



*OADBY AND WIGSTON BOROUGH
COUNCIL*

CORPORATE PLAN

“OUR BOROUGH, OUR FUTURE”

June 2006/WWB

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June 2006/WB

Our Borough, Our Future 2006-2016

The Corporate Plan of Oadby and Wigston Borough Council

Oadby and Wigston Borough Council is setting high standards to achieve the things the local community wants and deserves.

This is an ambitious plan for the future of Oadby and Wigston Council and the way services will be provided for our residents. It looks at how Councillors and officers of the Council can meet the challenges it faces through the provision of in-house services, through projects and through partnership with other bodies including public bodies, voluntary organisations, businesses and our local community.

The plan is based on the needs of the Borough, on what local people have told us they want during consultation which has taken place between 2001 and 2005, our statutory duties and what the Council needs to do to address the findings of the Audit Commission's Comprehensive Performance Assessment of the Council in 2004/05.

It is a forward looking plan in fulfilment of the Council's long term vision. It shows how we will achieve the following aims.

- Create the best quality of life for local people
- Keep the things that matter most to our residents as our priorities
- Provide services that create high public satisfaction by ensuring they are efficient and offer value for money
- Ensure we have the capacity to provide the services we undertake to provide for our residents

We have agreed with residents that our priorities for the period 2006-2016 are to achieve:-

- **A good quality of life for all residents**
- **A clean, green and safer environment**
- **A successful economy**

The following pages show what the Council will do to achieve these things and how we will measure our progress.

During 2004, the Audit Commission undertook a Comprehensive Performance Assessment of the Council. The Council was judged as 'fair' with generally good services. We were investing well, and were focussed on our three priorities of reducing crime and disorder, tackling pollution and preserving wildlife and open spaces. These were "long established and well understood by Councillors, staff and partners". They formed the basis of investment decisions and account for 'good performance in areas such as working with young people, community safety and environmental initiatives'.

The Inspectors went on to identify weaknesses which we need to address and which are stated within this plan.

Our response to the Inspection Report was to draw up an Improvement Plan which focuses on three main areas for improvement:-

- Planning for the future
- Increasing capacity
- Managing Performance for better outcomes

Our Borough, Our Future, the Council's Corporate Plan has been revised, taking these findings into account.

We wish to thank all those who have participated in the consultation process which has helped us to create the long term vision for the Borough and also to thank those who will ensure its success in coming years. All are helping to make real improvements to the quality of life for our local community.

Councillor John Boyce

Leader of the Council

Wendy Back

Acting Chief Executive

Vision 2016

The Council is working in partnership with residents, community groups and organisations, including the police, to improve the Borough over the next 10 years. Leicestershire District Councils and Leicestershire County Council have worked together to produce a Local Area Agreement which sets out various agreed stretched targets for the long term benefit of the people of Leicestershire . The agreement was completed at the end of March 2006 and will operate over a period of three years commencing in 2006/07.

The vision of the local area agreement is:-

“Together we will do things differently to deliver improved public services so that, with the public, we will make Leicestershire the best possible place to live and work for everyone”

The LAA will achieve its agreed objectives by:-

- Focusing effort on people, families and areas that require greater support and intervention to bring them up to the County average; and
- Focusing on the priorities for improvements to those universal services that are used by everybody to improve outcomes for all.

This will require:-

- More joining up of and innovation in service delivery.
- Better arrangements for public agencies to plan and deliver services together
- More effective and jointly owned performance management
- More flexible and effective use of funds
- An emphasis on stronger communities, with equality of opportunity for all
- More emphasis on prevention
- Better access to services particularly for vulnerable people

In Leicestershire we have chosen to develop the Local Area Agreement outcomes against the following blocks:-

- children and young people
- older people
- cleaner and greener communities
- economic development
- safer communities
- stronger communities
- healthier communities

The themes were agreed after extensive consultation with all parties to the partnership.

The Council has a long term vision for Oadby and Wigston. It is:-

‘That the Borough will be a place where people aspire to live because of its attractive and secure environment, its prosperous and vibrant economy and because of the peaceful and harmonious relationships between its residents’

In working to achieve this vision we will endeavour, by 2016, to make the Borough a place where:

- Our towns are adjacent to undeveloped green land and have parks and open spaces which are accessible, well maintained and well used.
- Our people feel safe because we have reduced the level of crime, drug misuse and reduced the incidents of anti-social behaviour in our towns
- Our roads and streets are safe and clean.
- We have reduced our impact on the local and global environment by reducing pollution and by actively encouraging the introduction of energy efficient measures in our homes.
- That unemployment, poverty and deprivation is reduced throughout the Borough, and that local businesses grow and thrive.
- There is better lifelong education and training for all ages so that people can achieve their full potential and aspirations.
- We enjoy good health and well-being in all our neighbourhoods and communities and reduce health inequalities.
- We all enjoy warm, safe and secure homes.
- We have access to good shops and leisure facilities.
- We celebrate our ethnic and cultural diversity, have good race relations and respect and maintain our heritage.
- We are well connected to the whole of Great Britain by our high quality transport systems and by our electronic and business links.
- Local people are active citizens and have a say in their future, so that we are sufficiently well informed to act as their agent and to achieve their priorities through the provision of in-house services or through our partnerships.
- The Council will reduce its impact on the global environment
- We will facilitate the provision of community facilities

Planning to Improve

Improvement

Our Borough, Our Future is an ambitious plan which seeks to make Oadby and Wigston an ever improving Council over the next ten years. To achieve, it will require careful planning and hard work, with regular evaluation by our residents and our partners. We already work to provide good services and are proud of our successes but believe that we can continuously strive to do better for our residents.

Our Borough, Our Future is all about improving what we do, the ways in which we work, regular reviews of our aims and priorities and how we can achieve our goals.

Partnership

To achieve all that we aspire for the Borough of Oadby and Wigston, will not be possible on our own. We will only be able to achieve so much by co-operating with others. The Local Strategic Partnership is the key vehicle for working with others.

The Oadby and Wigston Local Strategic Partnership for the area of Oadby and Wigston is a body that has been set up as a way of helping us to achieve this vision and is a body that brings together for the first time all the public, private, community and voluntary sector organisations active within the district, in a partnership to agree and implement a joint strategy known as **The Community Plan** which focuses on the long term needs of the area. By bringing together at a local level all of these sectors, the Partnership is a key means to tackle multi-faceted problems that cannot be solved by one agency or sector alone. The following bodies are all represented on the Partnership, which is chaired by Oadby and Wigston Borough Council:

Oadby and Wigston Borough Council
Leicestershire County Council
South Leicestershire Primary Care Trust
South Leicestershire College
Leicestershire Chamber of Commerce
Voluntary Action Oadby and Wigston
Leicestershire Constabulary
Leicester Shire Economic partnership
Government Office for the East Midlands

The Community Plan was developed after a comprehensive consultation exercise was carried out amongst local people and local statutory and voluntary bodies to identify themes which should be covered, priorities which should be focused on and actions which should be undertaken. We also had to take into account national government priorities, and national targets set for local areas, guidance developed by the government for the development of community plans, and data on local needs.

The Community Plan is owned by all those agencies who are party to it. It is a long term strategy aimed at sustainable enhancement of the quality of life of our residents through the delivery of themed priorities. Our 10 year Community Plan has chapters, actions and targets on

Learning and employment
Health
Transport and environment
Culture and Leisure
Crime and disorder
Community

Our Borough, Our Future should be read alongside the Community Plan, which describes more fully the priorities set for the Borough Council's services and also reflects the national context in which we operate. Additionally, central government sets a range of targets for improving key services within Local Government, which we have a duty to focus on and forms part of the process for developing our plans for delivering improvement.

Community Aspirations

In 2006, through the Area Forums, we consulted our residents on our priorities. They told us that what matters most to them is the reduction of crime and disorder, tackling pollution, the preservation of adjacent undeveloped land, the improvement of our parks and open spaces, access to leisure and the regeneration of the town centres. These have been translated into the following:-

We have 3 priorities:-

- **A good quality of life for all residents**
- **A clean, green and safer environment**
- **A successful economy**
-

Using these priorities, the Council has identified 7 objectives:-

- To continually improve communication with our residents through the Area Forums and by transforming our services to suit the needs of our residents
- Work with partners to improve the health and safety within the community by tackling the causes of, and to reduce the incidents of, crime and anti-social behaviour
- Minimise waste, increase recycling and reduce demand for landfill
- Promote and improve our parks and open spaces in conjunction with our local community and maintain clean streets to provide a cleaner, greener safer environment, so that people will respect their surroundings and one another.
- To improve and encourage the use of our leisure facilities to improve the health and well being of the local community
- To promote the local economy and to enhance the local environment using the planning process

- Work with partners to improve the standard and energy efficiency of all homes across the Borough, deliver affordable housing and to have Council and private housing which meets the Decent Homes Standard, details of which are detailed in the Council's Housing Strategy and Business Plan.

The rest of this plan deals in more detail with these key priorities and objectives. Individual Service Delivery Plans contain more specific actions that contribute towards the Council's priorities and to the achievement of the whole.

How we will measure success

Each part of Our Borough, Our Future covers a wide and complex area of activity. Success will depend on the resources available to the Council to spend on services, and the resources of its partners. At the end of each section is a list of some successes. Whilst this doesn't tell the whole story, it does provide a guide of how we are doing. Our progress will be regularly monitored by the submission of regular reports to Policy and Resources Committee.

Governance – How decisions are made.

Facts

The Council exists to serve local people. We have an obligation to deliver services and use the democratic processes.

The Council is a democratically elected body, 26 Councillors make all the Council's key decisions, made up of 17 Liberal Democrats and 9 Conservatives.

The Council's governance delivery system is through a Full Council committee meeting (attended by all 26 Councillors) and four main committees, Policy and Resources, Services, Development Control and Licensing with one Overview and Scrutiny committee and a Standards Board.

The Council is a democratic organisation. All key decisions are taken by its 26 Councillors operating through the following:-

- The Full Council – approves the actions of the other committees and groups through the formal approval of the minutes of those meetings
- The four main committees – implements Council policy and take decisions relating to those committees responsibilities
- Overview and Scrutiny committee – maintains an overview of performance and progress, reviews important topics and scrutinises decisions of the other committees.

The Council's style is consultative, co-operative and open. The establishment of Area Forums in each of the Town Centres in 2005 has led to improved communications with our residents and has devolved responsibility for the approval and allocation of capital funded projects in each of the areas to the forums. It is our intention, as the forums develop, to broaden their remit which will enable them to take ever more important decisions which will impact on the Council's delivery of services and truly reflect the needs and aspirations of our local residents.

Management Structure

The leadership, management and operation of the Council's services and the implementation of strategies, policies and budget is carried out by a group of senior managers comprising the Chief Executive, Director of Resources, Director of Development and Consumer Services, Director of Community Services and Heads of Section. All of these managers are accountable to Councillors. A formal employee development interview process is carried out annually which includes an assessment of performance and sets targets for the forthcoming year which contribute to the Council's agreed priorities.

Management Team

The Management Team's role is to lead the organisation, to develop and improve so that the objectives in the Council's strategic plan are achieved.

The Management Team's work is designed to pursue the objectives in Our Borough, Our Future and its priorities are being led by either the Chief Executive or the Directors. A performance management system is being introduced which will enable

Councillors and senior managers to monitor the progress of the Council's agreed objectives which underpin the Council's priorities.

All of the Section Heads and their staff contribute to achieving the priorities and objectives in Our Borough, Our Future with targets set out in annual Service Delivery Plans approved by Councillors. The completion of these targets will contribute to an incremental change resulting in improved performance, quality and value for money services.

Equality

In March 2005 a report was submitted to Policy and Resources committee seeking approval for the Council's revised Equal Opportunities Policy, its Equal Opportunities/Racial Equality Plan and three year rolling implementation action plan. This is monitored and reviewed on an annual basis.

The Council is working to achieve level 5 of the Equality Standards for Local Government. In 2004/05, we achieved level 3.

The Council has a duty to promote race equality and is measured against its commitment and performance. The purpose is to ensure that all local authorities have made a high quality response to the race equality priorities and targets for services and employment. In 2004/05, we achieved 73%. But the percentage of staff from minority ethnic communities in 2005/06 was 8.18% which is not representative of the Borough's minority ethnic population and is, therefore, an area for improvement.

Equal Opportunities Policy

Oadby and Wigston Borough Council will take action to ensure that all people who visit, live or work in the Borough are treated justly and equally, are free from prejudice, fear, harassment and discrimination, and have equal access to learning, employment and social opportunities to enhance their quality of life.

Commitments:

We are committed to support those who are vulnerable, lack resources or face disadvantages.

We will not permit direct or indirect discrimination on the grounds of race, religion, colour, age. Sex. Sexual orientation, marital status or disability either in delivery of our services or through our employment or training practices.

We will train and encourage all Members and employees to take action to implement this policy

We will encourage residents and other employers in the Borough to adopt the spirit of this equal opportunities policy.

We will ensure that this policy is implemented in the delivery of all our services, through a process of audit, monitoring and scrutiny.

We will promote inter-cultural good relationships between people living in the Borough.

We will consult widely with representatives of different ethnic groups and disable people in the delivery of services, development of policy and monitoring of impacts.

What we are already doing

- We have reviewed our annual calendar of meetings to include, not just our Council committee structure, but to include scheduled meetings of the Area Forums, Economic Development, Forward Planning of the Borough, the Multi-Cultural group, South Wigston Regeneration community meetings, Pride of the Borough group, Crime and Disorder Reduction Partnership and the Local Strategic Partnership to make sure that these meetings are better publicised and attended.
- We have agreed forward agendas for meetings which relate specifically to Council priorities and targets and ensures that key decisions are taken at the appropriate time.
- We have developed our Overview and Scrutiny committee function to make sure that our actions and decisions are properly accountable.
- Our Area Forums have been allocated a budget from April 2006 which will give local residents the power to prioritise expenditure on capital projects undertaken in 2006/07
- We see a key role for young people and have established a Youth Forum
- We have an established Senior Citizens Forum
- We have an established Asian Elders Group
- We have an established Multicultural Group
- We have an adopted racial equality policy

What we plan to do

- We aim to ensure that all local people can benefit from our services and that no-one receives poor treatment because of race, ethnic origin, age, gender, sexuality, illness or disability.
- Our People Strategy aims to make the Council's workforce more representative of the makeup of the Borough
- We have set standards that all Council staff and Councillors must adhere to and we will continue to monitor and measure them.
- We are planning a training and development programme for Councillors
- We will take steps to increase turn out at elections
- We plan to devolve further decision making responsibilities to the Area Forums within a corporate framework.
- We will develop a Communications Strategy for communicating with the public and with other local and regional bodies.
- We will work with local people to change the face of our town centres
- In partnership with other Leicestershire Districts we will train our middle managers so that they are equipped with the skills to deliver the highest quality services.
- Through our recruitment processes, we will aim to increase the percentage of people from minority ethnic backgrounds who work for the Council.
- We will work to achieve level 4 of the Equality Standards for Local Government

How we will measure success

We want to progress all of the above but the two priorities for 2006/07 are:-

- **The development of a Communications Strategy which will help us to communicate effectively with all local people.**
- **To progress the targets in the Council's People Strategy to make the workforce more representative of the makeup of the Borough.**

Relevant Service Delivery Plans

- Legal and Licensing
- Human Resources
- Press and Publicity
- Local Development Framework
- Community Development

Responsible officers

email Wendy Back, Acting Chief Executive on wendy.back@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Paul Johnson, Director of Resources on paul.johnson@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Martin Cregg, Director of Community Services on martin.cregg@oadby-wigston.gov.uk or by telephone on 0116 2888961

To create a better quality of life for our residents

Facts

The single purpose which unifies the work of the Council is to create the best possible quality of life for its people. All the Council's aims and objectives contribute to this purpose.

This is not a simple short term task. The scale of economic, social and environmental change taking place around the world is rapid, making the achievement of the overall vision a permanent task.

However, given our location and existing facilities, we have an excellent base to build on. We have good motorway links. We have the benefit of a railway station and a canal. We have good quality housing, schools, colleges and Leicester University. We have a number of good local businesses and retail outlets.

The Council is not alone in trying to create the best quality of life for all local people, our partners and other organisations in both the public, private and voluntary sectors share that aim.

Challenges

Many people in the Borough already enjoy a good quality of life, good housing, employment, education and health. However, not everyone is so fortunate. For example, we have:-

- Low but rising unemployment with the highest levels being in South Wigston, the lowest in Grange Ward
- Inequalities in terms of educational attainment levels with only 43% of sixteen year olds gaining five or more GCSEs at grades A* to C in South Wigston compared to an average in Leicestershire of 54.7% and a national average of 53.7%.
- Low vocational skills in the adult population
- Below average earnings in some areas
- An over-reliance on traditional manufacturing, a sector which is under pressure from global competition.
- A continuing trend of increasing anti-social behaviour
- A newer trend of rising levels of violent crime, including domestic violence.
- A small % of social housing compared to the % of private sector housing
- A growing ethnic population particularly in Oadby, with the ethnic population in Wigston and South Wigston being much closer to the Leicestershire average.
- A need to meet ever increasing diverse cultural expectations
- Generally good health, but there are health inequalities across the Borough, manifesting in a variation in life expectancy, obesity and declining levels of sexual health.
- Public transport not meeting the perceived needs of local people
- Making the most of undeveloped green land for the future benefit of our residents
- A growing expectation to meet the leisure interests of young people
- A need to encourage healthier lifestyles for all through innovative and cost effective leisure opportunities

- An under valued local business economy and tourism area

What we are already doing

- Working with South Leicestershire College to provide learning appropriate to the needs of our over 16 population
- Working with the police to address the problems associated with anti-social behaviour. We have introduced the use of dispersal powers, alcohol free zones in the Borough, issued Anti-Social Behavioural Orders, repossessed a Council property for anti-social reasons and gained an injunction to prevent undesirable people from coming into the Borough.
- Working with providers of social housing to increase the number of rented and affordable housing in the Borough.
- Established a safe refuge for victims of domestic violence.
- We have an established multi-cultural group which brings together people from different backgrounds and faiths.
- We have an established health forum which addresses the priority needs of the Borough.
- We have an established Pride of the Borough Group which includes officers, but mainly local residents, working to improve the local environment and entering East Midlands in Bloom and Britain in Bloom competitions.
- We have a number of Friends Groups, including tree wardens, working to improve the local parks and woodlands
- We have restored Peace Memorial Park with the help of partners and Heritage Lottery Funding
- We have built Brocks Hill Environment Centre and Country Park with the help of partners and Millennium Commission funding
- We are using the Local Development Framework process to plan the future vision of our Borough
- We have established Area Forums where we meet with local residents to exchange information.
- We have a Youth Council and Sport Alliance in place to focus on local leisure needs and youth support issues.
- We have a Community Development working group which offers support to carers in partnership with Voluntary Action for Oadby and Wigston.

What we plan to do

We agreed a medium term budget strategy in 2005. The main aim of this is to forward plan our budget management, to continuously improve our services and public facilities by targeted priorities but to achieve this without unacceptable increases in local taxation. This means that we have to regularly review what we do and how we do it. This will include:-

- Reviewing all the Council's assets and how they are used
- Closely examining what we spend on discretionary services – those we choose to provide and those we have to provide.
- Making sure we make best use of external funds wherever we can.
- Considering new ways of providing services for example by working more closely with other authorities, the voluntary sector and private providers.
- Looking at the future of our town centres by commissioning consultants to produce master plans by carrying out a review of our future needs to meet local aspirations and to increase the future economic vibrancy of the area.

- We have carried out research into the availability of local public transport and established a working group to try and improve services and availability.
- We will employ an Economic Development Officer to work on, principally, the regeneration of South Wigston and then the wider needs of the Borough.
- We are establishing an economic development group, consisting of Councillors and officers, to actively improve the economic vibrancy of the Borough.
- We have secured s106 funding from Tesco and are working in partnership with the County Council and the local community to regenerate South Wigston.
- We are working with Leicester University on a master plan which will help them to plan the future development of their land holdings in Oadby.
- We are supporting South Leicestershire's College's proposal to either extend their educational facilities or to relocate within the Borough.
- In partnership with others to improve access to work and leisure for people with disabilities
- In partnership with others to expand training opportunities, employment and life skills for young people and disadvantaged families.
- Work in partnership with the Health Forum to address health inequalities.

How we will measure our success

Success will depend on making progress with all the aims and priorities identified within this document. However, the following specific targets are most important in the year 2006/07:-

- **South Wigston Regeneration**
- **The employment of an Economic Regeneration Officer**

Relevant Service Delivery Plans

- Asset Management
- Financial Services
- Forward Planning
- Development Control
- Building Control
- Crime and Disorder
- Environmental Protection
- Council's Landlord Role
- Strategic Housing Role
- Community Development
- Arts and Heritage

Responsible officers/Where to find out more

email Wendy Back, Acting Chief Executive at wendy.back@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Paul Johnson, Director of Resources at paul.johnson@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Martin Clegg, Director of Community Services at martin.clegg@oadby-wigston.gov.uk or by telephone on 0116 2888961

Housing and Health

Facts

National government objectives

Creating sustainable communities

The DCLG's aim is to create prosperous, inclusive and sustainable communities for the 21st century, places where people want to live, that promote opportunity and a better quality of life for all.

The DCLG's aim is...

Creating sustainable communities

The DCLG's Strategic Priorities are...

1. Delivering a better balance between **housing supply and demand** by supporting sustainable growth, reviving markets and tackling abandonment.
2. Ensuring people have **decent places to live** by improving the quality and sustainability of local environments and neighbourhoods, reviving brownfield land, and improving the quality of housing.
3. **Tackling disadvantage** by reviving the most deprived neighbourhoods, reducing social exclusion and supporting society's most vulnerable groups.
4. Delivering **better services**, by devolving decision-making to the most effective level - regional, local or neighbourhood:
 - * Promoting high quality, customer-focussed local services and ensuring that adequate, stable resources are available to local government;
 - * Clarifying the roles and functions of local government, its relationship with central and regional government and the arrangements for neighbourhood engagement, in the context of a shared strategy for local government.
- 5 Promoting the **development of the English regions** by improving their economic performance so that all are able to reach their full potential, and developing an effective framework for regional governance taking account of the public's view of what's best for their area.

About the Borough of Oadby and Wigston

Oadby and Wigston is a small urban borough situated south East of Leicester with the main towns being Oadby, Wigston and South Wigston. It is the smallest in area of the County of Leicestershire's seven Districts, at 2,352 hectares. The population of

Leicestershire as a whole is 619,200 (mid year 2003 population figure), and Leicestershire covers an area of 2,083 square kilometres.

The Borough has a population of 56,100 living in 21,992 households,(ONS mid year estimate) with an average household size of 2.45. The population is predicted to contract to 54,600 in 2011 with the number of people in the 35-44 age range moving out of the Borough. Home ownership is 85.45% compared with 81.1% in Leicestershire and because of its high population density, there is much pressure on land for development. The Borough has a higher than average number of young (including 1,500 students in halls of residents) as well as older residents, and the second highest ethnic population in the East Midlands at 18.2%.

Although relatively affluent as indicated by the index of multiple deprivation 2004, (the Borough is ranked 304th out of 354 English local authorities with 1 being the most deprived) there are still pockets of deprivation most notably in Wigston and South Wigston. The average household income in the Borough is £30,275.

Two of the key factors which feature in the deprivation index are child poverty and educational attainment levels. In one or two wards in South Wigston and Wigston the percentage of persons aged 16-74 with no qualifications is as high as 39.5% and 38% - (the average for Leicestershire is 28.21%). However, compared with the white population, black and minority ethnic groups generally have a lower percentage of people with no qualifications and a higher percentage with a degree. Manufacturing is significant to the local economy, and the unemployment rate at 2.5% is higher than the Leicestershire average but lower than the East Midlands average which is 3.2%. 83.8% of businesses in the Borough employ less than 10 people.

Community Cohesion

Over the last four years the minority ethnic population of the Borough has been steadily increasing. However the minority ethnic population of the Borough is concentrated in Oadby, particularly in Uplands, Grange and Woodlands wards. In Wigston and South Wigston the ethnic population is much closer to the Leicestershire average. This has implications for ensuring that the population of the Borough is well integrated and that relationships between people living within the whole community are harmonious.

The Borough is fortunate in that there are no immediate signs of disharmony but to ensure continuing harmony, the Council is currently using the government's 'Cleaner, Greener, Safe, Respect Agenda' as the vehicle for promoting community involvement. We aim to reduce local behavioural issues, to promote involvement in the South Wigston Regeneration project, to participate in the annual East Midlands in Bloom competition, and this year in the Britain in Bloom competition, which is not just about floral displays but very importantly about community participation. As part of the Forward Planning process we aim to identify land for community purposes which may include space for ethnic and religious centres.

Housing in Oadby and Wigston

The condition of the relatively small Council housing stock is good. Recent studies of housing need in the Borough show an increasing need for more affordable accommodation in the Borough. The average house price is £160,616. This is lower than the average county price (£172,796) but higher than the regional average

(£149,486). There has been an oversupply of housing land in the recent years, fuelled by high demand, and restrictions have had to be put on the development of Greenfield sites. The number of new houses built in the Borough over the last four years has risen steadily. Over the Corporate Plan period it is likely that the proportion of affordable housing required from new development sites will significantly increase. The average household income in the Borough is £30,275 which is the lowest of all the Leicestershire Districts and below the county average of £32,760. However, in South Wigston the average household income is only £25,000. In Oadby and Wigston the house affordability ratio is higher than for the county and region (meaning that they are less affordable). The need for housing and the need for employment land, to tackle some of the economic problems mentioned above, create a pressure on the limited number of green spaces which remain in the Borough. The challenge for the Borough over the next ten years is to provide imaginative solutions to housing and employment needs whilst fulfilling the desire of residents to preserve wildlife and green spaces, which is also a key issue for quality of life for local residents.

Health

Whilst again in relative terms the health of people living in Oadby and Wigston is good and generally speaking people can expect to live long and healthy lives, there are some significant issues which will need to be addressed in the new Corporate Plan:-

- There is a significant level of health inequality in the Borough. Female life expectancy is at its highest in Oadby Woodland Ward (85.3 years) and lowest in Wigston All Saints (77.9 years). Male life expectancy is highest in Wigston Meadowcourt Ward (81.3 years) and lowest in South Wigston Ward (74.8 years) . In Oadby UplandsW female life expectancy is 8 years greater than for males. However in Brocks Hill Ward, male life expectancy is higher than female by 1.5 years. Whilst 25% of people renting Council property have a long term limiting illness, only 15% of owner occupiers have such illness.
- Certain types of disease – for example diabetes are more common in minority ethnic populations
- The Borough shares with the nation the growing problems of rising levels of obesity and declining levels of sexual health
- Reducing long term illnesses of people of working age
- Support for carers of elderly or infirm relatives

What are we already doing

- We invest in Council housing
- We offer advice and, in appropriate cases, financial assistance to private householders
- We have a Home Energy Efficiency Strategy and work in partnership to promote cavity wall and roof insulation at competitive prices
- We have a rent deposit scheme for people accessing private rented housing
- We have 100% success rate for dealing with homeless people within the nationally set timescale
- We work with voluntary and charitable organisations to provide housing advice
- We have an established Health Forum
- We work in partnership with the PCT and Leisure Connection to run GP referral schemes

- We completed a Housing Needs Survey in 2005
- We have established a Tenants Panel
- We have established a partnership with a kitchen and bathroom company to carry out a replacement programme in our Council properties

What we plan to do

- To increase take up of GP referral scheme
- To increase take up of leisure facilities
- To ban smoking in all enclosed public areas
- To promote walking and more active lifestyles
- To maintain our parks and open spaces to a standard which will encourage greater use for leisure purposes
- To encourage participation in sporting competitions
- To provide specially targeted homes with energy efficiency information
- To undertake a private house condition survey in conjunction with 2 neighbouring authorities
- To adopt an Empty Homes Strategy
- To increase the numbers of affordable housing in the Borough
- We will use our Tenants Panel to influence Council housing programmes
- We will work in partnership with the Health Authority, through the Health Forum, to address health inequalities.

How we will measure our success

Whilst we will endeavour to achieve all of the above targets, our two key priorities for 2006/07 are:-

- **In conjunction with partners to carry out a Housing Condition survey in the private sector**
- **To continue with the Housing Capital Programme to bring as many Council properties as possible up to the decent homes standard.**

Relevant Service Delivery Plans

Arts and Heritage
 Community Development Service
 Environmental Protection
 Food Safety
 Private Housing
 Health and Safety at Work Enforcement
 Council's Landlord Role
 Strategic Housing Role
 Asset Management
 Finance Service Delivery Plan
 Legal and Licensing

Responsible officers

email Clare Sharpe, Head of Community and Cultural Development at clare.sharpe@oadby-wigston.gov.uk or by telephone on 0116 2888961

e-mail Stephen Bruce, Head of Environmental Health and Environment at stephen.bruce@oadby-wigston.gov.uk or by telephone on 0116 2888961

e-mail Simon Folwell, Head of Housing Services Section at simon.folwell@oadby-wigston.gov.uk or by telephone on 0116 2888961

e-mail Paul Loveday, Head of Finance at paul.loveday@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Anne Court, Head of Legal and Licensing at anne.court@oadby-wigston.gov.uk or by telephone on 0116 2888961

Transport and the Environment

Facts

Transport

The Council introduced a new corporate objective regarding transport in the last year of the previous plan period, when it saw the concern of residents was rising in relation to transportation and traffic congestion in the Borough. Car ownership is increasing, and 67.7% of people in the Borough now use a car to travel to work. The perceptions of local people are that public transport does not adequately cater for their needs, particularly in relation to travel within the Borough. As increasing car use is also linked to reduction in air quality and does not encourage active lifestyles, tackling the barriers to accessing public transport, and encouraging walking and cycling will be important activities in the next plan period.

Environment

The Borough lacks some of the natural environmental advantages that rural living can bring. We cover an area of 2352 hectares and have a population density of 23.72 people per hectare compared with 2.67 people per hectare across the East Midlands region. The Borough does, however, have a significant number of parks and open spaces which are highly valued by local residents. This feature of the Borough has been recognised in our assessment of “What makes Oadby and Wigston special /unique?” Our challenge in the coming ten years will be to improve and enhance our parks and open spaces and to make the most of the green land that is left undeveloped, enhancing its biodiversity and attractiveness, ensuring habitats for wildlife and ensuring this land is accessible for local people to enjoy.

A preliminary assessment of open spaces and recreational facilities commissioned by the Council concluded that there was generally an appropriate overall amount of play, open space and recreational facilities in the Borough. However, a large shortfall in children’s equipped play space was identified and the report recommended that it would be particularly appropriate for investment.

Waste

Significant steps forward have been made in the last four years in increasing the amount of refuse which is recycled and composted, reducing the amount of refuse entering the waste stream and thereby reducing the total amount to refuse going to landfill. In fact the performance of the Borough bucks the national trend which is seeing a year on year increase in refuse growth of 3% a year. The costs of managing waste continue to rise. The government have set national targets to reduce the amount of refuse going to landfill and are to penalise through landfill tax amounts going to landfill on a steadily increasing basis. The government has a Waste Strategy through which local authorities are required to produce Waste Management Plans and recover value from 67% of municipal waste by 2017. Oadby and Wigston needs to continue its progress in promoting recycling and composting and minimising waste.

What we are already doing

- We have undertaken a review of local public transport

- We have set up a working group to improve the provision of local public transport, green transport and safer routes to schools.
- We have established the Pride of the Borough Group to encourage community participation in maintaining areas of the Borough
- We have established Friends of Parks Groups
- We are a key partner in ENABLE (Leicestershire's Environment Forum) working to develop sustainable environmental improvements through Climate Change Policies, Biodiversity Action Plans and others
- We have restored a town centre park with the help of the Heritage Lottery Fund and the Friends Group monitor its maintenance and contribute to the annual maintenance and management plan.
- Our recycling figures have increased from 26% in 2004/05 to approximately 38% in 2005/06
- We have set limits on the amount of household waste, we will collect on a weekly basis
- We collect any amount of recycling from households on a weekly basis
- We work on Tuesdays following Bank Holidays to avoid the accumulation of rubbish on the streets and to avoid incidences of fly tipping.
- We have a rolling programme of bus shelter and litter bin replacement
- We have a rolling programme of play area replacement

What we are planning to do

- Protect and celebrate our local heritage and historic built environment
- We will continue to promote membership of the Pride of the Borough Group by any means available to us especially the Area Forums
- We will promote environmental awareness in the Council produced news letter
- We will continue to work closely with local communities
- We will devolve decision making regarding capital expenditure to the Area Forums
- We will use the Area Forums to measure the performance of the environmental services we provide
- We will apply for Green Flag status for one park each year
- We will increase our recycling percentage by continuing with the services we already provide and through education
- We will maintain a high level of street cleanliness and use national performance indicators to measure standards of cleanliness
- We will continue with our rolling programme of replacing street and park furniture
- We will continue with our rolling programme of play area replacement
- We will establish an Environment forum to co-ordinate environmental activity
- We will develop our transport group to deliver on its targets
- We will consult with local residents, businesses and voluntary sector to progress the Local Development Framework (the Council's Forward Plan for the future development of the Borough)
- We will continue to promote and develop Brocks Hill Environment Centre and Country Park

How we will measure our success

We will attempt to achieve all of the above but the two key priorities for 2006/07 are:-

- **For the Area Forums to allocate funds to capital schemes which will enhance the local environment, as identified by the local residents attending the Forums**
- **To continue with the Council's rolling programmes of play area and street furniture replacement and to lever in external funding for these purposes wherever possible**

Relevant Service Delivery Plans

Environmental Protection
Brocks Hill Country Park and Visitor Centre
Countryside and Biodiversity
Clean, Green and Safe Communities
Refuse and Recycling

Responsible officers

email Stephen Bruce, Head of Environmental Health & Environment on Stephen.bruce@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Rob Harbour, Acting Head of Built Environment on rob.harbour@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Graham Norman, Head of Client Services and Contracts on graham.norman@oadby-wigston.gov.uk or by telephone on 0116 2720572

A Safer Environment

Facts

Compared with the 15 most similar crime and disorder reduction partnership areas, Oadby and Wigston suffers significantly fewer incidents of crime and disorder. Trends for vehicle crime and burglary have seen significant reductions on 1997 levels. Whilst levels of crime are low there are still a number of worrying trends which are relevant to the Corporate Plan

- Residents place a high degree of emphasis and priority on tackling crime and disorder, and express fears and concerns about crime in their locality. These are evidenced not only in the responses to questionnaires sent out annually in the Borough of which more is described elsewhere in this plan, but at public meetings when these concerns are aired. The biggest concerns of residents are about intimidation by groups of young people who they perceive to be threatening, vandalism, graffiti and other deliberate damage to property and vehicles
- There is a continuing trend of increasing anti-social behaviour- for example criminal damage is the largest crime category over the last three years at 24% of all crime committed in the Borough, and numbers of assaults has more than doubled since 1997
- There is a newer trend of rising levels of violent crime, including domestic violence.
- A significant underlying binge drinking culture which accompanies much of the antisocial behaviour experienced in the Borough

These trends emphasise the need to continue with ever new approaches to tackle these problems and to retain them as key issues on which to focus in this plan period.

What we are doing to create a safer environment

- We actively work in partnership with the Police and others to reduce the incidence of crime. Our partnership integrates the work of the Drug and Alcohol Action Team and the Crime and Disorder Reduction Partnership and the County Council's Youth Service Team. We employ a Community Safety Officer, a Community Development Officer and Leisure Development Officer who work to develop a range of diversionary and local democracy services for young people in partnership with other sections of the Council, statutory and voluntary organisations.
- We work to improve general safety for the community by setting high standards of cleanliness and by the provision of well maintained parks and open spaces. The Best Value reviews of both Public cleansing and Leisure Services have resulted in improvement action plans.
- We have introduced a ban on the consumption of alcohol in some designated areas.
- We have purchased some mobile CCTV equipment for use in those areas where it can be positioned to combat incidents of proven anti-social behaviour.
- We promptly remove abandoned vehicles and fly tips and we have, in conjunction with the Police, adopted the use of Dispersal Powers for groups of two or more should it be deemed necessary.

- We have created a 'safe house' for use by a family suffering from domestic violence.

What we plan to do

- To develop diversionary activities for young people in conjunction with the Police
- Progress local democracy and inclusion initiatives for young people
- To develop culturally mixed initiatives for all age groups to develop a better understanding of different minority ethnic needs, faiths and festivals
- To improve the cleanliness of the Borough in key areas
- To promote the involvement in Pride of the Borough group, to include the general community and schools
- To promote the use of our leisure facilities
- To produce a guide to leisure clubs of all types
- To encourage young people to participate in meetings of the Youth Forum
- Work in partnership with the Crime and Disorder Partnership to create a safer environment.

How we will measure our success

Whilst we will endeavour to achieve all of the above, our two key priorities for 2006/07 are:-

- **We will set performance targets to measure the numbers of young people who have been encouraged to use our leisure facilities**
- **To encourage local neighbourhoods to join the Pride of the Borough Group and to enter the East Midlands in Bloom annual competition**

Relevant Service Delivery Plans

- Clean, Green and Safe Community Services
- Golf Course
- Leisure Centre and Swimming Pools
- Community Development
- Leisure Development
- Homelessness

Responsible officers

email to Stephen Bruce, Head of Environmental Health & Environment at stephen.bruce@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Graham Norman, Head of Client Services and Contracts at graham.norman@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Jim Walker, Assistant Chief Executive at jim.walker@oadby-wigston.gov.uk or by telephone on 0116 2888961

e-mail Simon Folwell. Assistant Director Housing at simon.folwell@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Clare Sharpe, Head of Community and Cultural Development at clare.sharpe@oadby-wigston.gov.uk or by telephone on 0116 2888961

Providing High Quality Services

Facts

The Council employs 240 people providing a range and variety of services to our population of approximately 56,000 people who have different needs and circumstances. But everything we do shares a common purpose – **‘to create the best quality of life for local people’**

The Council believes, following public consultation, that residents want the Council to focus on improving quality of life for local people and to provide efficient and effective services. With this in mind we will concentrate on the Council’s 3 stated priorities:-

- **A good quality of life for all residents**
- **A clean, green and safer environment**
- **A successful economy.**

In working to achieve these goals, we have 7 clear objectives:-

- **To continually improve communication with our residents through the Area Forums and by transforming our services to suit the needs of our residents**
- **Work with partners to improve the health and safety within the community by tackling the causes of and to reduce the incidents of crime and anti-social behaviour**
- **Minimise waste, increase recycling and reduce demand for landfill**
- **Promote and improve our parks and open spaces in conjunction with our local community and maintain clean streets to provide a cleaner, greener safer environment, so that people will respect their surroundings and one another.**
- **To improve and encourage the use of our leisure facilities to improve the health and well being of the local community**
- **To promote the local economy and to enhance the local environment using the planning process**
- **Work with partners to improve the standard and energy efficiency of all homes across the Borough, deliver affordable housing and to have Council and private housing which meets the Decent Homes Standard, details of which are detailed in the Council’s Housing Strategy and Business Plan.**

Since 2001 we have undertaken an annual household survey to measure public satisfaction with some of our key services and to seek opinion on the provision of other services. The latest survey carried out in November 2005 showed the following:-

- Public cleansing of pavements, alleyways, removal of graffiti and removal of fly-tipping requires improvement
- The Council should not continue awarding council tax discounts for 2nd homes and empty properties
- The Council should continue to provide grants to voluntary organisations
- The Council should continue with its Christmas Capers events
- The Council should provide public conveniences

- The Council should continue to maintain verges above the County Council standard
- The Council should continue to provide a weekly refuse collection
- The Council should introduce designated areas within parks where dogs are allowed off the leash
- The Council should not extend its opening hours
- The most popular method for receiving information on Council finances is via a leaflet supplied with the Council Tax bill

This information has been used in developing the Council's budget strategy and future service delivery options.

What we are already doing

- We have examined some services through Best Value reviews using Government guidance. This causes us to challenge what we do and how we do it, compare performance and cost, consult with residents on the level and type of service they want to receive and assess how competitive the service is in terms of value for money, efficiency and delivery.
- To date we have carried out reviews on Refuse and Recycling, Public Cleansing, Revenues and Benefits, Housing, Leisure Services and Asset Management.
- We have introduced a new Customer Services Centre and telephone system to provide a more accessible service for our customers
- We have made a number of our services available to our customers electronically, including Planning, Building Control, Council Tax and Job Vacancies
- We have refurbished the majority of our public conveniences in order to provide improved facilities but to also reduce vandalism.
- We have reduced the Council Tax discount on second homes in line with other Leicestershire districts
- We have rolling programmes in place to make sure that our Council housing meets the Decent Homes Standard
- We have improved the energy efficiency of our Council housing and are promoting the use of energy efficient measures in private sector housing.

What we plan to do

- We will look at the way we provide our refuse and recycling service to ensure that what we do minimise waste and maximise recycling and that we meet the needs of our customers.
- We will continue to ensure the efficient management of the resources of Council Tax payers
- We will carry out a household survey in November 2006
- We will carry out work to a Sheltered Housing Scheme to improve its energy efficiency.
- We will develop a Communications Strategy which will guide the way we communicate with you, our customers.
- We will continue to build on our electronic systems so that more services become available to you and which will mean greater efficiency in our back office services
- We will continue to improve our Web Site and make it interactive wherever appropriate

- We will look at the appropriateness of introducing dog walking areas in our parks.
- We will review our grant funding criteria
- We will improve the standard of public cleansing in key areas, improve the speed with which graffiti and fly tips are removed
- We will develop and improve our Customer Services Centre and our call handling ability
- We will improve our communication with residents
- We will continue to promote and encourage the development and restoration of properties which incorporate greater energy efficiency
- We will maintain and develop partnerships with the local community, voluntary, public and private sectors to promote accessible, efficient and effective service delivery.
- We will work with partners to improve the social and environmental well being of the local community, particularly in relation to developing a prosperous and vibrant economy and in improving public transport.

How we will measure our success

We intend to progress all of the above but the following two objectives are our priorities for 2006/07:-

- **We will set performance targets to improve the standard of public cleansing in key areas in order to improve the appearance of our environment.**
- **We will continue to increase the number of Council transactions delivered electronically and review our services in order to keep pace with the transformation of local government.**

Relevant Service Delivery Plans

- Refuse and Recycling
- Clean, Green and Safe Community Services
- IT
- Revenue and Benefits
- Press and Public Relations
- Leisure
- Customer Services

Responsible officers

e-mail Graham Norman, Head of Client Services and Contracts at graham.norman@oadby-wigston.gov.uk or by telephone on 0116 2720572

email Gil Crisp, ICT Services Manager at gil.crisp@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Sue Fowler, Revenues and Benefits Manager at sue.fowler@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Gurpreet Santini, Public Relations Officer at gurpreet.santini@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Avril Lennox, Leisure Development Officer at avril.lennox@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Nick Ainsworth-Smith, Senior Contracts Manager/Customer Care Co-ordinator at nick.ainsworth-smith@oadby-wigston.gov.uk or by telephone on 0116 2720572

email Jasinth Curry, Customer Services Manager at jasinth.curry@oadby-wigston.gov.uk or by telephone on 0116 2888961

To be ranked as a ‘Good Council’ with a high level of Customer Satisfaction

Local people deserve the best possible services. To evidence our upward direction of travel, and commitment to residents, we aim to be in the top 25% quartile of local authorities. We know that to achieve such a high target we will need to be focused and dedicated and understand that our staff are the key to our future success. We want our staff to enjoy working for Oadby and Wigston Council, be committed to their work and dedicated to providing efficient, effective and quality services to the people they serve. Managers must be clear about the Council's priorities and objectives if we are to achieve our ambition.

To date, Oadby and Wigston Council has not been very good at shouting about its successes, we need to learn to raise our profile by celebrating them with you. We also need to perform very well when compared with other similar Councils.

We realise that none of this will be easy. All Councils throughout the country are striving to improve at the same time. This means that we must strive to continuously improve what we do and use our strengths – a key one is our size and our ability to meet with our residents.

The key to becoming a good Council is to maximise the effectiveness of our enthusiastic Councillors and staff. We want to be in the top 25% quartile of local authorities with a continuing upward trend of direction of travel.

In carrying out the Council's Comprehensive Performance Assessment in 2004/05 the Inspectors said that we were a fair Council with generally good services. We were investing well, and were well focused on our three priorities of reducing crime and disorder, tackling pollution and preserving wildlife and open spaces. These were long established and well understood by Councillors, staff and partners. They formed the basis of investment decisions and account for good performance in areas such as working with young people, community safety and environmental initiatives.

The Inspectors said that our main weaknesses were a lack of capacity for improvement, a need for longer term vision and planning, and some weaknesses in managing performance. Management recruitment and workforce planning needed improvement and the implementation of new IT systems in some services were said to be slow. On performance management we needed to focus more on outcomes and relate use of resources to performance in a clearer way. We also needed to continue to develop our approach to risk management and value for money.

Our response to the Inspection Report was to draw up an Improvement Plan which focuses on three main areas for improvement:-

- Planning for the future
- Increasing capacity
- Managing performance for better outcomes

The Leicestershire and Rutland Improvement Partnership

Oadby and Wigston Borough Council is an active member of the Leicestershire and Rutland Improvement Partnership (LRIP)

The partnership was formed in 2005 in response to:-

- a) the publication of a Comprehensive Performance Assessment (CPA) for each of the District Councils in Leicestershire and Rutland County Council and
- b) their commitment to continuous improvement.

The Councils came together to tackle problems and develop a vision of working together across all the Districts. In consultation with Local Government East Midlands, the LRIP identified three key priority areas where a collective approach to improvement planning and the pooling of expertise and capacity can be utilised to maximum effect. These are:-

- Member Development
- Management Development
- Performance Management

To finance the initiatives, a bid was made to the ODPM (now DCLG) Capacity Building Fund. This was successful and is being drawn down in phases. Progress is monitored on a monthly basis by the District Councils Chief Executives.

Oadby and Wigston Council's progress against our objectives has not been as rapid as originally anticipated and for this reason we have reviewed both our Corporate Plan and our capacity to achieve our stated annual targets through our Service Delivery Planning process. As a result, this Corporate Plan clearly sets ambitious and long term targets for the future, but takes a realistic view of what we can expect to achieve year on year with the resources available to us and by working in partnership.

Did you know?

We have received national recognition through:-

- The Investors in People Award
- ISO 9001: 2000 Approved Quality Systems for Client Services and Contracts
- East Midlands in Bloom (being the East Midlands winner of the small towns category in 2005 resulting in an invitation to participate in Britain in Bloom in 2006)
- RIBA award for the pavilion in Peace Memorial Park
- Green Apple awards in 2003/4/5 for Public Conveniences in Wigston Magna, Young Offenders – Clifton Bridge Nature Reserve, Canon Close – Young Offenders and the Community, Willow Park, Wigston – A Community park shaped by the community
- In 2005, we won the Gold award in the RICS annual Building of the Year Awards for Brocks Hill Environment Centre in the Community Benefit category.

What are we already doing

- We set out to be a good employer, we respect our employees and trust them to do their jobs.
- We are implementing a new Service Delivery Plan target management system which will ensure that targets are met on time, to the desired quality and within budget.
- We are sharing the services of a Procurement Officer with Blaby District Council

- We are implementing an electronic Performance Management System, which will give us information which can be monitored by management team and also shared with other Leicestershire District Councils
- We are implementing a more systematic way of working which is more easily monitored
- We have just completed the Job Evaluation process which will be implemented in 2006
- We work with Harborough District Council to share training facilities and a Community Safety Officer
- We work with the County Council and the other Leicestershire District Councils to introduce Decriminalised Parking Enforcement
- We are part of the Leicestershire Household Waste Management Partnership which includes the County Council and the Leicestershire District Councils.

What we are planning to do

To be better than we are, we must make sure that our performance is good, that it is monitored and that we have the resources available to do what we say we will do and very importantly that we provide the services you want us to provide to a standard which is set by our residents.

To do this, we will:-

- See staff as our major resource
- Promote job satisfaction
- Support staff through change
- Invest in staff learning and development
- Encourage innovation
- Identify services that can be better delivered by working with others
- Support and work with our Councillors
- Achieve Value for Money
- Review our recruitment and workforce planning

How we will measure our success

Our intention is to be classified as a “good” Council by 2007. To achieve this our two key priorities for 2006/07 are:-

- **We will achieve better value for money in service delivery by identifying services that can be better delivered by working with others**
- **We will review our recruitment processes and workforce planning**

Relevant Service Delivery Plans

- Human Resources
- Financial Services
- IT Services
- Legal and Licensing

Responsible Officers

e-mail to Sue Cairns, Personnel Manager at sue.cairns@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Paul Loveday, Head of Finance at paul.loveday@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Gil Crisp, ICT Services Manager at gil.crisp@oadby-wigston.gov.uk or by telephone on 0116 2888961

email Anne Court, Head of Legal and Licensing at anne.court@oadby-wigston.gov.uk or by telephone on 0116 2888961

Summary of Key Actions for 2006/07

1. Governance – How decisions are made
 - **The development of a Communications Strategy which will help us to communicate effectively with all local people.**
 - **To progress the targets in the Council's People Strategy to make the workforce more representative of the makeup of the Borough.**

2. To create the best quality of life for our residents
 - **South Wigston Regeneration**
 - **The employment of an Economic Development Officer**

3. Housing and Health
 - **In conjunction with partners to carry out a Housing Condition survey in the private sector**
 - **To continue with the Housing Capital Programme to bring as many Council properties as possible up to the Decent Homes Standard.**

4. Transport and the environment
 - **For the Area Forums to allocate funds to capital schemes which will enhance the local environment, as identified by the local residents attending the forums**
 - **To continue with the Council's rolling programmes of play area and street furniture replacement and to lever in external funding for these purposes wherever possible**

5. A safer environment
 - **We will set performance targets to measure the numbers of young people who have been encouraged to use our leisure facilities**
 - **To encourage local neighbourhoods to join the Pride of the Borough Group and to enter the East Midlands in Bloom annual competition**

6. Providing high quality services
 - **We will set performance targets to improve the standard of public cleansing in key areas in order to improve the appearance of our environment.**
 - **We will continue to increase the number of Council transactions delivered electronically and review our services in order to keep pace with the transformation of local government.**

7. To be ranked as a good Council with high customer satisfaction
 - **We will achieve better value for money in service delivery by identifying services that can be better delivered by working with others**
 - **We will review our recruitment processes and workforce planning**

Future Actions – For the next 3 to 5 years

- **We will annually review our Corporate Plan and progress against actions**
- **We will develop our Area forums to help them guide the future services provided by the Council and to measure the quality of provision of those services**
- **Through the regeneration of South Wigston, we will improve the local economy and health and well being of its residents**
- **Our workforce will be more representative of the makeup of the Borough**
- **We will establish a Business Forum which will help us to plan the future of industrial and commercial provision within the Borough.**
- **We will work with our partners to reduce the waste produced in the Borough and maximise recycling**
- **We will transform our service provision by the expansion of electronic provision and by working in partnership to provide services**
- **We will improve the cleanliness in key areas of the Borough, identified and monitored by our residents**
- **Through the grant process and other initiatives we will work to improve the condition of housing in the private sector**
- **The LSP will grow in strength to become the delivery agent for the provision of local services to meet the Community Plan objectives**
- **We will work with the young people of the Borough so that they learn to play an active part in the Council's decision making process**
- **We will work with partners to address local behavioural issues which will reduce the fear of vandalism and other criminal issues**
- **We will raise the standards of the Borough's parks and open spaces which will help to sustain the work undertaken to reduce the incidents of anti-social behaviour in the Borough**

OADBY AND WIGSTON BOROUGH COUNCIL

HOW TO CONTACT US

If you would like further details regarding this document please contact one of the responsible officers named in the document.

OR

By post to: Mrs W W Back
 Oadby & Wigston Borough Council
 Council Offices
 Station Road
 Wigston
 Leicestershire LE18 2DR

OR

In person: Visitors are welcome to call in with enquiries. Our main Customer Services Centre is located at our offices in Station Road, Wigston and is open to the public from 8.45 am to 4.45 pm Monday – Thursday and 8.45 am to 4.15 pm on Friday