



Oadby & Wigston
BOROUGH COUNCIL

OADBY AND WIGSTON BOROUGH COUNCIL

CORPORATE PLAN

To 2019

1. The Borough

1.1 The Borough is made up of the towns and communities of Oadby, Wigston and South Wigston. The Borough is predominantly urban and adjoins the city of Leicester which is situated to the north. The borough has approximately 60,000 residents living within its nine square miles.

2. Governance Structure

2.1 The Council exists to serve both its residents and as an agency of central Government. The Council's primary role is to implement national legislation and deliver local services.

2.2 The Council is a democratic organisation that is elected, in its totality, every 4 years. It consists of 26 Councillors who make all of the Council's decisions. The Council is currently made up of 19 Liberal Democrats, 6 Conservatives and 1 Labour councillor.

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

2.4 The Full Council which has specific statutory responsibilities and oversees and coordinates the actions and decisions of the four main committees.

The four committees are:

- Policy, Finance & Development Committee
- Service Delivery Committee
- Development Control Committee
- Licensing & Regulatory Committee

These committees debate and decide Council Policy and make specific decisions in relation to those individual committees' responsibilities.

2.5 A Standards Panel can be convened at any time from members of the Policy, Finance and Development Committee to oversee Councillors' conduct.

2.6 There are also a number of ad hoc Working Groups that develop specific initiatives and report through to the main committees and the Council.

2.7 The Council is resolute in that it will not adopt the Executive model of governance where a restricted number of Councillors make all the decisions.

2.8 The Council's style is consultative, co-operative and open.

2.9 The Council has adopted a formal Constitution which is regularly refreshed by the Council's Constitutional Working Group.

3. Council Funding

3.1 The Council's main services are primarily funded through a combination of money allocated by the central Government and Council Tax paid by the residents of the Borough. Approximately 50% of the Council's funding is from Central Government, which is reducing on an annual basis, and 50% from local Council Tax. The Council is also a housing landlord with over 1,200 properties and this element is funded through a combination of rents and loans.

3.2 The Council maintains a Medium Term Financial Strategy which is refreshed at least annually. This now reflects the fact that the Government has set out that it will reduce the amount of funding that it provides to local government on a sliding scale over the next four years. This means that from 2020 that the Council will have to fund all of its services through a combination of local council taxation, local business rates and income generation.

4. The Council's Vision

4.1 The Council have the following Vision:

"A Stronger Borough Together"

"Councillors, staff, residents, businesses, partners and stakeholders will continue to create a stronger borough by working together."

A stronger borough that is inclusive and engaged and focuses on delivering effective services, balanced economic development, green and safe places resulting in better wellbeing for all."

5. Public Pledges

The public manifesto pledges on the basis of which the controlling group were elected in 2015 to deliver are:

5.1 Protect the Borough

- a. The Council will resist any attempt by either the City or County Councils to impose their control over the Borough.
- b. The Council will work cooperatively and consensually with all the other Councils in Leicester and Leicestershire in order to form a Combined Authority and to seek the devolution of powers with the corresponding financial support from central government without the loss of its sovereignty.

5.2 Maintain Front Line Services

- a. The Council is committed to free shoppers' car parking and weekly collection of waste and recycling.
- b. No major changes would ever be made to these services without consultation.

5.3 Offering Choice when Possible

- a. The Council will offer choice whenever possible.
- b. When major decisions affecting front line services need to be considered the Council will ensure that all the options available are explained clearly and listen and respond to residents.

5.4 Save Money through Service Redesign

- a. The Council will look at all its services and redesign those that can be improved and cheaper to run.
- b. The main focus of this redesign will be the better and wider use of ICT, Council assets and procurement.

5.5 Involve Residents and Partners

- a. The Council is committed to continue with the town forums and to develop other community engagements systems.
- b. The Council will work with and continue to support partners.

5.6 Economic Development

- a. The Council recognises the need to develop both housing and the town centres.
- b. This will be done with the maximum of public involvement and at minimum cost to the green spaces in the Borough

5.7 Greening the Borough

- a. The Council will continue to invest in and encourage activities which result in a greener Borough
- b. The prioritising of the protection of trees will be a cornerstone of this commitment.

5.8 Improving the Health of Residents

- a. The Council wants to ensure residents live a full and healthy life.
- b. The Council will continue to develop its relationship with partners in order to develop and implement appropriate outcomes that attempt to achieve this.

5.9 Value for Money

- a. The Council will always accept any council tax freeze grant offered by the Government.
- b. The Council will endeavour to benchmark its services against the “most like” authorities to ensure transparency and demonstrate value for money.

6. Corporate Priorities

The above pledges have been translated into the Council’s FIVE Corporate Priorities:

6.1 An Inclusive and Engaged Borough

Work with existing forums and forge new relationships in order to strengthen community engagement and cohesion throughout the borough.

Listen to and empower residents by communicating, consulting and where possible offering a choice on decisions which would affect frontline services.

6.2 Effective Service Provision

Continue to examine services and identify improvements in order to provide the most cost effective front line services.

Through innovation strive for the optimum use of the Council's assets, its human resources and those of its partners in order to protect front line services.

6.3 Balanced Economic Development

Develop, implement and create opportunities for balanced economic development primarily focused around the three town centres whilst respecting the borough's natural environment.

Provide suitable housing that meets local needs.

6.4 Green and Safe Places

Invest in and encourage activities that provide green, pleasant & safe places in the borough for all enjoy.

Protect the borough's trees and natural habitat wherever possible.

6.5 Wellbeing for All

Work with other organisations to improve wellbeing for all in the borough. Help secure new easy-to-access opportunities to enable everybody to live a harmonious and healthy life.

These Corporate Priorities in turn form the basis of the Service Plans which then cascade into individual personal development plans and are subject of regular, two monthly staff 1-2-1s.

7. Management Structure

7.1 The Management Team of the Council comprises of the Chief Executive, Director of Services and Chief Financial Officer. Working closely with Senior Managers its role is to lead the organisation so that the Council can fulfil its statutory responsibilities and deliver its services and local priorities.

7.2 Council staff present reports to the appropriate committee after developing policy either at the request of councillors or due to legislative requirements. The councillors then debate these issues at the appropriate committee in open meetings and vote on them. Their decisions then determine what policies the Council will adopt and what its priorities are. It is then the responsibility of the council staff to implement those decisions.

7.4 The Council directly employs 180 people. All staff have a designated role within the organisational structure.

7.5 The Council continues to develop and evolve its performance management systems. A performance management Charter System has been established which enables Councillors, residents and senior managers to monitor the progress of the Council's priorities.

7.6 Stretching targets are agreed between senior politicians, SMT and senior managers. All of the senior managers and their staff contribute to achieving the priorities with targets set out in annual Service Plans.

7.7 A formal employee development interview and review process (1-2-1 and annual appraisal) is carried out which includes an assessment of performance and sets targets for the forthcoming year which contribute to the Council's agreed priorities. Thus there is a golden thread running from the Council's overarching Corporate Plan to the performance of individual members of staff.

8. Organisational Values

The Council and its staff have developed and agreed their values which are:

Accountability: Proud to take responsibility for actions, seeing tasks through to completion

Respect: Act with honesty, fairness and equality at all times

Teamwork: Committed to sharing information, skills and experience

Innovation: Striving for service improvements by exploring new ways of working

Customer Focus: A mindset that exceeds residents and stakeholder expectations

These values are incorporated into and form an integral part of the Council's appraisal, recruitment and disciplinary policies and processes.

9. Equality

7.1 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:

7.2 The Council will have zero tolerance of, and will not permit direct or indirect discrimination on the grounds of race, religion, colour, age, gender, sexual orientation, marital status or disability either in delivery of services or employment.

- Diversity is welcomed and is promoted as a positive force in the community by the Council,
- People's differences are understood, valued and respected,
- The Council will foster, promote and empower the different communities so that positive relations can be developed between all communities and residents in the borough,
- The Council's services will be fully accessible and any barriers to this will be addressed,
- Members and employees will appropriately trained and as far as practicable the workforce should reflect the community profile,
- The Council will consult with representatives of different groups in developing service delivery and policy.