



**Oadby & Wigston**  
BOROUGH COUNCIL

# **Corporate Plan 2019 – 2024**

**Plan Update – Year 2 (2021/22)**

# Oadby and Wigston Borough Council Corporate Plan Update – Year 2 (2021/22)

## Introduction by the Leader and Chief Executive

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

We are now into the third year of our plan. At the beginning of the second year, the first national lockdown was announced and the Council had to move very quickly in its ways of working – be it remote working for those based at the Council offices, the creation of a Community Hub to help those most vulnerable, creating and delivering various business grant schemes to help our business community or ensuring our Depot staff had a safe environment to work in to ensure this critical service continued to be delivered. Throughout this happening we continued to deliver our key goals with respect to our Corporate Plan Year Two objectives.

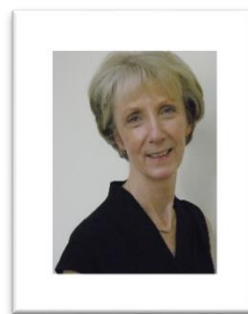
This year, we will still be focussed on those key objectives that formed our Corporate Plan, but there is a clear and urgent necessity to help our borough recover from the effects of COVID-19. This is from both the short-term recovery and the long-term impacts of the pandemic. We will be developing our Community Hub to encompass all aspects of the community, not just those whose health was at significant risk due to the virus. We will be working with communities to feel safe, move away from isolation and generate social connections.

We will be working to make our borough safe for those with extensive health issues, not just about enabling a return to pre-pandemic levels, but improve their standards of living above and beyond what they were. We will be working with businesses to encourage them to return to the borough – defining what our borough “offer” is. We will work with partners to enable those who are out of work to find employment or help them venture out into the world of having their own businesses. We will do this whilst providing development opportunities across the borough – not only creating high standards of housing, but jobs that come through the construction of these and the development of sites to create new business opportunities.

This update to the Corporate Plan sets out how we will measure our success in 2021/22, taking a detailed look at these priorities for the forthcoming year, but also looks at our successes and achievements from 2020/21.



**Cllr. 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, attracting 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, anti-social behaviour and enforcement, but to address health needs across the borough. We will work 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 regarding 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 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 2020/21

Building on the Armed Forces Covenant Bronze accreditation awarded in 2019, the Council successfully achieved the prestigious Employer Recognition Scheme Silver Award in July 2020 showing the Council’s commitment to supporting those in the Armed Forces and their families.

Although the OWBC annual Awards Evening could not be held in November 2020 due to the COVID-19 pandemic, a new virtual awards evening was delivered online attracting over 150 people.

The Council recruited 136 new volunteers during the year, to support the Community Hub work to assist our most vulnerable residents during the COVID-19 pandemic. Over 330 volunteering hours were given by local volunteers.

As part of one of our health campaigns, 28 Borough residents signed up for the Quit Ready Stop Smoking Service because of the October 2020 Stoptober campaign.

The Council successfully accessed £90,000 external funding from Sport England to support our local leisure facilities during the COVID-19 pandemic to aid their reopening and recovery process.

#### How will we achieve this?

#### Actions and Outcomes for 2021/22

We will improve the health and wellbeing of our residents and help our borough recover from the effects of COVID-19 through a range of targeted health campaigns and specific health programmes.

The Council was successful in drawing down nearly £86,000 external funding to deliver the national Community Champions programme, which will be rolled out during 2021/22. This will enable the Council to recruit two Community Health Improvement Officers to engage with residents experiencing long-term health conditions and disabilities and to help engage with our BAME communities. These Officers will also recruit and train local voluntary community champions to work across the borough to ensure the programme is sustainable.

This will directly link to the development of the Council’s Community Hub, providing community-wide services for borough residents. In addition, we will work in partnership with our leisure contractor to encourage residents to resume exercise and utilise our local leisure facilities in a COVID-10 safe environment when they reopen.

## How we measure success in 2021/22 (Key Performance Indicators)

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
<b>BPE1</b>	We will update and develop strategic housing policies that will determine how we will communicate with our tenants and manage our housing stock		Policies to have been updated and developed by September 2021 with implementation to begin in January 2022 following a period of consultation and approval.	Local	Monthly
<b>BPE2</b>	We will monitor our performance in the implementation of the Local Plan		Publish an Annual Monitoring Report by 31st December 2021 to inform residents of our performance	National	Milestone
<b>BPE3</b>	Successfully prepare and develop a new Local Plan to ensure we meet the Government's target of an up to date plan by 2023		Stage one of Local Plan Process completed by March 2022	National	Milestone
<b>BPE4</b>	By active design, we will improve access to the natural environment and waterways by walking and cycling		Completed feasibility study in improvement works for the quality of the walking and cycling access along the Grand Union Canal	Local	Milestone
<b>BPE5</b>	To improve the amount of materials recycled by the residents of the borough		Recycle rate of above 40%	Local	Quarterly

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
BPE6	To continue to increase awareness, amongst young people on the importance of recycling	To hold three “educational” roadshows across the borough schools	Local	Annual
BPE7	To improve the health of our residents, targeting those groups who have been identified as having health inequalities, utilising the Community Champions programme.	Implementation of the 12 month targeted programme engaging with key target groups e.g. Care Leavers, disability groups and the BAME communities	Local	Monthly
BPE8	To return as near as possible to pre-lockdown participation figures, utilising a collaborative approach, and engagement strategy	Implementation in accordance with the ‘Opening up’ roadmap for the leisure industry	Local	Monthly
BPE9	Increase engagement with hard to reach communities to help recovery from COVID-19	Bi-monthly Community Champion forums	Local	Bi-monthly
BPE10	To improve physical activity in people’s everyday lives, the Council will introduce programmes to encourage participation through fun activities.	2000 residents to participate in the “Beat the streets” programme.	Local	Monthly
BPE11	To improve the health of residents through bespoke health campaigns and interventions	Implement the Public Health funded local and national local campaigns by March 2022	Local	Monthly



<b>BPE12</b>	Significant improvement in the ability for the Borough to encourage the use of Electric Vehicles		15 Charging Points to be installed in the Borough's car parks	Local	Milestone
<b>BPE13</b>	Continue to improve the quality of Private Sector Housing Rentals in South Wigston.		Identify all properties that have yet to register in the scheme and ensure registered by December 2021.	Local	Milestone
<b>BPE14</b>	Continue to improve the quality of Private Sector Housing Rentals in South Wigston.		Implement a Landlords Forum to provide advice and support	Local	Quarterly
	Extension of the private sector rental licensing scheme across the Borough		Produce a strategy by March 2022 to assess the feasibility of extending the scheme	Local	Milestone
<b>BPE15</b>	Improve Air Quality in the Borough		Installation of real time air quality monitoring equipment across the borough by December 2021	Local	Milestone
<b>BPE16</b>	Improve the Air Quality in the Borough		Post installation of air quality monitoring equipment develop a remedial action plan by March 2022	Local	Milestone
<b>BPE17</b>	Improve the cleanliness of the borough through utilising the external WRAP funding and implementing the Council's Litter Strategy to reduce littering		Implementation of the 2021 Litter Strategy objectives: Education, Community engagement, Enforcement, and Infrastructure.	Local	Annual

<b>BPE18</b>	Increase consumer safety by implementing a Food Safety plan for food businesses within the Borough		Ensure 100% inspections to ensure compliance with food safety standards	National	Quarterly
<b>BPE19</b>	Increase customer safety by ensuring “close contact and personal services” businesses (eg hairdressers/barbers/nail bars) comply with the sector’s regulatory compliance		100% of premises are inspected and compliant by March 2022	Local	Annual
<b>BPE20</b>	We will seek opportunities to bid for external funding to support the installation of energy efficiency improvements in residents’ homes		We will submit a bid for a Green Homes Grant by May 2021 and implement the scheme by December 2021	Local	Milestone

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

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

### How did we do?

### Review of 2020/21

In 2020/21 our ASB Officer achieved successes, which example identifying a young person (who was involved in ASB and at risk of greater criminal activity), who signed up to the Acceptable Behaviour Contract Incentive Scheme, abiding to his conditions. This resulted in his behaviour dramatically improving.

The Council has a Community Trigger process in place, which allows victims and communities the right to request a review of an ongoing anti-social behaviour or hate incident that they believe has not been adequately dealt with. The Council only received three Community Trigger Review Requests this year (the target was less than 5), none of these have met the Review threshold indicating that the Council and its partners are resolving ASB reports to a high standard.

### How will we achieve this?

### Actions and Outcomes for 2021/22

Our focus will be on helping the Borough recover from the impact of the COVID19 pandemic, both in the short-term and long-term.

We will collaborate with our partners to implement both local and national recovery strategies to facilitate an environment where the public will be safe and feel safe at all times but also our help businesses flourish.

We will be introducing local initiatives to ensure premises are following government guidelines. We will launch our COVID safe Red, Amber, Green scheme which will raise public awareness to the safety of businesses by the Council inspecting premises and where our Green standard means they have met COVID safe requirements.

## How we measure success in 2021/22 (Key Performance Indicators)

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
<b>BPE21</b> Identifying and addressing key issues of crime & disorder and ASB, particularly arising from COVID-19, through the Community Safety Partnership		Bi-Annual Report to Council identifying the key work that has been carried out by the CSP and the impact it has had on Crime and Disorder.	Local	Milestone
<b>BPE22</b> Through monitoring the effectiveness of our ASB procedures, we will expedite the time taken to resolve issues relating to our tenants		80% of ASB cases closed within 12 weeks	Local	Monthly
<b>BPE23</b> New Community Champions to work with a range of community groups to encourage COVID-19 vaccination take-up.		To increase the take up of vaccinations amongst groups where inequalities exist.	Local	Monthly
<b>BPE24</b> To continue to develop the Community Hub to facilitate community wide engagement with our residents and businesses.		Community Hub strategy presented to the Council by September 2021.	Local	Milestone

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
BPE25	In collaboration with our partners facilitate an environment where the public will be safe and feel safe at all times as the Borough's town centres emerge from Covid 19 lockdown		Implement the Roadmap to Recovery plan utilising government grant funding in accordance with the national or local timetables set by government	Local	Milestone
BPE26	In collaboration with our partners facilitate the re-opening of the Borough's night time economy where the public will be safe and feel safe at all times as the sector emerges from Covid 19 lockdown.		Implement the Roadmap to Recovery plan utilising government grant funding in accordance with the national or local timetables set by government		

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

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

#### How did we do?

#### Review of 2020/21

The Council commissioned 4 weeks of additional detached youth work from Young Leicestershire in December 2020 to supplement the work of the County Council’s IMPACT Team, educating young people in the Borough around lockdown restrictions and COVID-19 safety. 24 young people were engaged within COVID ‘hot spot’ areas.

Young person and parent focussed COVID campaigns were delivered, to address high infection rates in the 17 – 24 age group, which reached a combined 14,039 individuals in the Borough through paid social media promotion and targeted advertising.

Promotion of the first ever Youth Council survey via social media reached 16,650 individuals and generated 473 link clicks; maintaining awareness of the Borough’s Youth Council and providing a platform for recruitment once schools reopen.

A co-ordinated campaign with partner agencies, and neighbouring Councils, highlighted at the start of the year, identified the support available for residents including young people in South Leicestershire, who are seeing COVID restrictions impact on their own, or someone else’s, mental health. This campaign incorporated social media posts, resource packs, and a week-long competition coinciding with Children’s Mental Health Week 2021.

Partnership working with youth focussed organisations and professionals was stepped up ahead of the anticipated reopening of youth programmes in early 2021, with a ‘new landscape’ of youth provision being developed. Partners confirmed they are looking at reducing the amount of silo working taking place across private youth groups and developing a more coherent and beneficial service across the Borough.

#### How will we achieve this?

#### Actions and Outcomes for 2021/22

We will develop a Young Persons’ Strategy and Action Plan to reflect the borough’s youth needs within a COVID recovery phase, and which sets out the evidence base for future funding and decision-making. 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” with members actively leading on projects and activities.

## How we measure success in 2021/22 (Key Performance Indicators)

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
<b>BPE27</b>	We will involve tenants with the process of addressing problems and issues relating to the areas in which they live	At least one estate community improvement project Delivered by December 2021 And 100% of Estate Action Plans completed by March 2022	Local	Monthly
<b>BPE28</b>	We will ensure tenants views are considered when delivering on estate priorities	We will set up a tenant forum to determine how housing services will be delivered and improved by December 2021	Local	Monthly
<b>BPE29</b>	To engage the borough's Youth and Young People to realise the opportunities and support that are available.	Production of the Youth Engagement Strategy and Action Plan by September 2021	Local	Milestone
	To work in collaboration with community groups to increase the volunteer base to support the work of the council and community.	Minimum of 35 new volunteers.	Local	Annual

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
<b>BPE30</b>	Continue to collaborate with the University of Leicester to provide beneficial community engagement beneficial to our residents and businesses across the borough		Deliver a relevant joint event by 31 March 2022	Local	Annual
<b>BPE31</b>	Continue to embed the Arms Forces Covenant Commitment.		Implement the Armed Forces Action Plan, working collaboratively with the Armed Forces Working Group.	Local	Annual



## Corporate Objective Two: Growing the Borough Economically

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

#### How did we do?

#### Review of 2020/21

We have secured external funding from the Leicestershire Business Rates Pooling totalling £136,000. This will enable us to support the delivery of Public Wi-Fi expansion to Oadby and South Wigston town centres and development feasibility studies for sites in Wigston Town Centre, including the site at Paddock Street, along with associated public realm and highways improvements.

We have worked with experts to develop proposals to deliver more good quality markets in our town centres. We intend to be able to implement these changes during 2021/22.

We have had positive discussions with the NHS and CCG regarding a new doctor’s surgery for South Wigston and have developed some initial proposals which we intend to be able to develop further in 2021/22.

Despite the pandemic, we installed our festive light displays across our three town centres in November and December 2020 and held ‘virtual’ switch on events which were broadcast across our social media channels.

#### How will we achieve this?

#### Actions and Outcomes for 2021/22

In 2021/22 our focus will be on using our land in the town centres to bring forward new development that will help the Borough to spring back quickly from the effects of the Pandemic and we have invested in our staff resource in order to achieve this. This will also serve to increase in the number of people living in the town centres and therefore support town centre businesses by increasing the number of residents living locally and using the businesses and services in the town centres.

In particular, we will look to bring forward feasibility studies relating to the redevelopment of Paddock Street Car Park in Wigston and Sandhurst car park in Oadby, whilst ensuring that we also maintain sufficient town centre car parking.

We will also work closely with town centre businesses to ensure that they are involved in regeneration initiatives and supported in their recovery from the pandemic. We will work to ensure that town centre occupancy rates return quickly to at least those levels prior to the pandemic to improve the vitality and viability of the town centres.

## How we measure success in 2021/22 (Key Performance Indicators)

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
<b>GBE1</b>	Continue to deliver new housing and regeneration opportunities within the Borough to improve housing standards and encourage new families and businesses to the Borough.	To complete a design and feasibility study for Paddock Street by March 2022.	Local	Milestone
<b>GBE2</b>	Continue to deliver new housing and regeneration opportunities within the Borough to improve housing standards and encourage new families and businesses to the Borough.	Completed a design and feasibility study for Sandhurst Street by March 2022.	Local	Milestone
<b>GBE3</b>	We will work with the NHS and CCG to deliver a new, high quality and bespoke Health Facility to South Wigston	Submit planning application for new health facility in South Wigston by March 2022.	Local	Milestone
<b>GBE4</b>	We will work collaboratively with town centre businesses to 'build back better' and support the safe recovery from the COVID-19 pandemic	Deliver the recovery through monthly Forums, Delivery of grants to stimulate business growth and campaigns to shop local	Local	Monthly

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
GBE5	We will work collaboratively with town centre businesses improve the viability and vitality of the town centres		Town Centre Occupancy rates to return to at least those prior to the pandemic and to be benchmarked against the national average for England	Local	Monthly

## Corporate Objective Two: Growing the Borough Economically

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

#### How did we do?

#### Review of 2020/21

We have carried out a Local Plan ‘Call for Sites’ for the new Local Plan. This has resulted in various sites being put forward that developers and other interested parties want the Council to consider for inclusion in the new Local Plan. This will enable the Council to assess the development potential of the sites and to engage in discussions with those who submitted the sites.

During the Autumn we responded to the consultation on the Government’s Planning White Paper which looks to reform the Planning System. Due to its size and location, very often the Borough does not ‘fit’ with nor in terms of national planning policy. Our response to the consultation will ensure that Government has the opportunity to frame new national planning policy taking into account the nature of the Borough

Over the last year, some Council’s stopped receiving planning applications, stopped carrying out site visits or faced significant backlogs as a result of their response to the pandemic. We have continued to provide our service throughout the whole time, with appropriate Covid safety measures in place which has met the Government instruction that planning should continue to provide a good service to residents and businesses in the Borough

We have given planning approval for 250 dwellings at Cottage Farm in Oadby. This is in addition to phase 1 that is currently being built. This will provide much needed new homes in the Borough, 30% of which will be affordable and will help to ensure that the Council maintains its 5 year supply of housing hand in line with the allocations set out in the adopted Local Plan

In January 2021 the Council was 40th in the national league tables for its performance in determining minor and other planning applications with a percentage of 97.2% determined within the required time period. This demonstrates that the Council is performing well and is providing a good service to residents and local businesses. It also ensures that the Council is protected from the Government taking any direct action against underperforming planning authorities

We have progressed the re-development of the Oadby Pool site by completing a concept design and feasibility study incorporating the pool site, wider Ellis Park, Walter Charles Centre and Oadby Youth Club site. This has enabled the Council to progress the redevelopment of this site for residential and community use, which had been standing vacant for a long period of time. It has enabled us to move onto the next step to assess its financial viability and to begin development next year.

We have worked with a modular homes provider to complete a design and feasibility study of the vacant Wigston Club for Young People site and Kirkdale Road car park. This will allow the Council to bring forward these sites for residential development. It also gives potential for the Council to demonstrate the use of modular homes as a means of meeting housing needs in the future.

## How will we achieve this?

## Actions and Outcomes for 2021/22

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 2021/22 (Key Performance Indicators)

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
<b>GBE6</b> Maintaining our requirement to have a rolling 5-year housing land supply		Maintain 5-year housing supply	National	Annual
<b>GBE7</b> Increase the number of affordable homes in the borough, both encouraging people to remain in the borough and attract new families to the area.		Ensure that affordable homes are delivered as per the local plan requirement	Local	Annual
<b>GBE8</b> Work with the Canals and Riverside Trust to develop housing on the important Kilby Bridge site.		Completed a stage 2 design and feasibility study for Kilby Bridge by September 2022	Local	Milestone

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
<b>GBE9</b>	Deliver new housing and regeneration opportunities within the Borough to improve housing standards and encourage new families and businesses to the Borough.	To have begun delivery of new homes on Horsewell Lane by March 2022	Local	Milestone
<b>GBE10</b>	Deliver new housing and regeneration opportunities within the Borough to improve housing standards and encourage new families and businesses to the Borough.	To have “a spade in the ground” on the Oadby Pool site (subject to planning permission) by March 2022.	Local	Milestone
<b>GBE11</b>	We will actively work to reduce homelessness and minimise the number of households in temporary accommodation, particularly given that the post-pandemic could lead to an increase in homelessness	We will address financial hardship and provide support in order to prevent or relieve 10 homelessness cases per month	Local	Monthly

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
GBE12	Ensure houses of multiple occupancy are licenced		100% of properties are licenced	National	Quarterly

## Corporate Objective Two: Growing the Borough Economically

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

#### How did we do?

#### Review of 2020/21

Two Supplementary Planning Documents have been published related to the adopted Local Plan, focussing on prime employment land in the Borough and the Borough’s public realm. These documents provide developers and applicants for planning permission with additional guidance beyond that contained in the Local Plan policies. In particular, they will enable some flexibility in the use of land on some of the Borough’s employment land whilst protecting land for business use and will enable further enhancement of the public realm in town centres and the wider Borough.

We have supported the delivery of a new 3G pitch at Beauchamp College, providing significant community football access for the Borough. The development included a £150,000 contribution from the Council, but this investment was the springboard for the provision of £600,000 of external funding to the Borough through a Football Foundation grant. We have provided £10,500 grant funding to support improvements to sports facilities in the Borough including at Wigston Tennis Club, South Leicestershire Rugby Club, Oadby Wyggeston Rugby Club and Leicester Golf Centre. We have provided £3,917 grant funding to improve shop fronts in South Wigston. We have worked with Leicestershire County Council to provide £43,000 to 6 Oadby and Wigston based businesses from the Business Recovery Fund. We have organised a successful business breakfast webinar in conjunction with the LLEP, supporting business recovery from the pandemic and we plan to deliver a regular programme of events in 21/22 as we continue to emerge from the pandemic.

#### How will we achieve this?

#### Actions and Outcomes for 2021/22

In 2021/22 our focus will be on encouraging people to return safely to our town centres in line with the Government’s roadmap. We will begin the year by ensuring that our COVID19 Marshalls are available in the town centres to support the towns as they reopen after the pandemic. We will look to hold at least five events in our town centres, once it is safe to do so, and in particular will look to hold a summer events programme and events associated with our festive lights switch ons.

Beyond the town centres we will look to relocate the Council Offices to a modern, fit for purpose building and to have completed a feasibility study for the reuse of the Grade II Listed Bushloe House.

We will seek opportunities to bid for funding to put the Borough in the best possible position to recover quickly from the pandemic and will focus on promoting employment opportunities in the Borough, particularly for young people.

We will also launch a business, inward investment and visitor economy microsite during 2021 to promote all that the Borough has to offer to residents and businesses alike, and in particular we will focus on promoting opportunities for businesses to come to the Borough on a brand new business park off Welford Road in Wigston, which will form part of the new community that is currently being developed there.



## How we measure success in 2021/22 (Key Performance Indicators)

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
GBE13	We will increase public participation in town centres events post the pandemic.	We will hold at least 5 Town Centre Events and will publish a 'live' events programme which will be kept up to date subject to the Government roadmap	Local	Annual
GBE14	We will identify a suitable site for the Council to relocate to a modern, fit for purpose, office building	To have relocated by Spring 2022	Local	Milestone
GBE15	We will identify suitable opportunities for the future use of the Bushloe House site	To have completed a feasibility study by spring 2022	Local	Milestone
GBE16	Create awareness in opportunities to work and invest in the borough.	Launch a business, inward investment and visitor economy microsite by September 2022 and participate in countywide business support programmes to promote opportunities in the Borough's Town Centres and new employment		

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
GBE17	To review the provision and standards of the parks and open spaces across the borough	Produce a Parks and Play Strategy that outlines maintenance and upkeep, but also identifies aspirational goals that the authority can work toward by September 2021	Local	Milestone
GBE18	We will increase young people's prospects of securing employment	We will collaborate in order to promote national schemes to place young people in employment		
GBE19	We will seek opportunities to bid for external funding to support regeneration initiatives in the Borough, in particular to support recovery from the Covid pandemic	We will utilise where feasible Government funding opportunities that are made available for post COVID recovery.	Local	Annual
GBE20	Creation of a Branding Strategy for the Borough by 31 March 2022	To communicate in a more effective, modern, professional and engaging way with residents and businesses in the Borough		

## Corporate Objective Three: Providing Excellent Services

### *“Excellence for our Customers”*

#### How did we do?

#### Review of 2020/21

The Council achieved the Customer Service Excellence Award in December 2020. All services areas in the Council were measured in this accreditation. The Council was assessed against 59 criterions and although 11 partials are allowed the Council only received one. The Council received 4 compliance plus criterion which is exceptional in the first year of accreditation.

We have developed our technology to engage with residents and enabled them to interact with the Council 24/7 during the COVID pandemic. The Council in September 2020 launched a new website. The new website is designed to be more user friendly, accessible and the content has been made more relevant and pertinent for residents and businesses.

The Council successfully launched the first phase of ‘Alfie’ the chatbot September 2020. This ‘signposting’ phase enabled residents to be self-guided into the Council’s website for any query.

As part of the Council’s continuous improvement on how we interact, deliver customer satisfaction and support our residents and businesses, a customer focused training programme has been designed. Since September 2020 this has been rolled out across the whole of the Council and completed by staff.

The Council has written and produced a communication strategy which sets out how the Council will develop its external and internal communications to meet the needs and demands of our customers, staff, members and partners over the next four years. (2020 – 2024)

Due to the COVID Pandemic the face to face Customer Service Centre closed to the public on 23 March 2020. The Council has successfully transitioned to a virtual Customer Service Centre providing business as usual without diminishment of service ensuring we provide excellent and efficient services.

We have continued to provide a full cleaning service to all our housing sites during the pandemic. This involved a significant change in our procedures and how we delivered our cleaning service. It has ensured that we have helped to keep our tenants safe, especially at the Council’s sheltered housing sites where a number of elderly and vulnerable tenants live.

We have ensured that no-one has had to go without a roof over their head which has been particularly important during the pandemic. In addition, we have participated in the ‘Everybody In’ initiative whereby we have also provided temporary accommodation to those whom the Council wouldn’t normally have a duty towards.

By the end of quarter 3 we had committed nearly £800,000 to provide new kitchens and bathrooms in our council housing stock. This significant investment, which we have continued despite

interruptions due to the pandemic, will provide a significant improvement to the homes of our tenants.

### How will we achieve this?

### Actions and Outcomes for 2021/22

The Council is reviewing their customer service provision to ensure that it provides a consistently high level of service and satisfaction in post-COVID environment. The Council will review best in class external operating models at other Councils and customer facing business environments.

The Council will optimise the use of technology to improve the customer experience to maximise its 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. The anticipated implementation for the new model will be March 2022.

As part of the Council’s continuous improvement programme, the Council will continue to review and improve the Council’s internal processes and systems in order to improve the services for a better customer experience. The Council will also continue on its 3 year programme for the successful attainment of the 2nd year of the Customer Service Excellence Award and the assessment will take place in December 2021.

### How we measure success in 2021/22 (Key Performance Indicators)

How we will measure success		Baseline (2020/21)	Target	Benchmark	Frequency
PES1	We will ensure all Council properties are compliant with gas and fire safety requirements		100% Compliance	Local	Monthly
PES2	We will achieve high standards of customer satisfaction when carrying out repairs to council properties		90% of tenants satisfied with the work carried out	Local	Monthly

How we will measure success		Baseline (2020/21)	Target	Benchmark	Frequency
PES3	We will achieve high standards of customer satisfaction when carrying out improvement works to council properties		90% of tenants satisfied with the work carried out	Local	Monthly
PES4	We will achieve high standards in responding to emergency repairs in our tenant's properties		95% of requests that meet the criteria of emergency repairs attended within 4 hours	Local	Monthly
PES5	We will achieve high standards in responding to urgent repairs in our tenant's properties		95% of urgent requests for repairs that meet the criteria will be attended within 5 days	Local	Monthly
PES6	We will keep to a minimum the time people have to wait to move into a Council property		Re-let time is 25 days or less	Local	Monthly
PES7	Determine major planning applications within the statutory timeframes		100% within 91 days	National	Quarterly

How we will measure success		Baseline (2020/21)	Target	Benchmark	Frequency
PES8	Determine minor planning applications within the statutory timeframes		100% within 56 days	National	Quarterly
PES9	Determine other planning applications within the statutory timeframes		100% within 56 days	National	Quarterly
PES10	Ensure that our planning decisions are robust		70% success rate for planning appeals	National	Quarterly
PES11	Redesign of the customer service offering in a post-COVID environment that provides a consistently high level of service and satisfaction.		Implementation of a new model – March 2022	Local	Milestone
PES12	Produce post COVID19 communication recovery plan		Establish opportunities to deliver prioritised cohort group communications which add value to residents and businesses	Local	September 2021

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
PES13	Improve our public community facilities to be customer friendly environment and generate commercial income to the authority.		Complete capital programme upgrades to our community and commercial buildings.	Local	Quarterly
PES14	Implement roadmap and action plan arising from the first stage of the Customer Service Excellence Award in 2020 customer experience		Successful attainment of the 2nd year of the Customer Service Excellence Award	Local	Milestone
PES15	Average time taken to process Housing Benefit and Council Tax support claims		15 Days	National	Monthly
PES16	Average time taken to process change in benefits circumstances		5.5 days	National	Monthly
PES17	Post COVID achieving or exceeding Council tax collection rate target		97.5%	Local	Monthly

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
PES18	Post COVID achieving or exceeding NNDR Collection Rate target		98.5%	Local	Monthly
PES19	Reduce former years arrears for Council Tax (debt not in recovery)		Below 3.5% of annual debit	Local	Monthly
PES20	Reduce former years NNDR (debt not in recovery)		Below 4.5% annual debit	Local	Monthly
PES21	Reduce outstanding Housing Benefit overpayments (debts that need to be reviewed before recovery can take place)		Below £650,00	Local	Monthly
PES22	Apply Breathing Space Policy regarding the collection of Debts for individuals who meet the criteria set out		Compliance with government legislation	National	Monthly
PES23	Financial Appraisal of capital projects – to assess viability and priority ranking		Costs are within budget and project is completed on time and achieves planned objectives	Local	Milestone



# Corporate Objective Three: Providing Excellent Services

## *“Improving how we work”*

### How did we do?

### Review of 2020/21

We ensured residents refuse, recycling and garden waste continued to be collected throughout 2020/21, despite the COVID-19 pandemic.

As a result of producing a brand new litter Strategy, the Council was able to apply for funding from Waste and Resources Action Programme (WRAP), a not-for-profit organisation funded via the Department for Environment, Food and Rural Affairs. This resulted in a successful bid of £21,780.80 being awarded to the Council to purchase and install new and replacement litter bins across the borough and will be implemented during 2021.

In October 2020 the Council implemented a new complaints process. Complaints are triaged by our Customer Service Technical Team for a first resolution approach. This has improved customer satisfaction, increased responsiveness for complainants and produced a more effective and efficient complaints service.

Service Level Agreements were designed and implemented for all key areas that deliver a service to residents and businesses. These are performance driven and reported monthly on our website for transparency. This drives our continuous improvement programme to provide improved customer satisfaction and efficiency.

### How will we achieve this?

### Actions and Outcomes for 2021/22

We will implement a range of strategies that bring resilience to the Council in the post pandemic era.

These strategies will encompass how our people work, the services we provide and our ensuring our finances are sound.

These strategies will also ensure that we place the customer first – getting things right first time and providing services to the highest standards.

## How we measure success in 2021/22 (Key Performance Indicators)

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
PES24	Optimising our performance by maximising staff capacity through agile and flexible working practices	Implementation of the strategy by June 2021	Local	Milestone
PES25	Attracting and retaining high calibre individuals by creating a people first culture	Implement people Strategy September 2021		
PES25	Improve the level of customer service received in relation to the Refuse and Recycling service	Less than 120 missed collections each month	Local	Monthly
PES27	Redefine our Customer Service Offering in a post-COVID environment that provides a consistently high level of service and satisfaction.	Customer Service Strategy and Action Plan delivered to Council – September 2021.	Local	Milestone
PES28	Successful transition from outsourced to insourced secure and fully functional ICT provision	Implementation of the ICT strategy by December 2021	Local	Milestone

How we will measure success		Baseline (2020/21)	Target	Benchmark	Frequency
PES29	Understand the needs of our residents.		Collect meaningful feedback and insights by completion of a Resident satisfaction survey	Local	Milestone
PES30	Improving responsiveness to complaints, enabling a quicker time to resolution		Level 1 response time will be within 10 working days and Level 2 response time will be within 10 working days		
PES31	Improve our customer satisfaction rating for the first point of contact Customer Service		Maintain customer satisfaction ratings of above 85%	Local	Monthly
PES32	Continuing to develop a quick and efficient on line payment portal		10% increase in the number of payments made via the payment portal	Local	Monthly
PES33	Ensuring all Licensing Act 2003 applications are dealt within statutory timescales		100% compliance	National	Quarterly
PES34	Ensure that the governance of the organisation allows for effective delivery of services		Bi-Annual Governance Review	Local	Milestone
PES35	Undertake Bi-Annual review of the Constitution to include adoption of the LGA Standard Code of Conduct		Bi-Annual Constitution Review	Local	Milestone

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency
PES36	Successful Implementation of the Car Parking Strategy and amendments to the charging scheme to ensure that the service is self-financing and cost effective.	Implementation of new Car Park strategy	Local	Milestone
PES37	Obtain the best value from the Council assets	Undertake review of asset strategy by December 2021	Local	Milestone
PES38	Ensure local democracy is accessible and delivered to all	Successful Delivery of the PCC and County Council elections in accordance with the Electoral Commission Standards	Local/National	Annual
PES39	Set balanced revenue budget for 2022/23	Set budget for Council approval (February 2022)	Local	Milestone
	To deliver a financially viable Refuse and Recycling Service.	Full review of service delivery options to be presented to PFD and Council – September 2021	Local	Milestone
	To deliver a financially viable Refuse and Recycling Service.	Implementation of necessary model – March 2022.	Local	Milestone
PES40	Achieve an unqualified opinion on the statement of accounts by external auditors	Achieve unqualified opinions on the Statement of Accounts	Local	Milestone

How we will measure success	Baseline (2020/21)	Target	Benchmark	Frequency	
PES41	Achieve a positive value for money opinion by the external auditors		Achieve an unqualified opinion in relation to Value for Money	Local	Milestone
PES42	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	Monthly