



Oadby & Wigston
BOROUGH COUNCIL

Oadby & Wigston Borough Council Corporate Strategy 2024-2027



Overview of the Corporate Strategy

Welcome to the Oadby & Wigston Borough Council Corporate Strategy for 2024 – 2027.

Oadby & Wigston is an incredibly special borough but with this comes many challenges. This Corporate Strategy aims to show our residents, partners and employees the Council's intentions for the next three years, setting out how we will work together to continue to support our communities, making our borough – the place to be.

This Corporate Strategy seeks to build on the work of the previous strategy and help us to focus on what is important locally and from a sound evidence base to help to direct our resources and budget to where they will have the most benefit.

Through this strategy, we aim to create a more confident, resilient, and inclusive borough which provides a higher quality of life for all our residents through our activities to improve health, safety, and prosperity. We recognise that our financial position has been challenging in recent years, but our newly approved budget with its Medium Term Financial Plans have put the Council in a very positive position, sustaining Council services in these challenging times. These services are many and varied, ranging from Planning to Community Safety, from Licensing to Community Health and Wellbeing services as well as many others. We still need to maintain our properties, including our open spaces and play areas, ensure the regulatory framework is operating efficiently and make sure we collect all the revenue that is owed to us, while ensuring we are

able to target those who are the most vulnerable with the benefits they are entitled to.

Our strategic objectives are ambitious, wide-ranging and encapsulate the areas where we will prioritise our efforts. This is balanced by realism, acknowledging that we may not be able to do everything that we would like to, we cannot do everything all at once, nor can we do it all by ourselves.

We acknowledge that there are many who are more expert than us, so we continue to work with residents and communities to build capacity and community activity, balancing our own direct delivery with effective partnership working where appropriate to meet the needs of our diverse and deserving communities.

A lot of the activities within this Corporate Strategy are to create policies and strategies that will provide the detail and accompanying action planning required to achieve the benefits associated with our strategic objectives and ultimately our vision for our borough – the place to be.

We recognise that our priorities are closely interconnected – taking forward one will often also help achieve another. For instance, as we provide more council housing to high environmental standards, we will not only meet housing need and help tackle poverty but will aim to do so in a way that demonstrates leadership on climate change and biodiversity.



Cllr Samia Haq
Leader of the Council



Anne Court
Chief Executive

Our Vision - Our Borough 'The Place To Be'

This Corporate Strategy sets out our vision and our strategic objectives which are depicted in the diagram below:



These objectives are underpinned by a number of initiatives and targets for 2024/25 and beyond which the Council aims to deliver in order to meet the strategic objectives.

This strategy aims to show our residents, partners, and employees the Council's intentions for the year ahead and beyond, setting out how we will work together to support our communities.

The strategy will be delivered whilst adhering to the Council's values which are:

- **Customer and community focused**
- **Proud of everything we do**
- **Collaborative and creative**
- **Resourceful and resilient**

Progress against the strategy will be reported regularly through the Service Delivery Committee.



Our Long-Term Ambitions:

Oadby and Wigston Borough Council is an ambitious Council, we will always punch above our weight, but we know we cannot achieve everything we want to do on our own or in the short to medium term. We will however work tirelessly to achieve our longer-term ambitions in order to deliver excellent services to our residents and businesses whilst ensuring we remain financially resilient.

Our ambitions include:

- Providing value for money council services with high levels of resident and customer satisfaction
- Working with and supporting our partners we will seek to influence positive outcomes for our borough
- Champion and lobby government for the devolution of powers and funding to local authorities
- Supporting the police and other partners to reduce crime, the fear of crime and anti-social behaviour
- Work with commissioners and providers to ensure there is effective health provision across the district
- Adopt a new Local Plan setting out the development strategy for new housing and infrastructure provision in the borough up to 2041
- Provide high quality, safe and well-maintained housing for our tenants.
- An increased supply of quality affordable housing
- Encourage business growth including start-ups and enterprises and tourism related businesses
- Have flourishing town centres that support the local economy.
- High quality development and building control with an 'open for business' approach

- Lobby Leicestershire County Council to improve both access and traffic flows to our town centres
- Provision of high-quality public amenities, clean streets, and environmental health
- Provision of quality parks and open spaces
- Car parking arrangements that meet the needs of residents, businesses, and visitors
- Work with local partners to ensure there is a collective action on climate-change
- Becoming a 'digital by preference' council
- Being more commercially minded in everything we do



Working in partnership with the Leicester Riders Foundation (LRF) and Leicestershire Police we have delivered the Positive Futures programme, which provides diversionary activity for those aged 8-17 at risk of becoming involved in crime or violence.

SO1 - Our Council

- To be the local voice of residents and businesses
- To ensure that we provide high quality, value for money services that meet the needs of residents, businesses, and visitors
- To ensure high connectivity with residents and businesses.

What we already do:

Excellent access to services: We provide access to customer services and council services in a consistent manner through a variety of access channels that range from face-to-face access at Brocks Hill and our customer service hubs as well as our telephone call centre which takes the vast majority of enquiries and from the corporate website which is available 24/7.

Consistent communications: We communicate through a variety of media to residents and businesses across the borough including social media, the Our Borough leaflet, our corporate website and by digital newsletters which are received by over 12,000 recipients.

Transparency through reporting: We maintain strong and effective democratic processes by ensuring that all Council reports are prepared and presented to a very rigid template that is consistent across all committees and that all our formal committee meetings are recorded and available on the internet to either watch in real time or later to suit the viewer's needs.

Resident Forums: We provide a unique platform for every resident in the borough to have a say and raise awareness and concerns about very local matters and put forward requests for small grants.

Effective digital channels: Through the effective use of our ICT assets, we ensure that we provide effective web services to our customers and residents as well as maintaining an enviable cohort of over 12,000 digital subscribers to our digital communications channels.

What we will also do in the future:

We will continue to monitor our performance and strive for **continuous improvement** with all our services. We will report progress against this Corporate Strategy alongside all of our continuous performance indicators and our statutory service performance indicators in a clear and transparent manner.

We will prepare and approve our **first Digital Strategy** which will provide the long-term plans, outlining how the Council will continue to consider emerging technologies to improve digital services and create efficiencies within the organisation whilst supporting digital enablement across the borough.



Business owners in the borough attend a networking and information event hosted by the council.

SO1 - Our Council

With the effective use of financial and other resources we will remain focused on our **sustainability plans** in order to keep the Council financially viable in this very difficult economic environment.

More specifically, we will **continue with service reviews**, working through each service area, and building on our organisational knowledge in order to maximise value for money for our residents.

We will continue to deliver against our recently approved **Customer Experience Strategy** and also prepare for a revised **Communications Strategy** in 2025.

We will build on the asset review undertaken in the previous year and prepare an **asset management framework** which will establish the control structure for the use, condition and performance of our assets including the rationale for disposal decisions in order to achieve the best available net returns on our assets.

Following our recent approval, we will now **implement our new procurement policy** which sets out the key roles and responsibilities for procurement across the Council including ensuring value for money, attracting local businesses and suppliers, and supporting our carbon neutral targets.

We will **approve an Organisational Strategy** which will ensure that our workforce and members are effectively developed which will help maintain a high-performing and well-motivated workforce.

We will develop our **new Commercialisation Strategy** which will define what commercialisations means for the Council and then outline our approach to cost-savings, income generation, maximising the use and the potential of all our available assets, and accessing external funding.

Outcomes for our residents will be:

- Continuous improvements in service delivery reported clearly
- Value for money council services, using innovation and strong financial stewardship to keep costs under control
- Optimised usage of our asset base
- A digital information environment that is accessible to all.



SO2 - Our Communities

- To provide a clean and safe space for everyone
- To support any activities or actions that enhance the health and wellbeing of our borough
- To provide good, affordable, and efficient housing for everyone.

What we already do:

Affordable housing: We coordinate and influence housing delivery through development opportunities, we negotiate and influence housing supply with registered social landlords and through Section 106 agreements, as well as negotiating and agreeing nomination rights with social housing providers in the borough to ensure there is good and affordable housing available.

We continue to implement our current **Local Plan** which was adopted in 2019. In particular we have given planning permission for 1,042 new homes on strategic sites in the borough, of which over 600 have already been built.

Sports, Physical Activities, Health & Wellbeing: We commission Blaby District Council to lead on delivering our Public Health Physical Commissioning Plan and we have an outsourced arrangement with Sports and Leisure Management (SLM) Ltd, who run our two leisure centres, the Wigston Pool & Fitness Centre, and the Parklands Leisure Centre to ensure residents and visitors can enjoy the full use of both facilities.

Clean and Green Borough: We manage and maintain all the Council's properties including allotments and our parks and open spaces in a sustainable way. We provide both statutory and discretionary street-scene services to maintain the public realm. This includes having dedicated town-centre staff and emptying over 1,300 litter bins each week.

Provide support to residents in order to maximise their access to benefits and financial support: We strive to ensure that residents are afforded the maximum benefits they are entitled to; providing support to low-income households through Housing Benefit, Local Council Tax Support and Discretionary Payments. We also provide dedicated support to households that are facing severe financial hardship by signposting to other services and assisting and applying for the right benefits.

Community Safety: We take a lead role within the Community Safety Partnership, ensuring that the strategic plan is being met. We proactively collaborate with partners and the community to make the borough a safe place by reducing crime and disorder and promoting community cohesion.



Council officers work closely with the police to promote community cohesion and encourage safe neighborhoods.

SO2 - Our Communities

What we will also do in the future:

We will continue to be proactive and deliver our **health & wellbeing activities**, working with partners on a two-pronged approach to maximise the deliverables from our contract arrangements and also fine-tune these so they are sustainable and **commensurate to the available resources**.

We will use all the available resources that are affordable to us to continue to look at innovative ways that we continue to provide **residents' access to benefits and financial support**.

We will **adopt a new Local Plan** that will identify land for new homes to be built in the Borough alongside community infrastructure such as schools and health facilities.

We will produce an annual activity report that demonstrates how we continue to **support town centres**, collaborating with traders and community groups to ensure that they continue to provide access to local facilities and services and opportunities for people to spend their leisure time.

We will develop our new **Housing Business Plan** and deliver further development of social, affordable and specialist housing through means such as the implementation of the Local Plan and the development of Council owned land.

We will provide an **overall strategic plan** to improve conditions for private sector housing tenants on several fronts, including Selective Licensing, where we will examine the suitability of introducing more selective licensing schemes, as well as improving living standards and safety in houses of multiple occupation (HMO) by preparing a new policy for adoption. We will also increase energy efficiency in residential properties through the Home Upgrade and Green Homes Grants.

We will continue to work proactively with the Community Safety Partnership, and, with our trusted partners, we will prepare a **new Community Safety Action Plan** in order to ensure the borough remains a safe place to live, work and visit.

We will also implement **tangible improvements to our CCTV facilities** following our successful Safer Streets bid, ensuring that our re-deployable CCTV units are configured and installed to derive maximum benefits.

Outcomes for our residents will be:

- A persistent focus on improving the health outcomes for our residents
- Everybody who requires access to financial assistance and benefits will have the support they need
- Controlled housing development through our new Local Plan
- Better housing conditions for all residents in the rented housing sector
- Continuing to provide a safer borough for all who live in, work in, or visit the borough.



An activity class being delivered for children on Blaby Road Park, South Wigston.

SO3 - Our Economy

- To support economic growth that is focused on our town centres
- To make our borough an inviting place to visit
- To help provide good employment opportunities.

What we already do:

We have developed and implemented a robust programme of targeted activity to deliver the £1.3 million **UK Shared Prosperity Fund** allocation within the borough.

We **support the town centre business groups** in the borough through various events, liaison, and support.

Through our Car Parking Strategy, we provide enough car parking spaces in the borough to support the prosperity and **sustainability of our town centres** and leisure facilities and that these are accessible, convenient and of a quality standard.

We are leading on the development of a **Business Improvement District (BID)** within the borough.

What we will also do in the future:

We will **implement our new Economic Regeneration Strategy** which has identified six priorities to bring forward the vision of having an inclusive and sustainable economy that fosters innovation, supports local businesses, generates high-quality employment, attracts visitors to the borough and enhances the overall quality of life for residents.

We will be developing new **Masterplans for Oadby and Wigston**, ensuring that we encourage the right sort of future development within our town centres.

We will continue to deliver against our **Car Parking Strategy** and also continue to improve our car parks to ensure that they continue to not only be fit for purpose but also fit for the future.

We will work with businesses, continue with **the potential BID development**, and identify what our next steps will be.

We will **develop and introduce a business incentivisation scheme** to attract new types of businesses into the borough.

We will continue to deliver on the very challenging and hugely beneficial **UK Shared Prosperity Fund Programme** of activities.

We will **continue to work closely with our partners in the Leicestershire Building Control Partnership** not only to fulfil the challenges brought about by the Building Safety Act 2022 but also through the partnership to identify new opportunities to increase our market share of the Building Control environment within our borough.

We will **finalise the draft new Local Plan** so that we can go out to consultation on our preferred options which is one of many next steps needed to be taken before we eventually submit the draft plan to the Planning Inspectorate.

Outcomes for our residents will be:

- Strategic improvements for businesses through the new Local Plan
- A new offering to incentivise businesses to locate in the borough
- Tangible benefits to local businesses through our Economic Regeneration Strategy.



SO4 - Our Environment

- To ensure that we are a carbon conscious borough
- To be seen to be green.

What we already do:

We diligently **collect waste and recycling** from over 24,000 properties each week, we also encourage our residents to recycle as much as possible and therefore reduce the amount of waste that is produced for landfill.

Clean and Green Borough: We manage and maintain all the Council's properties including allotments and our parks and open spaces in a sustainable way. We provide both statutory and discretionary street-scene services to maintain the public realm. This includes having dedicated town-centre staff and emptying over 1,300 litter bins each week along with participation in the Green Flag aware and Britain in Bloom initiatives.

The council looks after a small number of natural green spaces to preserve the character of the countryside and to **improve biodiversity** through sensitive management. We have a dedicated park ranger who works alongside conservation volunteers to maintain the habitats at Brocks Hill Country Park in order to ensure the wide range of flora and fauna can flourish.

We are working in partnership with other Leicestershire authorities to implement **Biodiversity Net Gains** through the planning process.

What we will also do in the future:

We will lead by example to ensure that we are meeting the challenges of climate change and update and regularly monitor our Climate Change Strategy and Action Plan.

We will build on the Government's recycling consistency agenda, ensuring that local residents continue to have the ability to recycle as much domestic waste as possible and devise a **new engagement**

strategy to help maximise recycling and reduce landfill.

We will also introduce the **alternate-weekly bin collection regime**, which will not only provide cost savings to the Council but also reduce our carbon footprint.

We will embrace the Government's **Weekly Food Waste Collection Programme**, when it is finalised, and work towards the implementation of this new service, as well as supporting other statutory changes which are in line with Government expectations.

We will **finalise our Parks and Green Space Strategy**, as well as develop **new policies** for street cleaning, grass-cutting and bin emptying. We will also develop an interactive **new e-clean and green section of our website** and ensure that the timetabling and schedules are available in the public domain.



We work with a team of conservation volunteers to look after Brocks Hill Country Park.

SO4 - Our Environment

We will continue to collaborate with our partners, schools, businesses and residents to **achieve our net zero** targets including sharing good practice and undertaking joint initiatives.

We will ensure that the Brocks Hill Country Park maintains a wide range of informal recreation **activities that are available to all our residents** and visitors to the borough, seven days a week.

We will ensure that our **Local Plan** policies are fully and effectively implemented so as to ensure that new development in the Borough contributes towards meeting our climate change targets.

Outcomes for our residents will be:

- Maintaining a high-quality waste collection service through alternate weekly collections
- A tangible reduction in the Council's own carbon emissions
- Transparent timetabling of our bin emptying and grass cutting activities
- Clear information on how to recycle smarter
- Free to access open spaces for all our residents and visitors to the borough.



Alongside partners, we're working with local schoolchildren to raise awareness of air pollution levels in the South Wigston area.

SO5 - Our Partners

- To develop, maintain and enhance partnerships to help support delivery of our objectives
- To ensure we are engaged and listening to all sections of the community.

What we already do:

The Council has a positive track record with partnership working and embraces the ethos whilst being aware of the resources required to ensure we get maximum value from the various partnerships.

We are an active member of the Leicester and Leicestershire Member Advisory Group and collaborate closely with partner councils to implement and keep under review the Strategic Growth Plan and to support each other in the preparation of Local Plans.

The Council has been instrumental in developing the **Civic Universities Agreement** for Leicester, Leicestershire, and Rutland which combines the strengths of the universities and local authorities to make a greater impact by working together more closely for local communities to deliver against a number of initiatives.

We are part of the Leicestershire Building Control Partnership and the **Lightbulb Partnership** to deliver our responsibilities with regard to Building Control and disabled facilities grants.

The Council has a number of provisions in place to ensure that we are **engaged with and listen to** various sections of the community. These include **the Children and Young Peoples Forum** and Residents' Forums. The forums allow local residents the opportunity to learn about and have their say on topics which affect them such as local health and wellbeing opportunities, crime, and anti-social behaviour. They also provide news on upcoming consultations and community events which residents can participate in.

¹ The partnership is made up of De Montfort University, University of Leicester, Loughborough University, Leicester City Council, Leicestershire County Council, Oadby and Wigston Borough Council, Rutland County Council and Charnwood Borough Council.



We hold quarterly residents forums in Oadby, Wigston and South Wigston to give local people an opportunity to engage with us face to face.

SO5 - Our Partners

What we will also do in the future:

We will develop a **partnership toolkit** to evaluate all our formal partnership arrangements to ensure the Council receives a positive return, greater than the resource that is expended as well as looking further afield to identify gaps from providers.

We will build on the current work undertaken with Blaby District Council and their ICT services and also continue to explore opportunities for collaborating with partners, such as probation services, including other local authorities to increase public value that is delivered.

We will monitor the **Lightbulb Partnership** and on an annual basis we will deliver a report to identify how it supports our residents to remain living independently in their own homes.

We will ensure that we continue to be an effective listener and look at ways that we can continue to improve the services we offer our residents. We will maintain the successful **Resident Forums** on a quarterly basis to actively listen to the community voice, directly address local concerns, to take additional action where required. (DG)

We will continue to work with the **Universities Partnership** in order to transform the collaboration between the three university institutions and ourselves and other local authorities in order to deliver the positive civic impact on the themes of art, culture and heritage, the economy and business development, education, environmental sustainability and health, well-being, and sport.

We will also stage a **community and volunteering event** with the view to formally acknowledging the significant role that volunteers make and increasing the numbers of volunteers in the borough. We will evaluate its success to decide what next steps to take and provide a report on how we progress the initiative with external organisations as well as individuals.

Outcomes for our residents will be:


- Only working in partnerships that add value to our council and our communities
- Constantly striving to identify partnerships that are beneficial to our council and our communities
- Continue to listen, respond, and learn from our very active resident base
- Increased opportunities for residents to volunteer their time in order to benefit others.





The University of Leicester is just one of the key partners we maintain excellent relationships with.

Contact us

 **Contacting us online**
Customer can contact the customer service team online by completing our contact us form

 **Contacting us by email**
Customer can contact the Customer Service Team by email: customerservices@oadby-wigston.gov.uk


 **Contacting us by telephone**
Customer can contact the Customer Services Team by calling **0116 288 8961**, Monday to Friday.

 **Visiting our reception point**
Customers can visit our reception desk at our council office at Brocks Hill Country Park (Washbrook Lane, Oadby, LE2 5JJ) where they can receive basic advice, book to see council officers face to face at town centre appointment hubs and hand in forms and documents. The reception is open on weekdays between 9.15am and 4.15pm (with a 30-minute lunch closure from 12pm - 12.30pm).

 **Appointment hubs**
Customers can request face to face appointments to meet with one of our officers at the following times and locations:

- Elliott Hall, South Wigston on Tuesdays between 9am and 12pm
- Trinity Methodist Church, Oadby on Wednesdays between 10am and 1pm
- King's Centre, Wigston on Thursdays between 1pm and 4pm.

Visitors to the council's appointment hubs must have a pre-booked appointment. These can be made by calling the council's customer service team on 0116 288 8961.

 **Customers can write to our main council address:**
Oadby and Wigston Borough Council
Brocks Hill Council Offices
Washbrook Lane
Oadby
Leicester.
LE2 5JJ.

