and relaunched and hosted a LLEP Business Gateway Business Adviser Surgery in March.

A Marketing Strategy document has been created that pulls together all elements of opportunities in the borough to work, live and visit in co-ordination with partner organisations that will help support and aid tourism.

We have designed and distributed a monthly on-line business newsletter to all our businesses. This covers all aspects of business support that partners can offer including business support, training and grant funding.

We have worked collaboratively with the LLEP digital transformation team to deliver two workshops at the Council Offices for businesses across the borough and the wider businesses within Leicestershire.

We worked collaboratively with Leicester University and the Oadby campus and delivered an exceptionally successfully ‘Harry Potter’ themed event for 4 junior schools from within the Borough.

#### How we will achieve this?

#### Actions and Outcomes for 2020/21

To enable the development of the direction for growth site in Wigston, the Council will work with the owners and agents to signpost prospective users to the site. The Council will also complete a

“demand study” for the site (subject to funding) to increase the appetite for investor opportunities. The completion of the demand study will provide the impetus for a review of the Council’s Investor and Business Prospectus which will play a key role in marketing the Borough. This is likely to take a different form to the existing print version and link closely to the online Borough Profile that has been prepared by the LLEP.

The Wigston Direction for Growth provides the first opportunity to deliver brand new employment land in the Borough in a generation. This will provide the opportunity for the Investor and Business Prospectus to promote land for state of the art business premises to attract inward investment and support growth of existing businesses.

We will continue to support the implementation of the Local Development Order for the Arriva Bus Depot site in South Wigston by supporting the marketing process and providing advice through the Development Control process.

Once the work on the Business Census is completed we will focus on maximising communication through a refresh of the Business Directory, continued use of email bulletins and hosting business surgeries in association with the LLEP. This will provide an effective mechanism for the Borough to effectively liaise and collaborate with business in the Borough to offer information and support and to bring forward new employment land and premises and to promote the Borough as a location for businesses to invest.

### How we measure success in 2020/21 (Key Performance Indicators)

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
<b>GBE15</b> Work collaboratively with Leicester University (UoL) to produce a schedule of events for where OWBC or UoL can participate in a mutually beneficial manner		Event Schedule produced by Q1 2020	Local	Key Milestone
<b>GBE16</b> Work collaboratively with Leicester University to deliver an event to engage with the community for school children or other demographics within the borough		1 Event	Local	Annual
<b>GBE17</b> To have completed a demand study for the Wigston Direction for Growth site		31/12/20	Local	Milestone

How we will measure success		Baseline (2019/20)	Target	Benchmark	Frequency
GBE18	To relaunch the Council's Investor and Business Prospectus to market the Borough		31/3/21	Local	Milestone
GBE19	To have a programme of regular business surgeries in the Borough		30/6/20	Local	Milestone

PROPOSED

# Corporate Objective Three: Providing Excellent Services

## *“Excellence for our Customers”*

### How did we do?

### Review of 2019/20

An in-depth research project was undertaken to assess the viability of a mobile app to better connect with our residents. Technology is continually progressing and it is believed that further research should be completed for more user friendly tools.

In 2019 the Council designed and issued its Customer Service Charter. This document clearly sets out what residents, businesses and partners of the borough can expect with service levels from the Council.

The Council continued to focus on understanding how satisfied our customers have been. We conducted 150 surveys in two tranches in April and November 2019. The target for customer satisfaction was 95% and the Customer Service Centre achieved 98.5%.

The Council has also commenced the measurement of Customer Satisfaction Surveys for service areas across the Council to identify potential shortcomings.

We have redesigned our consultation and survey process focusing on our channel shift to moving on-line. This also includes gaining greater insights into our customers asking specific questions relating to demographics. This has not diminished our response rate to regular annual surveys.

A major programme of housing improvements was undertaken during 2019/20, entailing:

- 120 new kitchen installations;
- 75 new bathroom installations;
- 180 new boiler installations;
- 160 upgraded or new loft insulations;
- 76 new UPVC window replacements;
- Upgraded the heating systems to 62 homes in two sheltered housing schemes;
- Installed External Wall Insulation and associated energy efficiency works to 4 properties.

We have introduced a formal call back system which ensures customers are given a clear expectation of when they can expect to receive a call back from the housing team for their issues to be resolved.

### How we will achieve this?

### Actions and Outcomes for 2020/21

The Council continues to aim to provide excellent services for all of our customers, be they Residents, Businesses, Visitors, 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. In 2020 we will corporately commit to and achieve the Customer Service Excellence Accreditation across the organisation, ensuring that our staff will

understand their role in delivering customer-focused services and will be actively involved in improving services, whilst the Senior Leadership Team will support and challenge our services to make decisions, which actively prioritise the needs of our customers. We will use innovative approaches to develop and train our staff to provide excellent customer service so our staff understand, manage and meet our customers' expectations and we will train our staff to be able to understand and provide services to all our customers recognising their differing needs.

The Council will also continue to develop and improve our customer insight, by utilising current and new technology to gain a better understanding of our customers' needs and ensure all customer engagement is meaningful – eventually having a single customer view by capturing details of all customer interactions through a single CRM. This will then aid us in identifying and being able to engage with those who are hard to reach, disadvantaged and vulnerable, allowing us to meet their needs and help them to improve their lives. We will also continue to work with other providers and partners to ensure that we deliver coordinated services – not only with external customers, but internal customers too.

We will invest a further £1.5m to improve our council homes during the financial year including the delivery of at least one estate improvement programme.

We will continue to be an active partner in the Lightbulb partnership, both in terms of providing disabled facilities grants to residents in order to improve their quality of life within their home and also in relation to the Hospital Enablement Scheme which works directly with patients and hospital staff to identify housing problems that are a barrier to discharge and putting in place the right steps to address them.

We will introduce standard block notice boards in our housing schemes to contain “standard information” with records to be kept up to date by housing staff and cleaners.

The Council has commenced customer satisfaction surveys in relation to the home improvement programme 2019/20. To build on this in 2020/21 the Council intends to adopt the “HouseMark STAR” customer satisfaction framework to measure customer satisfaction for Council tenants. The STAR survey is widely accepted as the best practice customer satisfaction framework for the UK housing sector and will allow the Council to benchmark performance and satisfaction. The results of the survey will be reported in 2021/22 for the year 2020/21.

## How we measure success in 2020/21 (Key Performance Indicators)

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
PES1	Receive accreditation for the delivery of the Customer Service Excellence Award	By Q4 2021	National	Key Milestone
PES2	We develop and deliver pop up feedback sessions in town centres for residents	3 Pop Up Sessions	Local	Annual
PES3	Reduce the time it takes to handle complaints to meet our published standards.	We will send a full response to complaints within 15 working days in 95% of cases	Local	Annual
PES4	Void times for normal voids (those not requiring major works) kept to a minimum	20 working days	Local	Quarterly
PES5	Average waiting time of 5 days for homelessness appointments	5 working days	Local	Monthly
PES6	Average time taken to complete repairs	95% of repairs completed within published target times	Local	Quarterly

How we will measure success		Baseline (2019/20)	Target	Benchmark	Frequency
PES7	Improve customer satisfaction with the repairs service delivered by the housing service		100% of repairs surveyed with 95% positive satisfaction rates for those returned	Local	Annually
PES8	Average time of 20 weeks from application for a Disabled Facilities Grant to works being completed		20 weeks	Local	Quarterly
PES9	All tenant related ASB cases to have had initial contact in line with Council ASB service standards		95%	Local	Quarterly
PES10	All tenant related ASB cases to have had an agreed action plan in line with Council's service standards		95%	Local	Quarterly
PES11	Average time taken to process Non Universal Credit, Housing Benefit and Council Tax only Benefit claims		15 days	Regional/ National	Monthly/Quarterly/Annually

How we will measure success		Baseline (2019/20)	Target	Benchmark	Frequency
PES12	Average Time Taken to Process Council Tax Support Claims and Housing Benefit claims based on Universal Credit		20 days	Regional/National	Monthly/Quarterly/Annually
PES13	Average Time Taken to process change in circumstances		5.5 days	Regional/National	Monthly/Quarterly/Annually

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## Corporate Objective Three: Providing Excellent Services

### *“Improving how we work”*

#### How did we do?

#### Review of 2019/20

The Council commenced measurement of the move of residents to on-line transactions. While the Council did not achieve a stretch target of increasing on-line transactions by 30% we did achieve 18% increase in on-line transactions.

Customer Satisfaction Surveys in the Customer Service Centre were completed in April and November. The target was 95%; however, the Service Centre achieved 98% satisfaction in the two tranches.

Introduction of internal Customer Satisfaction Surveys has taken place. This has been done for the Finance Department and will continue across customer front facing departments throughout 2020 and will then be on an annual basis.

The council has introduced a new 5-year medium term financial strategy and it has set itself aspirational financial objectives to be financial resilient and sustainable.

Successfully closed the accounts by the statutory deadline of the 31st May and the auditors issued their unqualified audit opinion by the end of July.

The creation of the position of financial inclusion officer has assisted both current and former customers. In respect of current customers, this post has helped a number of vulnerable customers in making claims for benefits and signposting them for further help from other agencies. Whilst for former customers, this post has identified where there is a need for extra support, enabling active management of council debtors and identifying opportunities to establish affordable payment arrangements with people who we have previously been unable to make such arrangement.

The utilisation of charging orders when appropriate has allowed us to guarantee the recovery of historical debt which has previously been difficult to recover from habitual non payers. This allows us to recover the amount in question when a property is sold as well as the potential of forcing the sale of a property to recover the arrears outstanding.

Reduction in cost through alternative means of delivering revenues and benefits information; including use of electronic (email) and utilising new methods of work allocation between benefits staff that has improved work tracking and the speed of claims progress.

75% of residents currently paying by Direct Debit, which although is a high percentage for a local authority, the Council continues to promote Direct Debits by including promotional material with annual bills and including ‘online sign-up’ via the self-service option on the Councils website.

The Council has implemented a new software solution for managing licensing applications with most applications now available on-line and a Public Access facility that displays all current licences.

The Council successfully managed the Borough Elections, the European Election and a General Election during the year ensuring compliance with Electoral Commission Performance Standards for Returning officers and Electoral Registration Officers as well as running the Annual Electoral Canvas.

## How we will achieve this?

## Actions and Outcomes for 2020/21

The Council will continue to work with partners to provide learning opportunities and identify best practice, whilst work towards strategic alliances. Building upon the success of partnering with the Building Control Partnership, the Council will work with other authorities to deliver services, both on behalf of OWBC and the partners. Services such as environmental health, Democracy and ICT are high on the agenda for the Council.

The Council is reviewing how operational ICT is delivered to not only improve the level of service and efficiency within the Council, but to optimise the use of technology to improve the customer experience. We will ensure technology is used effectively to maximise our interaction with the customer, encouraging channel shift in the most cost effective way ensuring that on-line services of choice are not diminished allowing customers to access services on a 24/7/365 basis using their preferred technology. We will also optimise our systems and technology to ensure cohesive and coordinated delivery between services and between the front and back office, and we will consider involving our customers in designing and developing significant systems that meet their needs and expectations.

The Council will implement a Learning and Development Strategy that will help to make our teams happy and motivated, making them more effective in their jobs – creating a learning culture and providing support for teams to grow and develop, providing inspirational leadership and encourages staff to support one another.

In respect of Council Tax and NNDR, the Council will improve processing times by streamlining procedures when assessing claims. This will include:

- extended use of the Financial Inclusion Officer to visit vulnerable customers, maximise benefit take-up;
- use of text messaging to enable us to contact customers in a 'softer' but more efficient way;
- working with neighbouring authorities to develop effective working relationships, sharing best practice and developing common work practices;
- regular reviews of empty properties, ensuring correct occupier is being billed.

We will continue to use more tailored recovery methods to ensure appropriate recovery action is taken to collect arrears, using supportive recovery methods for those who are genuinely struggling to pay whilst taking more direct recovery action for those debtors who are unwilling to pay.

## How we measure success in 2020/21 (Key Performance Indicators)

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency	
PES14	Increase the number of online transactions submitted by residents		Target increase 10% on year end figure for 2019/20.	Local	Annually
PES15	Assess technology to better connect with our residents		Completed prior to target of Quarter 4 and not viable	Local	Key milestone
PES16	To deliver a two stage approach to customer focused training for all Council Staff		Customer Focused training delivered to 100% of Council Staff by 31/03/2021	Local	Annual
PES17	Continue the delivery of customer satisfaction surveys for service areas across the Council to identify potential shortcomings within services utilising the Net Promoter Score		Satisfaction surveys undertaken and action plans derived for Customer Service Centre, Revenues and Benefits and the Community and Wellbeing Service Areas.	Local	Annual
PES18	Develop a Communication Strategy to ensure we demonstrate our reach to all audiences		Communication Strategy Implemented 31/12/2020	Local	Key Milestone
PES19	Review and implement the Garden Waste renewals to one annual renewal date for residents		Completed by 31/12/2020	Local	Key Milestone
PES20	To continue to Facilitate the migration towards 'paperless committees'		100% of Members and Officers by 31 March 2021	Local	Annual

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency	
PES21	Ensuring all Licensing Act 2003 applications dealt with in accordance with statutory time scales		100%	National	Reported Quarterly
PES22	Review of governance structure arrangements		Q1	Local	Annual
PES23	Undertake bi -annual review of the Constitution		Q2	Local	Local
PES24	Publication of Ethical Indicator standards to include Member Complaints, FOI, Data Protection, RIPA and interceptions of Communications Data compliance and food inspections		100%	Local/National	Quarterly
PES25	Ensure compliance with the Electoral Commission Performance Standards for Returning Officers and Electoral Registration Officers		Q1 – PCC Elections	National	Key Milestone
PES26	All tenant related call back requests to be responded to within targets set out in the SLA		95%	Local	Quarterly
PES27	Provide First Contact Plus training to front facing staff, engaging with key council departments.		5 Department representatives to undergo training and cascade to appropriate team members.	Local	Quarter 3

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency
<b>PES28</b> To deliver educational and promotional campaigns in order to increase the amount of recycling collected across the Borough		3 educational campaign talks to community groups. Plus more visual recycling messages on notice boards, digital screens centres, and social media.	Local	Annual
<b>PES29</b> Improve the level of service received in relation to Refuse and Recycling		To have less than 30 missed refuse collections per day.	Local	Quarterly
<b>PES30</b> To keep our environment as clean as possible.		Achieve top quartile performance for street cleaning (detritus)	National	Quarterly
<b>PES31</b> Emergency Planning: To ensure appropriate representation is provided at TCG and SCG immersive training.		3 sessions x1 representative at each training day.	Local	Annual
<b>PES32</b> To increase the number of Emergency Centre Managers, to oversee the Rest Centres as required, that are not part of the Incident Management team.		Increase by 3	Local	Annual
<b>PES33</b> To arrange bit-size training to the Senior Leadership team (including cyber security, when to call a multi-agency incident, and Resilience Direct)		3 training session across the year.	Local	Annual

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency	
PES34	To increase the number of Emergency Planning volunteers to assist as required, including at Rest Centres and provide relevant training.		Increase by 4 to 6 volunteers	Local	Annual
PES35	Council tax collection rate		97.5%	Local	Monthly/ Quarterly/ Annual
PES36	NNDR collection rate		98.5%	Local	Monthly/ Quarterly/ Annual
PES37	Reduce former years arrears for Council Tax (debt not in recovery)		Below 3.5% of annual debit.	Local	Monthly/ Quarterly/ Annual
PES38	Reduce former years arrears for NDR (debt not in recovery)		Below 4.5% of annual debit.	Local	Monthly/ Quarterly/ Annual
PES39	Reduce outstanding HB overpayments (debt not in recovery)		Below £700,000.	Local	Monthly/ Quarterly/ Annual
PES40	Reduce current tenant rent arrears (debt not in recovery)		4% of the annual rent debit.	Local	Monthly/ Quarterly/ Annual
PES41	Reduce former tenant rent arrears (debt not in recovery)		Former tenants arrears not exceed £110,000	Local	Monthly/ Quarterly/ Annual
PES42	Set balanced revenue budget for 2021/22		Set budget for Council approval (February 2020)	Local	Key Milestone
PES43	Achieve an unqualified opinion on the statement of accounts by the external auditors.		Achieve unqualified opinions on the Statement of Accounts.	Local	Key Milestone

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency	
PES44	Achieve a positive Value for Money Opinion by the external auditors.		Achieve an unqualified opinion in relation to Value for Money	Local	Key Milestone
PES45	Achieve income generation proposals, agreed for the 2020/21 budget.		Achieve income generation proposal agreed for the 2020/21 budget.	Local	Quarterly/ Annual
PES46	Services do not exceed their service budgets, and not underspend by more than 5%		Overspend; 0% variance Underspend; < 5% variance	Local	Quarterly/ Annual
PES47	Internal Audit recommendations implemented		Less than 10% of all audit recommendations not implemented since the start of the CW Audit contract	Local	Quarterly/ Annual
PES48	Develop a commercial investment strategy and business plan (subject to legal opinion)		Approved by PFD by December 2020	Local	Key Milestone
PES49	Maintain a culture of prompt payment by paying suppliers within a specified time.		95% of Suppliers paid within 30 days of receipt of invoice.	Local	Annual
PES50	Pay Suppliers in an efficient manner and at the earliest opportunity		Average payment time for a creditor invoice is 14 days or less.	Local	Annual
PES51	To efficiently collect miscellaneous debtors in a timely manner		Percentage of arrears over 90 days against total annual debt to below 20%	Local	Quarterly

How we will measure success	Baseline (2019/20)	Target	Benchmark	Frequency	
PES52	To discourage the culture of 'can't pay won't pay' by reducing write-off of debt to a minimum		Amount of debt written off should not exceed a maximum figure of 5% of the outstanding debt at the beginning of the year.	Local	Annual

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