



Leicester
City Council

MEETING OF THE CABINET

DATE: MONDAY, 13 JULY 2009

TIME: 12.00 PM

**PLACE: TEA ROOM, TOWN HALL, TOWN HALL SQUARE,
LEICESTER**

Members of the Cabinet

Councillor Willmott (Chair)

Councillor Dempster (Vice-Chair)

Councillors Connelly, Dawood, Kitterick, Osman, Russell, Palmer, Patel
and Westley

Members of the Cabinet are invited to attend the above meeting to
consider the items of business listed overleaf.

for Town Clerk

MEMBERS OF THE PUBLIC:

**YOU ARE VERY WELCOME TO ATTEND TO OBSERVE THE PROCEEDINGS.
HOWEVER, PLEASE NOTE THAT YOU ARE NOT ABLE TO PARTICIPATE IN
THE MEETING.**

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INFORMATION FOR MEMBERS OF THE PUBLIC

ACCESS TO INFORMATION AND MEETINGS

You have the right to attend Cabinet to hear decisions being made. You can also attend Committees, as well as meetings of the full Council.

There are procedures for you to ask questions and make representations to Scrutiny Committees, Community Meetings and Council. Please contact Democratic Support, as detailed below for further guidance on this.

You also have the right to see copies of agendas and minutes. Agendas and minutes are available on the Council's website at www.cabinet.leicester.gov.uk or by contacting us as detailed below.

Dates of meetings are available at the Customer Service Centre, King Street, Town Hall Reception and on the Website.

There are certain occasions when the Council's meetings may need to discuss issues in private session. The reasons for dealing with matters in private session are set down in law.

WHEELCHAIR ACCESS

Meetings are held at the Town Hall. The Meeting rooms are all accessible to wheelchair users. Wheelchair access to the Town Hall is from Horsefair Street (Take the lift to the ground floor and go straight ahead to main reception).

BRAILLE/AUDIO TAPE/TRANSLATION

If there are any particular reports that you would like translating or providing on audio tape, the Democratic Support Officer can organise this for you (production times will depend upon equipment/facility availability).

INDUCTION LOOPS

There are induction loop facilities in meeting rooms. Please speak to the Democratic Support Officer at the meeting if you wish to use this facility or contact them as detailed below.

General Enquiries - if you have any queries about any of the above or the business to be discussed, please contact Heather Kent or Julie Harget, Democratic Support on (0116) 229 8816/8809 or email heather.kent@leicester.gov.uk or call in at the Town Hall.

Press Enquiries - please phone the Communications Unit on 252 6081

PUBLIC SESSION

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed and/or indicate that Section 106 of the Local Government Finance Act 1992 applies to them.

3. LEADER'S ANNOUNCEMENTS

4. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 22 June 2009 have been circulated to Members and the Cabinet is asked to approve them as a correct record.

5. MATTERS REFERRED FROM COMMITTEES

6. SAFEGUARDING ADULTS: SUMMARY OF ROLES AND RESPONSIBILITIES [Appendix A](#)

Councillor Palmer submits a report that seeks Cabinet's approval to implement the summary of roles and responsibilities in respect of safeguarding adults. Cabinet is asked to approve the recommendations as set out in Paragraph 2 of the report.

A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 9 July 2009, will be circulated as soon as it is available.

7. HOMELESSNESS STRATEGY 2008-2013 [Appendix B](#)

Councillor Westley submits a report that considers Leicester's Homelessness Strategy 2008 –2013, attached as Appendix A of the report. Cabinet is recommended to approve Leicester's Homelessness Strategy and note the delivery plan.

A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 9 July 2009, will be circulated as soon as it is available.

8. LEICESTER CITY COUNCIL'S CORPORATE PLAN AND ORGANISATIONAL DEVELOPMENT & IMPROVEMENT PLAN 2009/10 [Appendix C](#)

Councillor Willmott submits a report that presents the Council's Corporate Plan

and Organisational Development and Improvement Plan that will support Leicester City Council in delivering One Leicester and in driving service improvement over the next 3 to 5 years. Cabinet is recommended to agree the Corporate Plan and the Organisational Development Improvement Plan 2009/10.

The Corporate Plan will be circulated to Members as soon as it is available.

**9. GOVERNANCE OF INVESTMENTS - AUDIT
COMMISSION REPORT**

Appendix D

Councillor Patel submits a report that considers what changes Leicester City Council will need to make, particularly in the role of Members, following the publication of "Risk and Return", ("The Audit Commission's report."). Cabinet is asked to approve the recommendations as set out in Paragraph 2 of the report.

A minute extract from the meeting of the Performance & Value for Money Select Committee, held on 8 July 2009, will be circulated as soon as it is available.

10. ANY OTHER URGENT BUSINESS

11. PRIVATE SESSION

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

Under the law, the Cabinet is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

The Cabinet is recommended to consider the following reports in private on the grounds that they contain 'exempt' information as defined by the Local Government (Access to Information) Act 1985, as amended and consequently that the Cabinet makes the following resolution:-

"that the press and public be excluded during consideration of the following reports in accordance with the provisions of Section 100A(4) of the Local Government Act 1972, as amended, because they involve the likely disclosure of 'exempt' information, as defined in the Paragraphs detailed below of Part 1 of Schedule 12A of the Act and taking all the circumstances into account, it is considered that the public interest in maintaining the information as exempt outweighs the public interest in disclosing the information.

Paragraph 1

Information relating to any individual

Paragraph 2

Information which is likely to reveal the identity of an individual

Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

WATERSIDE, SANVEY GATE JUNCTION IMPROVEMENT PROJECT

OPTIONS REPORT ON THE FUND FOR LOCAL AUTHORITIES TO BUILD NEW HOMES

12. WATERSIDE SANVEY GATE JUNCTION IMPROVEMENT PROJECT

Councillor Kitterick submits a report.

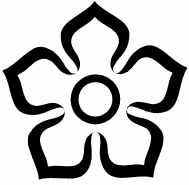
A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 9 July 2009, will be circulated to Members as soon as it is available.

13. OPTIONS REPORT ON THE FUND FOR LOCAL AUTHORITIES TO BUILD NEW HOMES (FUND TO PROVIDE 3,900 HOMES NATIONALLY, PREVIOUSLY KNOWN AS THE CHALLENGE FUND)

Councillor Westley submits a report.

A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 9 July 2009, will be circulated to Members as soon as it is available.

Appendix A



Leicester
City Council

WARDS AFFECTED
All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

OSMB
Cabinet

9th July 2009
13th July 2009

SAFEGUARDING ADULTS: SUMMARY OF ROLES AND RESPONSIBILITIES

Report of the Strategic Director Adults & Communities

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet's approval to implement the summary of roles and responsibilities in respect of safeguarding adults.

2. RECOMMENDATIONS (OR OPTIONS)

Cabinet is recommended:

- 2.1 To agree the summary of roles and responsibilities of safeguarding adults as outlined in Appendix A.
- 2.2 To agree that all Councillors should undertake mandatory awareness training on safeguarding vulnerable adults.
- 2.3 To establish a Safeguarding Adults Panel to mirror the arrangements in Children and Young People's Services. This panel will have cross party representation and provide a quality assurance function for safeguarding activities across the estate.

3. SUMMARY

- 3.1 Following the publication in 2005 of the 'Safeguarding Adults' A National Framework of Standards for good practice and outcomes in adult protection work by Association of Directors of Social Services (ADASS), the Multi-Agency Safeguarding Adults Board reviewed each organisations roles and responsibilities with regards to safeguarding adults.
- 3.2 The ADASS document collects best practice and aspirations together into a set of good practice standards, which is intended to be used as an audit tool and guide by all those implementing adult protection work. The guidance sets out the key considerations for agencies to evaluate themselves against in order to ensure that their arrangements are

effective. The duty covers not only those functions / services provided directly but also those services that are contracted out to others.

- 3.3 There are 11 standards (appendix B) identified by ADASS. The standards sets out the framework within which the planning, implementation and monitoring of 'Safeguarding Adults' work should take place. The key structure in this framework is a multi-agency partnership that leads the development of the work at a local level: In Leicester this is the '**Safeguarding Adults' Partnership Board**. The membership includes Leicester City Council, Leicestershire County Council and Rutland County Council, UHL, PCT, Leicestershire Partnership (NHS) Trust, Police, independent sector, voluntary sector, Probation Service, Adult Education and Chair of Safeguarding Children's Board. This may change as Rutland is in the process of setting up a Safeguarding Board which covers children's, adults, domestic violence and community safety.
- 3.4 The impetus for a multi-agency approach is the recognition that a plethora of organisations are involved in providing services to adults and may be involved in enabling adults to access safety. In addition there are published inquiries into situations where abuse of adults has taken place and not been recognised or acted on in time to prevent harm. These enquiries identified that better information sharing and multi-agency working may have placed organisations in a better position to safeguard the adults concerned.
- 3.5 The arrangements which all agencies must have in place to safeguard vulnerable adults are:
- a) Senior management commitment to the importance of safeguarding and promoting vulnerable adult's welfare
 - b) Safeguarding policy – development and review of the policies and procedures periodically
 - c) A clear line of accountability within the organisation for work on safeguarding adults, with lead responsibility placed in social care
 - d) A clear information sharing agreement between all partners
 - e) Staff training on safeguarding and promoting the welfare of adults for all staff working with or in contact with vulnerable adults
 - f) Safe recruitment procedures
 - g) Effective inter-agency working to safeguard vulnerable adults
 - h) Effective commissioning and preventative strategies.
- 3.6 The challenge for all Council services is how the principle enshrined in the guidance that **safeguarding is everyone's responsibility**, informs the work of the whole Council. All council staff will receive training on safeguarding adults and it would be everyone's responsibility to recognise and report abuse.
- 3.7 **The duty on the Council within this context is to ensure that:**
- All divisions consider the impact on vulnerable adults of any service development.
 - All divisions that have contact with vulnerable adults do promote their welfare.

- All divisions are aware of the procedure to follow if concerns about safeguarding come to their attention.

4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

4.1. Financial Implications

Whilst there are no financial implications from this report, there needs to be some consideration of resource allocation in relation to the adult social care transformation agenda.

Rod Pearson, Head of Finance and Resource Management, Adults & Communities

4.2 Legal Implications

The Director of Adult Social Services is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended). The local authority must ensure that the Director of Adult Social Services is made accountable for the delivery of local authority social services functions listed in Schedule 1 of the Local Authority Social Services Act 1970 (as amended), other than those for which the Director of Children’s services is responsible, in respect of adults. There are no legal implications arising from this report.

(Kamal Adatia, Barrister, ext (29) 7044)

5. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph Within the Report	References
Equal Opportunities	Yes	Whole report	
Policy	Yes	Whole report	
Sustainable and Environmental	No		
Crime and Disorder	Yes	Whole report	
Human Rights Act	Yes	Whole report	
Elderly/People on Low Income	Yes	Whole report	

6. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

6.1 In March 2000 the Department of Health published its “No Secrets” guidance. “No Secrets” gives local social services authorities the lead responsibility for coordinating the local inter-agency framework for the protection of vulnerable adults; issued under Section 7 of the Local Authority Social Services Act 1970.

6.3 “No Secrets” guidance issued under Section 7 of the Local Authority Social Services Act 1970.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4008486

7. CONSULTATIONS

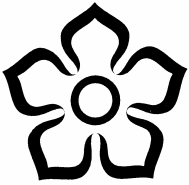
- 7.1 All internal services have been consulted on the Safeguarding adult's roles and responsibilities of Council.

8. REPORT AUTHOR

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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Overview & Scrutiny Management Board
Cabinet

9th July 2009
13th July 2009

Homelessness Strategy 2008-2013

Report of the Service Director, Housing Accommodation and Tenancy Support and the Service Director Housing Renewal & Options

1. Purpose of Report

1.1 To consider Leicester's Homelessness Strategy 2008 –2013, attached as Appendix A.

2. Summary

2.1 The Homelessness Act 2002 places an obligation on housing authorities to review their homelessness service and produce a strategy based on this review. The Council produced its first Homelessness Strategy in 2003. The Council has now produced a second strategy based on a new review of the services provided.

2.2 This strategy aims to prevent homelessness whenever possible and to support and sustain in accommodation the diverse range of people who require the services of the Council and its partners. The strategy is attached; this includes an executive summary.

2.3 The Homelessness strategy supports five of the seven 'One Leicester' priorities:

- Investing in our children
- Planning for people not cars
- Creating thriving, safe communities
- Improving well-being and health
- Investing in skills and enterprise

3. Recommendations

3.1 This report requests Cabinet approve Leicester's Homelessness Strategy and note the delivery plan.

4. Report

Why this strategy has been produced

- 4.1 Leicester's first homelessness strategy was produced in 2003 following a review of homelessness in the City. This was, and still is, a requirement of the Homelessness Act 2002, which requires all authorities to produce a strategy based on the results of a review at least every five years.
- 4.2 A review of homeless services was undertaken in 2008 to establish the extent of homelessness in Leicester, assess its likely extent in the future and identify what is currently being done, and by whom, and what level of resources are available to prevent and tackle homelessness.
- 4.3 The Homelessness Review (2008) highlighted that much has been achieved since the first homelessness strategy; key has been the shift of emphasis to prevention of homelessness and strengthened partnership working. This approach has led to a fall in homelessness over the last five years and many improvements in homelessness services in the City.
- 4.4 A draft Homelessness Strategy was produced in November 2008. Formal consultation on the document has been undertaken between December and March with service users, other council services, registered social landlords, government bodies and voluntary organisations etc.
- 4.5 The strategic priorities of this Homelessness Strategy are:
 1. To prevent homelessness, and to tackle the wider causes of homelessness
 2. To secure accommodation for homeless people across a range of tenures, and to manage and reduce the use of temporary accommodation
 3. To support vulnerable homeless people to access settled homes and establish and sustain independent lives
 4. To deliver high quality, value for money services.
- 4.6 Implementing the delivery plan and improving homelessness services in the city will help the Council sustain its performance against challenging government targets, which include, halving the number of homeless households placed in temporary accommodation and ending rough sleeping by 2012. This strategy is also important to ensure we can meet a number of national indicators, Public Service Agreement targets and be able to assist households during the ongoing economic recession.
- 4.7 It is proposed that the strategy will be implemented using a programme management approach. The Invest in Community and Health & Wellbeing Priority Boards will jointly monitor progress. This is a citywide strategy and delivering this Homelessness Strategy can only be delivered in partnership with other organisations.

Consultation Undertaken

- 4.8 Consultation on the Homelessness Review & Strategy has taken the following forms:

Review Stage

- Stakeholder questionnaire

- Consultation with young people
- Registered social landlord consultation
- Consultation undertaken by Supporting People
- Feedback from various multi-agency forums

Strategy formulation

- Consultation with a range of stakeholders
- Attendance at Domestic Violence Steering Group Meeting

Draft Strategy Consultation Period

- A link to the draft strategy and review sent to all stakeholders and made available online
- Briefing to Cabinet Lead for Housing
- Feedback sessions held with service users across the city
- Service User Event in partnership with Supporting People
- Stakeholder Event in partnership with Supporting People
- Housing & Domestic Violence Workshop
- Discussion at LSHIP (Leicester Social Housing in Partnership)
- One to one meetings to discuss feedback with respondents to the online questionnaire
- On-line feedback questionnaire

- 4.9 Approval was sought from the previous Cabinet Lead for Housing to start consultation on the draft strategy. It was agreed that following the formal consultation ratification of the draft strategy would be sought from Members.

Feedback from Consultation

- 4.10 Much of the feedback confirmed points already addressed in the draft strategy or identified during the Supporting People Strategic Review of Homeless Services, completed November 2008 (which has been reflected in the draft strategy). The strategy and or review has been updated with relevant feedback that was not already addressed.
- 4.11 An Equality Impact Assessment has been completed on the strategy and the strategy updated to reflect its findings.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications – Rod Pearson, Head of Finance (Adults & Housing)

Costs of Homelessness Services

The Audit Commission annually reports on the cost of homelessness services. Using the Audit Commission Value for Money tool we can compare our service costs with our nearest neighbours (those local authorities identified as most similar to ourselves). Below are the costs per head of population of homelessness services in 2008:

Authority	Homelessness £'s /head
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Slough	8.71
Leicester	6.95
Peterborough	6.50
Kingston Upon Hull	5.27
Luton	4.05
Blackburn	3.09
Newcastle upon Tyne	2.91
Bradford	2.79
Middlesbrough	2.59
Derby	2.30
Sandwell	2.03
Coventry	1.67
Liverpool	1.62
Wolverhampton	0.97
Nottingham	0.86
Oldham	0.23

Average	3.28
Median	2.69

This indicates there are a wide range of costs of homelessness services (£'s per head) from £8.71 to 23p and that Leicester has a high cost service.

It should be noted that Leicester's published figure includes the cost of housing advice, which should in fact have been charged elsewhere. The cost is therefore overstated. Leicester's published cost per head for the 2009/10 return will be £4.96 (based on 2007 population estimates). Despite this reduction Leicester's cost still appears high and therefore a full benchmarking exercise will be conducted with comparator authorities. The results will be reported initially to the Council's Operational Board and the Thriving and Safe Priority Board to ensure services provided are efficient as well as effective.

Supporting People Funding of Homelessness Services

Leicester receives a grant from the government known as the Supporting People grant. This funds housing related support in the City. Below are the accommodation based and floating support costs of homelessness services in the City (this includes Council, Housing Association and voluntary sector services). These costs include services provided for young people, offenders etc who are vulnerable to homelessness.

	2008/2009 Service Cost	2009/2010 Service cost
Accommodation Based Service	£5,816,986	£5,939,576
Floating Support Service	£1,035,498	£1,060,867
	<u>£6,852,483</u>	<u>£7,000,444</u>

Resourcing the Homelessness Strategy 2008-2013

There are no direct financial implications arising from this report. Expenditure on homelessness services will be kept within allocated budgets.

5.2 Legal Implications – Joanna Bunting, Head of Commercial & Property Law

The Homelessness Act 2002 places a requirement on the Council to carry out a homeless review and formulate and publish a homelessness strategy every five years. The purpose of the review and the function of the strategy is

- a) To prevent homelessness in their area,
- b) To secure that sufficient accommodation is and will be available to people in their area who are or may become homeless, and
- c) To secure the provision of satisfactory support in their area for people who are or who may become homeless or have been homeless and need support to prevent them becoming homeless again.

The homelessness strategy has to be taken into account in the exercise of all the Council’s Housing Authority functions.

Within the last five years there have been a number of measures and guidance issued by central government, in particular setting a target of halving the number of households in temporary accommodation by 2010, to prevent and tackle youth homelessness including a commitment that by 2010 no 16 or 17 year olds should be placed in bed and breakfast accommodation under the homelessness legislation and to reduce rough sleeping as close as possible to zero. As part of the government’s response to the “credit crunch” it was also predicted that there would be a rise in repossessions as a result of the economic downturn. The government, in particular, has directed through Local Authorities a mortgage rescue scheme.

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	Y	4.11	
Policy	N		
Sustainable and Environmental	N		
Crime and Disorder	Y	2.3	
Human Rights Act	N		
Elderly/People on Low Income	N	2.3	

7. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1. Obligation (set out in the Homelessness Act 2002) for housing	L	L	Homelessness Strategy to be signed off by Cabinet

authorities to review their homelessness service and produce a strategy based on this review not met			
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8. Background Papers – Local Government Act 1972

Homelessness Strategy 2003 – 2008
Leicester's Homelessness Review 2008

9. Consultations

Councillor Hanif Aqbany (former Cabinet Lead Housing)
Extensive consultation has been carried out in the formulation of this strategy including consultation with service users and other homelessness services providers.

10. Report Author

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Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

Leicester's Homelessness Strategy 2008-2013

Leicester's Homelessness Strategy 2008-2013 – Executive Summary

This is Leicester's second homelessness strategy and has been informed by consultation with service users, local agencies and other stakeholders. This strategy aims to prevent homelessness whenever possible and to support and sustain in accommodation the diverse range of people who require the services of the Council and its partners. The strategy builds on the achievements of our previous strategy and sets a framework for the continued improvement of homelessness services.

Much has been achieved since the first homelessness strategy; key has been the shift of emphasis to prevention of homelessness and continued multi-agency working. This approach has contributed to a fall in homelessness over the last five years and many improvements in homelessness services.

This strategy is based on a review of homelessness along with consultation with stakeholders and consideration of the new priorities and identified 'challenges'. Four strategic priorities have been identified with key objectives aligned to each of these priorities, with expected outputs.

The strategic priorities of this Homelessness Strategy are;

1. To prevent homelessness, and to tackle the wider causes of homelessness,
2. To secure accommodation for homeless people across a range of tenures, and to manage and reduce the use of temporary accommodation,
3. To support vulnerable homeless people (including care leavers, offenders, those with learning difficulties and those with mental health needs) to access settled homes and establish and sustain independent lives, and
4. To deliver high quality, value for money services.

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1 Introduction – Why we need a Homelessness Strategy

The Homelessness Act 2002 requires all local authorities to develop a strategy, every five years, to reduce homelessness based on a thorough review of the homelessness situation in the area. The review looks back at what has happened and the strategy looks forward to what needs to happen. The aim is to ensure that the Council responds to changing circumstances to prevent homelessness.

This strategy is based on our comprehensive Homelessness Review. The review looked at:

- The current and future levels of homelessness in the area
- The services provided which help prevent homelessness, help to find accommodation, and provide support for those which find themselves as homeless including the support available to prevent them becoming homeless again
- The resources available to all providers of services to the homeless or those at risk of becoming homeless

The full Homelessness Review is available on the Council's website.

Based on the review findings the strategy identifies Leicester's plans to:

- Prevent homelessness
- Secure the availability of accommodation for people who are homeless or who might become homeless
- Secure satisfactory support services for homeless people and those at risk of being homeless

The strategy underpins the Government's commitment to improving the quality of life for individuals and households, and preventing and intervening as early as possible when homelessness is likely to become an issue.

This Strategy will be the basis for improving homelessness services in Leicester. However we recognise that over a five year period needs may change, for example, as a result of the impact of the 'credit crunch' / population changes etc and therefore this Strategy, and especially the action plan, will be reviewed on a regular basis.

2 Where are we? – The Last Five Years (2003-2008)

The review of homelessness looked back at what was achieved during the period of Leicester's first Homelessness Strategy. Improvements have been made in preventing homelessness before a crisis occurs. This along with continued multi-agency working, has led to a fall in homelessness over the last five years.

Some of the key achievements / improvements made to homelessness services and supporting key facts and figures have been summarised here. For a detailed evaluation of the last five years, the Homelessness Review document is available on the Council's website.

2.1 What we achieved

- In 2007, Leicester City Council and Leicester YMCA were identified as one of nine Regional Centres of Excellence in preventing and tackling youth homelessness. As part of this a Tackling Youth Homelessness event was held in July 2008, with over 200 delegates attending, to showcase partnership working across the statutory and voluntary sector as well as sharing best practice amongst a range of practitioners.
- In 2008 the Homeless Mental Health Service (Leicestershire Partnership NHS Trust) were winners of the East Midlands Regional Health & Social Care Awards for "Mental Health & Wellbeing" and went on to be short-listed in the final three of the 'National finals' for this category (over 2000 entrants). This achievement is testament to the successful multi-agency / partnership that exists between Leicester City Council, Leicestershire Partnership NHS Trust & other homeless services in Leicester.
- Leicester City Council Youth Offending Service, in partnership with Leicester YMCA, achieved national recognition for its work with young offenders. This is now being disseminated nationally through a Memorandum of Understanding between the Youth Justice Board (all Youth Offending Services) and National Council YMCAs (all local associations).
- In January 2007 Leicester City Council & the Homeless Mental Health Service (Leicestershire Partnership NHS Trust) were highlighted in the Department of Health, Communities and Local Government & Care Services Improvement Partnership document 'Getting Through – Access to Mental Health Services for People who are Homeless or Living in Temporary Accommodation'. Leicester was one of five case studies recommending tried and tested service models for other local authorities to follow when planning services for homeless people.
- Opening of the Dawn Centre in 2005 (a multi-disciplinary centre addressing the holistic needs of the street homeless) in partnership with Leicester East PCT, Leicestershire Partnership Trust and the YMCA.

Case Study – Multi-Agency Working

An individual with complex needs (including mental health, physical health, substance use issues and offending behaviour) who had a history of failed tenancies and had been known and accommodated within direct access hostels on and off for over 15 years was supported to maintain an independent tenancy.

This involved a number of agencies working together to achieve a successful outcome for the individual. The agencies involved included STAR tenancy support, the Council's hostels, support from the Y Advice and Support Centre, Drug services, Homeless Healthcare Team, Housing Management and the Outreach team.

- ASK Domestic Violence Sanctuary Scheme and Multi-Agency Risk Assessment Conferences (MARAC) successfully established locally to support the most vulnerable victims of repeat domestic violence remain safe.
- In 2006 Leicester became the first city outside of London to invest in 'Its Your Move' a pilot of pre tenancy training. In 2008 the STAR service initiated the 'House to Home' pre tenancy training. This scheme has trained 24 trainers, including 4 service users, who have in turn provided pre tenancy training to 68 people with a history of homelessness. The STAR service user group Rise and Shine has developed nationally acclaimed pre tenancy training on fuel poverty called 'power to the people'.
- During 2007/08 13 evictions from Council housing were prevented (where eviction action had begun) due to the work of the Council's Income Management Team (which includes a Debt Reduction Advice Team) and STAR. The majority of the 13 evictions prevented were cases involving families and vulnerable adults. The Income Management Team has also helped 200 + cases claim approximately £200,000 worth of benefits and provide general debt and benefit advice. Evictions from Council properties have fallen from 280 in 2003/04 to 49 in 2007/08.
- Leicester New Start Families Project was established in 2005. It was modelled on the successful Families Unit in Dundee. This project has supported 43 families (of closed cases) of which 66% remain in their home or have been re-housed.
- Frederick Thorpe House, an ex-Sheltered Housing Scheme and now renamed Orchard House, has been re-provisioned to include 13 units of supported accommodation for people with mental health problems. A further 13 units of supported accommodation have been provided nearby for homeless households who have very low level or no support needs. This enables bed spaces in hostels (with support available) to be released to those with greater need.
- The Mediation and Reconciliation service introduced a service level agreement with Relate to provide an independent counselling and mediation service.
- Partnership working with Connexions and the provision of an outreach surgery for young people.
- Outreach Housing Options surgery has been introduced at one of the Council's singles hostels.
- Leicester Let Scheme and Landlord Forum was launched in 2004 improving access to the private rented sector. Also the Rent Deposit Scheme was rejuvenated for single people and childless couples allowing non-priority homeless people to access private sector housing.

Case Study – Utilising the Private Sector

The Private Sector Housing Options Officer worked with a landlord of a 5-bedroomed, fully furnished house to secure accommodation for five single males who were homeless / or at risk of homelessness; avoiding a prolonged stay in temporary accommodation.

Initially there were nine interested individuals, of whom six viewed the property and five individuals moved in. Rent was set in line with Local Housing Allowance rates and all the individuals utilised the Council's Rent Deposit Guarantee Scheme.

- Changes to the Allocations Policy to recognise and give more priority to those applicants in insecure and temporary accommodation.
- Leicester has been designated as an overcrowding pathfinder authority. The aim of this pilot project is to help inform Central government about the underlying causes and extent of overcrowding in the district. This information will help shape national policy and strategy.
- Implementation of the reconnection policy for rough sleepers.
- Improved hospital discharge arrangement for homeless people.
- A multi-agency Young Persons Accommodation Group has been established to address the needs of young people.
- A Homeless Directory was published in 2005/06. This contains lists of all hostels, supported housing, floating support and advice services available to those at risk of, or those who are currently homeless.
- Undertaking home visits became an integral part of the assessment framework for tackling homelessness. This enables the visiting officer to verify housing circumstances to prevent collusion and to help the customers develop a more detailed realistic understanding of the home-seeking process.

2.2 Homelessness in Leicester

- The numbers of families and singles applying for and subsequently declared statutory homeless have more than halved between 2003/04 and 2006/07.
- The main reasons for statutory homelessness have remained the same since 2003. 70% of homelessness in 2007/08 occurred for the following reasons:
 - Loss of assured shorthold tenancy (26%)
 - Violence, including domestic violence (16%)
 - Parents no longer able to / willing to accommodate (15%)
 - Other relatives and friends no longer able to / willing to accommodate (13%)
- During 2006/07 to 2007/08 nearly 150 households with an estimated 300 children in them became homeless because they had to leave their private rented homes.
- The number of people who become repeat (statutorily) homeless has dramatically reduced, from 23 in 2004/05 to 1 case in 2007/08.
- The number of households (statutorily homeless) living in temporary accommodation has more than halved, from 102 households in 2004 to 42 in 2009. There has also been no use of bed & breakfast until the last quarter of 2008/09, including any used to accommodate 16 or 17 year olds in priority need, since December 2007.
- More people are accessing early assistance from Leicester City Council to prevent homelessness from occurring. It is estimated that there has been nearly a 50% increase in enquires to the Housing Options service since 2005/06.

- In 2008 it was estimated that there are around 2 people newly homeless (that have no previous history of rough sleeping) each week.
- Non-statutory homeless clients struggle to access accommodation on initial contact.
- Numbers of rough sleepers have begun to increase (in 2007 the rough sleepers count found 5 people rough sleeping, however by September 2008 around 10 people were thought to be rough sleeping).
- Approximately a third of rough sleepers (2007/08) have no local connection to Leicester.
- Nearly half of all rough sleepers, who have a local connection, list their primary issue as being either alcohol or drug related.
- There are still huge inequalities in the health of homeless people compared with the general population. Homeless patients frequently display co-occurring mental health problems and substance misuse with chronic medical conditions.
- Overcrowding is the most common reason for housing need on the Housing Register.

3 Where do we want to be? - The Next Five Years

Our vision is to prevent homelessness whenever possible, and to support and sustain in accommodation the diverse range of people who require the services of the Council and its partners. To do this we need to address the challenges identified through the review of homelessness and ensure we deliver upon local, national and regional priorities.

Strategic objectives have been developed to take into account the challenges identified and local, national and regional priorities. These are ambitious priorities that will only be achieved through ongoing commitment by the Council and its partners, continued investment in homelessness services and innovative working.

3.1 Key Challenges

The following key challenges for the next five years were identified following the review of homelessness and consultation with stakeholders and service users.

- Preventing / reducing the number of newly homeless (through people leaving hospitals, prisons, relationship breakdown etc) and single adults (non-statutorily) homeless. In cases where homelessness occurs, we need to ensure that their needs are met, especially for those with complex needs.
- All homelessness service providers, associated providers and interest groups working collaboratively and in partnership, to deliver high quality, value for money services for all service users.
- The 'credit crunch' (changes in the economy, housing market and rising unemployment) could lead to a rise in homelessness. For example, repossessions could increase which could lead to an increase in presentations and homelessness as a result of mortgage arrears.
- Preventing the main causes of homelessness e.g. loss of assured tenancies in the private sector, domestic violence and people being asked to leave their parents or other relatives' accommodation.
- Dealing with the impact of single people from accession countries to the European Union that become eligible for public services but are non-priority, and the number of single refugees that have received positive immigration decisions in Leicester or elsewhere but are not in priority need for housing under homelessness legislation. Also the number of outstanding asylum claims to be processed.
- Collaboratively addressing the numbers / housing needs of destitute migrants living in the city including failed asylum seekers and illegal immigrants; who if they become homeless are not eligible for public services. The 2009 Destitution Survey in Leicester interviewed 147 destitute people during February 2009. However, Refugee Action estimate there could be between 200 and 400 people destitute in the City.
- Maintaining and improving Supporting People Programme funded services for homeless people whilst the Supporting People Programme is expected to make a reduction of £2.5m from its funding allocation. The programme may also be affected by changes to procurement rules and a move to an area based grant. The Homelessness Grant will also move to an area based grant in 2011.

- Increasing the number of social housing lets and affordable housing available, particularly addressing the shortage of two and four + bedroom accommodation.
- Reducing the use of temporary accommodation. There is a continual pressure to use this type of accommodation due to the shortage of affordable social housing, including appropriate move-on accommodation.
- Providing non-institutional, high quality and engaging services that deliver positive outcomes for homeless people, particularly improving life skills, employment and education outcomes.
- Increasing the amount of supported living provision in Leicester; there is a high demand for level access / wheelchair accessible accommodation. The main barrier increasing the amount of provision is the lack of suitable accommodation available.
- Ensuring services provided are appropriately integrated and appropriate support / services are provided for individuals to be able to move-on from temporary accommodation.
- Reducing overcrowding. Overcrowding is the most common reason for housing need for those on the Council's Housing Register.
- Ensuring equity of access and service regardless of gender, race, age, disability, religion or belief, and sexual orientation.
- Understanding and establishing the primary causes of homelessness to improve preventative services. For example, an individual may leave their own tenancy due to rent arrears and move in with their parents. This relationship may become strained and so the parent asks them to leave and they become homeless. Our records will show the reason for homelessness as 'parents no longer able to / willing to accommodate' but the primary cause was rent arrears. If we understand the primary reasons we can ensure appropriate preventative services are accessible and available.

3.2 Local, National and Regional Priorities

This strategy is important to ensure we can sustain and improve upon the work already undertaken and meet new national indicators, the Local Area Agreement, Public Service Agreement targets, as well as other local, national and regional priorities. The main local, national and regional priorities are listing below, but this is by no means an exhaustive list. (A more complete list is shown in the Homelessness Review).

Local Priorities

One Leicester sets out the vision for Leicester for the next 25 years. It has seven priorities for action. These are;

- Investing in our children
- Reducing our carbon footprint
- Improving health and wellbeing
- Investing in skills and enterprise
- Planning for people not cars
- Creating safer and stronger communities
- Talking up Leicester

Homelessness services have an important role to play in delivering the vision set out in the One Leicester Strategy and services should be aligned to these priorities. The Homelessness Strategy supports delivery of five of the seven priorities:

- Investing in our children

Example of how the Homelessness Strategy supports this priority: homelessness increases the risk of a child having a Child Protection Plan from 1% to 12%. It also can mean that families have to leave areas they lived in, adding to 'churn' in local schools, disrupting education and family life.

- Planning for people not cars

Example of how the Homelessness Strategy supports this priority: homelessness services provide schemes to enable people to access good quality, well-managed and affordable homes in the private rented sector and help ensure individuals receive appropriate and timely advice to maximise housing choices.

- Creating thriving, safe communities

Example of how the Homelessness Strategy supports this priority: getting offenders into settled and suitable housing can be the foundation of every other part of rehabilitation, resettlement and risk management. 75% of those offenders most likely to re-offend were found to have a housing need compared to 30% for the general offender population. Homelessness services also help reduce rough sleeping, street drinking and associated anti-social behaviour improving community safety.

- Improving well-being and health

Example of how the Homelessness Strategy supports this priority: homeless people in Leicester are six times more likely to attend accident and emergency units than other local people. By reducing homelessness and providing appropriate support / services through multi-agency working we can improve health outcomes for homeless people and reduce the number of alcohol related hospital admissions.

- Investing in skills and enterprise

Example of how the Homelessness Strategy supports this priority: poor education and lack of skills are risk factors associated with homelessness. Homelessness services provide support to service users related to training and education, employment and living skills.

National Priorities

The government is committed to reducing homelessness and ending rough sleeping. They have set challenging targets and improvement programmes for all local authorities. Although Leicester has over the last five years, been meeting, or has been on track to meet, national targets, however due to the recent economic situation and tougher targets will make it increasingly difficult to meet these national priorities.

The main national priorities are;

- End rough sleeping by 2012
- Avoid the long-term use (more than 6 weeks) of bed & breakfast accommodation for homeless families with children and households with a pregnant woman
- By 2010 16 or 17 year olds only accommodated in bed & breakfast accommodation in exceptional circumstances
- Halve (from the level recorded in December 2005 -102) the number of households placed in temporary accommodation by 2010
- Reduce the level of homelessness acceptances against the three main causes of homelessness in the area, from the level in the previous year

- Reduce the level of repeat homelessness acceptances from the level recorded the previous year
- Provide advice and assistance to all households who are homeless or threatened with homelessness (statutory duty)
- Increase the number of people who move on positively from a hostel or the homeless service, for example to a job or training and a settled home

Regional Priorities

The first regional Homelessness Strategy for the East Midlands was commissioned in 2006 to address homelessness in the region. It had the following objectives;

- Tackle the new affordable and social housing supply gap
- Provide pathways out of homelessness
- Provide user focused prevention services
- Taking user involvement forward
- Engaging with other sectors
- Undertaking sub-regional action planning
- Ensuring resources / evidence base are available

The National Offender Management Service East Midlands Re-offending Partnership Regional strategy, 'Changing Ways – reducing re-offending by adult and young offenders in the East Midlands', includes the following aims relating to improving homelessness services:

- Reduce the barriers to housing ex-offenders such as rent arrears and debt through early assessment and interviews.
- Reduce levels of homelessness, provide a stable basis for rehabilitation and other resettlement interventions and strengthen public protection by improving access to long-term appropriate and sustainable accommodation for offenders and ex-offenders.
- Improve access to support services for offenders and ex-offenders.

3.3 Strategic Objectives

Four strategic priorities supported by a number of objectives have been identified from the findings of the homelessness review. These take into account national, regional and local priorities for tackling and preventing homelessness.

We will:

1. Prevent homelessness and tackle the wider causes of homelessness

- 1.1 End rough sleeping by 2012
- 1.2 Reduce the levels of homelessness acceptances against the three main causes of homelessness in the area, from the level in the previous year
- 1.3 Maintain low levels of repeat homelessness acceptances
- 1.4 Introduce early preventative work, for example, raise homeless awareness in targeted secondary schools
- 1.5 Reduce homelessness due to overcrowding
- 1.6 Focus on issues around alcohol and drug use

2. Secure accommodation for homeless people across a range of tenures, and manage and reduce the use of temporary accommodation

- 2.1 Reduce the number of households placed in temporary accommodation by 2010
- 2.2 Avoid the use of bed & breakfast accommodation for homeless families with children and households with a pregnant woman except in exceptional circumstances
- 2.3 Ensure 16 or 17 year olds are only accommodated in bed & breakfast accommodation in exceptional circumstances
- 2.4 Increase the number (year on year) of those helped to access private sector accommodation
- 2.5 Maximise the supply of new affordable housing with a focus on social rented housing

3. Support vulnerable homeless people (including young and single homeless and PSA 16 groups; who are care leavers, offenders, adults with learning disabilities and adults with mental health problems) **to access settled homes and establish and sustain independent lives**

- 3.1 Increase the number of former care leavers who are in suitable accommodation
- 3.2 Increase the number of offenders under probation supervision in settled and suitable accommodation at the end of their order or licence
- 3.3 Increase the number of adults in contact with secondary mental health services in settled accommodation
- 3.4 Increase the number of adults with learning disabilities in settled accommodation
- 3.5 Increase the number of young people (aged 18 – 25) establishing and sustaining independent accommodation
- 3.6 Increase the number of people who move on positively from a hostel or homeless service

4. To deliver high quality, value for money services

- 4.1 Ensure there are clear pathways for people who are homeless or at risk of homelessness
- 4.2 Improve access and referral points for homeless services
- 4.3 Increase service user involvement
- 4.4 Ensure relevant data is available and analysed

4 How we will deliver our strategic objectives?

The Homelessness Strategy will be programme managed by a sub-group of the Health and Wellbeing Partnership.

A delivery plan has been produced (see Appendix 1) that details what actions we will be undertaking in the next five years to deliver the strategic priorities and objectives of the strategy. The Head of Housing Options and the Head of Hostels will be responsible for reviewing the delivery plan bi-annually to ensure that the tasks identified reflect the current situation.

5 How will we know if we have delivered on our strategic objectives?

For every objective identified in the Homelessness Strategy there are identified performance measures. Targets have been set for each year of the strategy, and performance on each measure will be managed jointly by the Invest in Communities and Health & Wellbeing Priority Boards.

Priority 1: Prevent homelessness and tackle the wider causes of homelessness						
Objective	Measured by	Baseline	Targets			
			09/10	10/11	11/12	12/13
1.1 End rough sleeping by 2012	Number of people rough sleeping (snapshot)	5 (07/08) 11 (08/09)	6	5	3	0
	Percentage of rough sleepers / people in temporary accommodation with no local connection who wished to be reconnected to their originating authority	87.5% (35 out of 40) (08/09)	85%	85%	85%	85%
1.2 Reduce the levels of homelessness acceptances against the three main causes of homelessness	Number of homeless approvals where reason for loss of last settled accommodation was loss of private rented accommodation	53 (07/08) 35 (08/09)	Targets to be agreed by Priority Board			
	Number of homeless approvals where reason for loss of last settled accommodation was violence (including domestic violence)	32 (07/08) 15 (08/09)	Targets to be agreed by Priority Board			
	Percentage of repeat incidents of domestic violence (NI 32) (LAA)	31% (07/08)	30%	27%	TBS	TBS
	Number of homeless approvals where reason for loss of last settled accommodation was parents asked to leave	31 (07/08) 12 (08/09)	Targets to be agreed by Priority Board			
	Percentage of vulnerable people who are supported to maintain independent living (NI 142) (LAA)	97.40% (07/08) 98.3% (08/09)	98.50%	99.00%	TBS	TBS
	1.3 Maintain low levels of repeat homelessness acceptances	Number of repeat homelessness statutory acceptances	1 (07/08) 1 (08/09)	0	0	0
Homelessness prevented through housing advice casework (per 1,000)		10.8 (07/08) 11.24 (08/09)	Targets to be agreed by Priority Board			
1.4 Introduce early preventative work	Number of schools where homelessness preventative work has been undertaken	1 (08/09)	5	10	12	14
1.5 Reduce homelessness due to overcrowding	Number of households overcrowded (CPM)	312 (08/09)	190	90	75	70
1.6 Focus on issues around alcohol and drug use	Alcohol-harm related hospital admission rates (directly age-standardised rates per 100,000) (NI 39) (CPM) (LAA)	2233 (06/07)	2970	3118	TBS	TBS
	Drug users in effective treatment (NI 40) (LAA)	1135 (07/08)	1204	1216	TBS	TBS

Priority 2: Secure accommodation for homeless people across a range of tenures and manage and reduce the use of temporary accommodation						
Objective	Measured by	Baseline	Targets			
			09/10	10/11	11/12	12/13
2.1 Reduce the number of households placed in temporary accommodation by 2010	Number of households living in temporary accommodation (NI 156) (CPM)	53	52	51	50	50
	Average length of stay in hostels for families with children	11.36 weeks (08/09)	10.5 weeks	10.5 weeks	TBS	TBS
2.2 Avoid the use of bed & breakfast accommodation for homeless families with children and households with a pregnant woman except in exceptional circumstances	Households accommodated in bed & breakfast accommodation which include dependent children or a pregnant woman (unintentionally homeless and in priority need)	0 (08/09)	Targets to be agreed by Priority Board			
2.3 Ensure 16 or 17 year olds are only accommodated in bed & breakfast accommodation in exceptional circumstances	16 or 17 year olds accommodated in bed & breakfast accommodation (unintentionally homeless and in priority need)	0 (08/09)	0	0	0	0
2.4 Increase the number (year on year) of those helped to access private sector accommodation	Number of households re-housed into the private rented sector (using the LeicesterLet or Rent Deposit Guarantee Scheme)	156 (07/08) 202 (08/09)	222	242	262	282
2.5 Maximise the supply of new affordable housing with focus on social rented housing	Number of social rented affordable homes delivered (gross) (element of NI155) (LAA)	113 (3 yr rolling average 05-08)	134 (actual for yr 101)	224 (actual for yr 415)	TBS	TBS

Priority 3: Support vulnerable homeless people to access settled homes and establish and sustain independent lives						
Objective	Measured by	Baseline	Targets			
			09/10	10/11	11/12	12/13
3.1 Increase the number of former care leavers who are in suitable accommodation	Proportion of former care leavers aged 19 who are in suitable accommodation (NI 147)		To be established			
3.2 Increase the number of offenders under probation supervision in settled and suitable accommodation at the end of their order or licence	Proportion of offenders (aged 18+) under probation supervision in settled and suitable accommodation at the end of their order or licence (NI 143) (LAA)	80.5% (07/08) 82.6% (08/09)	83%	85%	TBS	TBS
3.3 Increase the number of adults in contact with secondary mental health services in settled accommodation	Proportion of adults (aged 18+) in contact with secondary mental health services in settled accommodation (NI 149)	58.9% (08/09)	65%	70%	TBS	TBS
3.4 Increase the number of adults with learning disabilities in settled accommodation	Proportion of adults (aged 18+) with learning disabilities in settled accommodation (NI 145)	79%* (08/09)	62%	65%	TBS	TBS
3.5 Increase the number of young people (aged 18-25) establishing and sustaining independent accommodation	Percentage of young vulnerable people who are supported to maintain independent living	96.5% (08/09)	97.5%	Target set annually for the following year		
	Young offenders' access to suitable accommodation (NI 146)	97.4% (08/09)	97.5%	Target set annually for the following year		
3.6 Increase the number of people who move on positively from a hostel or homeless service	Percentage of vulnerable people achieving independent living (NI 141)	63.8% (07/08) 80.9% (08/09)	80%	81%	TBS	TBS

Priority 4: To deliver high quality, value for money services						
Objective	Measured by	Baseline	Targets			
			09/10	10/11	11/12	12/13
4.1 Ensure there are clear pathways for people who are homeless or at risk of homelessness	Appropriate performance measure to be developed by project team during 2009/10					
4.2 Improve access and referral points for homeless services	Appropriate performance measure to be developed by project team during 2009/10					
	Percentage of homelessness decision case where a decision is made within 33 working days	77.60% (08/09)	Targets to be agreed by Priority Board			
4.3 Increase service user involvement	Appropriate performance measure to be developed during 2009/10					
4.4 Ensure relevant data available and analysed	Number of data cleansing or data analysis exercises as specified in delivery plan	N/A	1	1	0	0

Notes:

TBS: Target to be set

LAA: Local Area Agreement (LAA) measures (The LAA is a three-year plan (2008-11) therefore targets have currently been set until 2010/11)

CPM: Corporate Plan measures

All other targets will be agreed with the Priority Board

* This baseline figure of 79% for 2008/09 was based on six month period that is not considered representative of the full year therefore the targets have been set in consideration of this.

Appendix 1: Delivery Plan

1. To prevent homelessness, and to tackle the wider causes of homelessness							
1.1	Baseline position	What will we do?	When will we do it by?	Who will deliver?	Resources	What is the proposed outcome?	Lead Officer
1.2	The three main reasons for homelessness make up 70% of all statutory homelessness in Leicester	Develop an action plan to tackle the three main causes of statutory homelessness	Dec 2009	Housing Options Service	Existing	Three main causes of statutory homelessness reduced Better outcomes for children and families and vulnerable people	Vijay Desor
1.3	Net affordable annual requirement of 790 units	Develop more affordable housing / social rented housing and gypsy and traveller pitches	As detailed in the Affordable Housing Strategy		Existing	More affordable housing	Julia Keeling / Janet Callan
1.4	Overcrowding is the most common reason for housing need on the Council's Housing Register	Continue to develop initiatives to alleviate severe overcrowding	Aug 2009	Allocations Service / Housing Options Service Housing Development	£110k from CLG and existing staff resources	Reduce overcrowding and better utilisation of under occupied stock	Martin Clewlow
1.5	Nationally one third of prisoners lose their housing whilst in custody	Undertake a study looking at the extent of tenancy loss following offenders during short periods of imprisonment and take any following action recommended	March 2010	Probation Prison Service Planning & Commissioning (Housing Related) Housing Options Service	Supporting People	Reduce the number of tenancy breakdowns during short custodial sentences or periods of remand	Trevor Worsfold
1.6	No homelessness prevention work in schools	Develop strategy for early intervention and preventative work in targeted secondary schools	July 2010	To be commissioned	Commission from Homelessness Grant	Reduced young persons homelessness	Vijay Desor Nicola Hobbs
1.7	Limited opportunities for service users with history of arrears to move on to RSL accommodation	Develop protocols for arrears eviction, re-housing victims of domestic violence and ASB evictions	Sept 2010	RSLs	Existing	Improve prevention of homelessness All protocols in place with RSLs reviewed	Priscilla Aram Vijay Desor
1.8	A specialist Drug Outreach Worker is employed by the Outreach team. However the primary issue is alcohol and there is not a specialist worker	Establish a specialist Alcohol Housing Outreach Worker	May 2010	Leicester City Council	Homeless monies	Reduced rough sleeping Reduced street drinking	Toni Soni
1.9	DHP's is not being considered to prevent homelessness	Consider ways of increasing access to discretionary housing payments (DHP)	July 2009	Revenues & Benefits	Existing	Homelessness prevention Opportunities to use DHP to prevent homelessness are identified	Vijay Desor Caroline Jackson
1.10	No joint working arrangements in place with money advice agencies or other relevant agencies	Consider ways to prevent evictions due to mortgage repossessions	April 2009	Housing Options Service	Existing	Prevent rise in homelessness through mortgage repossessions	Vijay Desor

2. To secure accommodation for homeless people across a range of tenures, and to manage and reduce the use of temporary accommodation							
2.1	Baseline position	What will we do?	When will we do it by?	Who will deliver?	Resources	What is the proposed outcome?	Lead Officer
2.2	Not all temporary accommodation providers have addressed the Places for Change agenda	Review all homeless services and accommodation available for the survivors of domestic violence in line with the Places for Change agenda (including physical accommodation and staff training)	Dec 2010	All homelessness service providers	Existing	Improved quality of services	Nicola Hobbs
2.3	156 households have been re-housed into the private rented sector in the last year	Develop an action plan to increase the number of homeless households being able to access the private rented sector.	Dec 2009	HOS	Existing	Increased use of the private rented sector	Vijay Desor
2.4	Shortage of supported living options across the learning disabled and mental health client groups	Increase supported living options for service users with learning disabilities and mental health needs	Dec 2010	Supported Living Strategy Group	Existing If need identified additional funding would be required	Increased supporting living options	Laura Sanderson Toni Soni
2.5	Limited choice of supported accommodation for care leavers	Explore Supported Lodging schemes for young people	April 2010	Children and Young Peoples Services	Existing	Increased accommodation options for young people	Steve Bond
2.6	Limited knowledge of the accommodation / support needs of certain groups	Research the accommodation / support needs of: - single perpetrators of ASB - current drug users - singles with high support needs and no support needs - high risk offenders and registered sex offenders - young people with complex needs - male victims of domestic violence - the Asian community - 'dry' hostel for people coming out of alcohol detoxification services	Dec 2010	To be commissioned	Homelessness Grant	Establish what services are required and able to meet the needs of all homeless people	Nicola Hobbs
2.7	No single point of access to social housing provision in the region	Consider a regional common housing register	March 2011	RSL's & HOS	Existing	Potentially a common housing register for the region	Vijay Desor Lead officer from LSHIP to be identified
2.8	Current Move On Strategy not in-line with the new homeless pathway model	Refresh and address the actions identified in the Move On Strategy and set up a 'move-on' team	See targets in Move On Strategy	As detailed in move-on strategy RSL's	Existing	Timely and appropriate pathways out of homelessness and free-up high support hostel spaces Increase numbers rehoused under SP	Nicola Hobbs Toni Soni Sharon Singleton
2.9	Rough sleepers unable to access temporary accommodation	Target provision at the most vulnerable	Dec 2009	Hostel Services / Planning & Commissioning (Housing Related)	Existing	Rough sleeping levels less than 5 Bed spaces freed up for the most vulnerable	Nicola Hobbs
2.10	Barriers in access to supported accommodation / settled accommodation in the city	Review nominations agreements and re-introduction of reciprocal nominations including the creation of City Council Interdepartmental Agreements.	Complete	RSLs	Existing	Increased nominations Requirements of PSA16 groups considered	Vijay Desor Shelia Jenkins
2.11	Existing and emerging housing needs for dwelling types not fully identified	Identify existing and emerging housing needs for dwelling types against RSL and city development priorities	April 2010	RSLs Housing Development	Existing	Levels of demand for different types of housing understood Priorities of partners aligned	Janet Callan April Knapp

3. To support vulnerable homeless people (including young / single homeless and PSA 16 groups) to access settled homes and establish and sustain independent lives							
3.1	Baseline position	What will we do?	When will we do it by?	Who will deliver?	Resources	What is the proposed outcome?	Lead Officer
3.2	Casualty attendances for homeless people are 6x the local average Hospital admission rates for homeless people are 4x the local average Length of hospital stay for homeless people is 2x the local average	Provide 6 health supported beds for homeless patients in Leicester, the Dawn Centre Plus model and 6 health supported beds at Evesham House. (This is dependant on the implementation of the multi-agency current proposal for the Evesham House project due to open May 2009)	Start by May 2009	Leicester City Council Homeless Primary Health Care Team Supporting People Commissioning Group	PCT (ongoing costs covered by Housing Benefit and Supporting People funding)	Reduced rough sleeping Reduced street drinking Reduction in crisis A&E attendances and hospital admission and earlier discharge for homeless patients Increased life expectancy for homeless people	Nigel Hewett Ann Branson
3.3	How homelessness services will support PSA16 groups not defined in all cases	Delivery plans / strategies and delivery groups established for each of the PSA16 groups	Sept 2009	Housing Options Service Probation Learning Disabilities Service Mental Health Service Young Peoples Service Community Safety	Existing	Meet the targets set for PSA16 and relevant national indicators	Vijay Desor
3.4	Unmet need for identified specialist housing related support services	Work towards addressing the gaps in high priority services that have been identified in the Supporting People Strategy	Dec 2012	Planning & Commissioning (Housing Related)	Existing	All identified need addressed	Nicola Hobbs
3.5	Recommendations made not reviewed by all homeless service providers	Consider the recommendations made following the research into the support needs of young people (13-19) at risk of abuse and sexual exploitation	Dec 2009	Young Persons Accommodation Group	Existing	Improve services for young people, especially those at risk of abuse and sexual exploitation	Toni Soni
3.6	Ongoing actions to be addressed as identified in the research conducted in 2006	Address the actions following the Young Persons Research	Mar 2010	Young Persons Accommodation Group	Existing	Services for young people improved	Toni Soni
3.7	Needs of vulnerable people to be considered before the introduction of a Choice Based Lettings scheme	Produce an vulnerable persons strategy for Choice Based Lettings	Oct 2009	Housing Management Housing Options Service	Existing	Ensure fair access to social housing in the City	Martin Clewlow
3.8	Brief interventions and community detoxification treatments provided in the Dawn Centre and the Anchor Centre by the Homeless Primary Care Service, but no specific resource or support in place	Develop a service for homeless harmful, moderately and severely dependent drinkers, provided from primary care on an outreach basis	Complete	Leicester City PCT	Within funding element in PCT Operational Plan 2008/09	Improved access to health care for homeless dependent drinkers	Nigel Hewett
3.9	No specialist support service for those with 'low-level' mental health problems	Consider whether there is a need for low level mental health floating support	July 2009	Planning & Commissioning (Housing Related)	Existing	Need for low level mental health floating support known and able to be addressed	Nicola Hobbs
3.10	No scheme in place	Provide a 'fee finder' and 'bond' scheme for offenders	July 2009	Youth Offending Service Probation	£10,000 from Chronic Exclusion Team CLG	More offenders are able to access the private rented sector	Trevor Worsfold

4. To deliver high quality, value for money services							
	Baseline position	What will we do?	When will we do it by?	Who will deliver?	Resources	What is the proposed outcome?	Lead Officer
4.1	No existing model in Leicester to ensure that clients in all hostels and supported housing projects receive consistent levels of service and support	Introduce a single access point and referral point to assess HRS needs and make referrals to SP providers	Dec 2011	Planning & Commissioning (Housing Related)	Project team (to be recruited)	Ensure impartial assessment and a consistent criteria for referral and assessment Access and referral routes improve and service user needs will be met	Nicola Hobbs
4.2	No existing support through all stages of homelessness	Introduce a homeless pathways model, develop specialist coordinator roles and ensure provision of pre tenancy training	Dec 2011	Planning & Commissioning (Housing Related)	Project team (to be recruited)	Increase move –on into independence	Nicola Hobbs
4.3	No consistent level of service and support	Use of standardised forms and assessment in all homeless services	Dec 2011	Planning & Commissioning (Housing Related)	Project team (to be recruited)	Ensure consistency in service	Nicola Hobbs
4.4	Gaps in knowledge about non-statutory homeless, including new migrants	Look at the benefit of using the Nottinghamshire Homeless Watch Survey	Dec 2009	Single Homeless Strategic Commissioning Group	Existing	Greater knowledge about non-statutory homeless Survey completed Understanding underlying reason for homelessness	Toni Soni
4.5	Current Homelessness Directory out of date	Consider whether it is required and economic to update the Homelessness Directory and to increase it's usage e.g. web based directory	Dec 2011	Planning & Commissioning (Housing Related)	Existing	Increased knowledge of homelessness services available	Nicola Hobbs
4.6	High levels of client groups identified as homeless families with support needs and single homeless with support needs	Ensure Supporting People providers classification for the primary needs of clients is correct	Dec 2010	All Supporting People providers Planning & Commissioning (Housing Related)	Existing	Better needs information	Nicola Hobbs
4.7	Varying levels of service user consultation / involvement	Consider ways to increase service user consultation / involvement in homelessness services	Dec 2012	Service Users Service Providers Planning & Commissioning (Housing Related)	Existing	Greater service user involvement Link in with the development of a service user sub-group of the East Midlands Homelessness Forum Housing Options 'health checked' with all client groups	Nicola Hobbs
4.8	Lack of accurate data on BME statistics on lettings and direct lets from RSLs database	Improve data collection and data analysis, including BME statistics on letting and direct lets to hostel residents by RSLs and main causes of homelessness for different ethnic groups	Dec 2009	RSLs	Existing	Improved data collection and therefore needs analysis	Vijay Desor Shelia Jenkins
4.9	Not all providers assess service/s provided across all equality strands	Assess current service provision and monitoring across the six equality strands (gender, race, age, disability, religion or belief and sexual orientation)	Dec 2010	All Homelessness service providers	Project team (to be recruited)	Homelessness services are culturally sensitive	Nicola Hobbs
4.10	Not all housing providers appropriately trained	Adopt Common Assessment Framework for children and young people and work with Children & Young Peoples Services regarding 'Think Family'	Dec 2011	Children and Young Peoples Services Service Providers	Existing	One common assessment that follows a young person through homelessness	Homeless Families Working Party
4.11	No enhanced housing options service or property shop	Consider developing and improving the Housing Options Service (HOS) in line with CLG's recommendation for an 'Enhanced HOS' and develop a 'property shop' within the HOS	Jan 2010	Housing Options Service Housing Management	Existing	Housing Options providing an enhanced service and property shop in place	Vijay Desor
4.12	High cost homelessness service	Benchmark costs with comparator authorities	April 2010	Housing Options Service	Existing	Ensuring value for money is achieved	Vijay Desor

Glossary

Affordable housing

This includes social housing, where rent levels are set in line with the Government's rent restructuring regime, and intermediate housing which includes a mix of low cost home ownership and other shared equity housing.

Anti-Social Behaviour

Behaviour that causes, or is likely to cause, harassment, alarm or distress to people not in the same household as the perpetrator.

Additional Security Keep Safe (ASK)

Partnership project with Police and Adults & Housing, providing emotional and practical support to people who are victims of domestic violence. Practical support can include new door and window locks, fire alarms, personal alarms, reinforced windows and doors.

Black and Minority Ethnic (BME)

All community groups not recorded under the 'White British' category of the 2001 National Census.

Child Protection Plan

This details how a child will be protected and their health and development promoted. The plan should:

- assess the likelihood of the child suffering harm and look at ways that the child can be protected;
- decide upon short and long term aims to reduce the likelihood of harm to the child and to protect the child's welfare;
- clarify people's responsibilities and actions to be taken; and
- outline ways of monitoring and evaluating progress.

Choice Based Lettings (CBL)

Choice based lettings schemes allow households on the housing register to bid for council and housing association tenancies. The scheme in Leicester is to be called Leicester HomeChoice.

Communities and Local Government (CLG)

A government department whose vision is to create great places where people want to live, work and raise a family. This department has specific responsibilities for housing.

Connexions

Offers advice on education, careers, housing, money, health and relationships for 13-19 year olds in the UK.

Discretionary Housing Payments (DHP)

Discretionary Housing Payments are not payments of benefit. They are freestanding payments to be made at the discretion of the local authority, subject to an annual cash limit, in cases where the local authority considers that additional help with housing costs is needed.

Homelessness

A person is homeless if he or she has no accommodation in the United Kingdom or elsewhere, which is available for his or her occupation and which that person has a legal right to occupy. A person will also be homeless where he or she has accommodation but cannot secure entry to it (or where the accommodation is a moveable structure, such as a caravan or

houseboat) and there is no place where it can be placed in order to provide accommodation). A person who has accommodation is to be treated as homeless where it would not be reasonable for him or her to continue to occupy that accommodation. A person is 'threatened with homelessness' if he or she is likely to become homeless within 28 days.

Section 175 of the Housing Act 1996

Homelessness Acceptances

Acceptances are households being owed the main homelessness duty (see statutory homeless).

Housing Options Service (HOS)

The Housing Options Service, Leicester City Council, provides general housing advice, including how to access social housing, and advice for people who are homeless or are threatened with homelessness. The service also provides the Council's statutory homelessness function.

Housing Related Support (HRS)

Housing related support are support services which are provided to develop and sustain an individuals capacity to live independently in their accommodation.

Landlord Forum

Landlords' Forum are held every six months. These are for any private landlords who have property in the city and wish to learn more about new legislation and regulations that affect them and their property(s). They are attended by Council Officers (including Housing Options, Revenues & Benefits) who can respond to issues raised.

Leicester Let Scheme

The Leicester Let scheme enables people who have become homeless, or threatened with homelessness, through no fault of their own to access private rented accommodation by the Council entering into a legal agreement with the landlord to provide a rent bond (this covers the landlord for any loss in rent).

Local Area Agreement (LAA)

A three-year agreement, which will start to deliver the vision for Leicester as set out in One Leicester, our Sustainable Community Strategy.

Multi Agency Risk Assessment Conferences (MARAC)

A MARAC is a multi-agency group that meets once a month to share information on those victims of domestic violence who are at the highest risk of homicide or serious harm.

Move-On

Move-on is defined as a positive, planned move from a hostel or temporary supported accommodation, utilising one of a whole range of housing options as appropriate for the client.

National Indicators (NI)

National Government have a set of 198 national indicators that underpin a new performance framework. These national indicators are the only means of measuring national priorities that have been agreed by Government.

One Leicester

One Leicester is a strategy supported by Leicester Partnership that forms the foundation for the changes the council, and its partners, want to see in Leicester over the next 25 years. This is Leicester's Sustainable Communities Plan.

Overcrowding

The Bedroom Standard definition of overcrowding, which is higher than the statutory definition of overcrowding, has been used in Leicester. This standard is based on the ages and composition of the family. A notional number of bedrooms is allocated to each household in accordance with its composition by age, sex and marital status and relationships of family members. A separate bedroom is allocated to each:

- married or cohabiting couple;
- adult aged 21 years or more;
- pair of adolescents aged 10-20 years of the same sex;
- pair of children aged under 10 years regardless of sex.

Any unpaired person aged 10-20 years is paired, if possible, with a child aged under 10 years of the same sex or, if that is not possible given a separate bedroom. The same applies to any unpaired child aged under 10 years.

This standard is then compared with the number of bedrooms available for the sole use of the household. Bedrooms converted to other uses are not included; bedrooms not in use are included unless they are uninhabitable.

Public Service Agreements (PSAs)

Detail the aims and objectives of UK government departments for a three-year period. Such agreements also describe how targets will be achieved and how performance against these targets will be measured. The agreement may consist of a departmental aim, a set of objectives and targets, and details who is responsible for delivery.

Public Service Agreement 16 (PSA 16)

Leicester City Council and the Government have made an agreement to increase the proportion of socially excluded adults in settled accommodation and employment, education or training. The adults referred to are care leavers, offenders, adults with learning disabilities and adults with mental health problems.

Registered Social Landlord (RSL)

Not-for-profit housing providers approved and regulated by Government through the Tenant Services Authority.

Repeat homelessness

Repeat homelessness occurs when individuals who have been homeless become homeless again. This usually occurs because their housing, health and support needs have not been properly met when they moved away from homelessness the first time.

Rough Sleeper

These are people sleeping, or bedded down, in the open air (such as on the streets, or in doorways, parks or bus shelters); people in buildings or other places not designed for habitation (such as barns, sheds, car parks, cars, derelict boats, stations, or "bashes").

Stakeholders

Stakeholder are the people or organisations who have an interest in, or will benefit from, a project or programme.

Statutory homeless

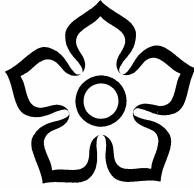
Statutory homeless are households that have been found to be eligible for assistance (from their local authority), unintentionally homeless and falling within a priority need group and thus owed a main homelessness duty by a local housing authority.

Supporting People (SP)

Supporting People is a partnership programme that was set up in April 2003 to fund and monitor the quality of existing housing-related support services for vulnerable adults.

Supporting Tenants And Residents (STAR)

Is a housing related support service available to people living in Leicester and can help people to keep their home or to move into a new home (all tenures).



Leicester
City Council

WARDS AFFECTED

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet
Full Council

13th July 2009
3rd September 2009

Leicester City Council's Corporate Plan and Organisational Development & Improvement Plan 2009/10

Report of the Chief Executive

1. PURPOSE OF REPORT

To present the Council's Corporate Plan and Organisational Development and Improvement Plan that will support us in delivering One Leicester and in driving service improvement over the next 3 to 5 years.

2. SUMMARY

- 2.1. The council is aligning with One Leicester to deliver the 25-year vision for the city. The annual State of the City report will report the city's progress toward the vision and review our challenges.
- 2.2. The service planning and performance management framework is shown in the diagram on page 4 of the Corporate Plan.
- 2.3. The strategic direction for Council services is set out in the corporate plan, It is underpinned by the authority's financial strategy and the organisational development and improvement plan.
- 2.4. Strategic programmes, which are still in development by the priority boards, will commission the activities and projects required to deliver the corporate plan outcomes and, where necessary, remodel service delivery.
- 2.5. Service improvement and efficiency plans document the contribution of operational divisions to each strategic programme and outcomes for service users. They will inform the corporate dialogue about use of resources and the activities required to reshape services and deliver the corporate plan outcomes.

- 2.6. Teams and individuals will be appraised and developed in line with the priorities in the relevant service improvement and efficiency plan, making sure that all Council employees understand the contribution they are making to our success and achievement of the One Leicester vision.

3. RECOMMENDATIONS

Cabinet is asked to:

- 3.1. Agree:
 - a. The Corporate Plan; and
 - b. The Organisational Development Improvement Plan 2009/10.

4. REPORT

4.1. The Corporate Plan

- 4.2. The Corporate Plan is a 3-5 year plan that the plan records the collective ambition of the Council and its contribution to One Leicester.

- 4.3. The plan consists of:

- a. Introduction.
- b. Where we are now – our achievements and challenges.
- c. Where we want to be – the 5 year targets.
- d. How we will get there:
 - i. Our corporate approach
 - ii. Our priorities
- e. The plan informs other strategic activity and plans below.

- 4.4. The Corporate Plan is presented by this report to Cabinet for approval.

4.5. The Financial Plan

The financial strategy is a 3 year plan setting out the Council's spending and taxation policies, and how these complement "One Leicester." It was approved by the Council in February.

4.6. The Organisational Development & Improvement Plan 2009/10

- 4.7. To deliver our corporate plan and to achieve the priorities of *One Leicester* we recognise that there are aspects of our organisation and the way we work that we need to develop and improve. The Organisational Development and Improvement Plan sets out our priorities for organisational development and

how we will achieve efficiencies. In particular it will help us achieve our corporate plan priority 'One Excellent Council'.

4.8. The organisational development and improvement plan sets out where we are now, where we want to be as an organisation and how we will get there in terms of 'One Excellent Council'. In particular it is focused around four key areas which we see as critical to achieving excellence:

- Leadership – ensuring we have strong and effective community, political and managerial leadership, work effectively in partnership and have a clear focus in terms of vision and priorities;
- Our People – ensuring we have the right people, with the right skills and behaviours and that we effectively support and develop our employees;
- Our ways of working – ensuring we have efficient and effective ways of working in terms of our systems and processes; and
- Performance management – ensuring we proactively manage our performance, are creative in the way we drive service improvement and act as a learning organisation.

4.9. The Organisational Development and Improvement Plan 2009/10 is presented by this report to Cabinet for approval.

4.10. Service Improvement and Efficiency Plans

4.11. These plans document the contribution made by each division to delivery of the Council's Corporate Plan. These plans are internal management documents and are currently being finalised and will be signed off by the Chief Operating Officer.

4.12. In turn these plans will inform team and individual level appraisal and planning. Currently Divisional Directors are being set individual objectives by the Chief Operating Officer in line with the plan they are accountable for.

4.13. Monitoring and evaluating progress

4.14. Progress against all our key plans within the Councils planning framework, including accomplishments and action to manage risks to delivery, will be reported on a quarterly basis.

4.15. Communication

Work is underway to determine how best to launch these plans – both internally to our own staff and externally to our key partners and stakeholders – in early September.

They link to the new structures and ways of working and need to be presented as a key element of the wider transformation agenda. Details of communication plans will be presented for discussion over the coming weeks.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

Our financial commitment to delivering the corporate plan is contained within the financial strategy. The organisational development and improvement plan starts to identify how the Council will achieve the efficiencies required by the financial strategy.

Mark Noble, Chief Finance Officer (Ext. 29 7401)

5.2 Legal Implications

No specific implications

6. CONSULTATIONS

Corporate Directors Board March 2009

7. REPORT CONTRIBUTORS

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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

DRAFT

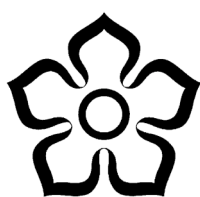
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One Excellent Council

Leicester City Council's Organisational Development & Improvement Plan

2009/10



Leicester
City Council

A decorative graphic consisting of a curved path of small, multi-colored squares (yellow, green, blue, pink) that starts at the bottom left and arches towards the top right.
oneleicester one passion

Summary

Chief Executive Statement

I am pleased to present Leicester City Council's first Organisational Development and Improvement Plan. This plan plays a critical role in developing our organisation which will help us to deliver our corporate plan and the priorities of One Leicester. Ultimately it will therefore enable us to support the delivery of services that are efficient and effective and that improve outcomes for the citizens of Leicester.

Our overall aim is to become One Excellent Council recognised by reaching level 4 within the Comprehensive Area Assessment by 2012. To achieve that this plan is focused on four key areas we see as critical to achieving excellence:

- **Leadership** – ensuring we have strong and effective community, political and managerial leadership, work effectively in partnership and have a clear focus in terms of vision and priorities;
- **Our People** – ensuring we have the right people, with the right skills and behaviours and that we effectively support and develop our employees;
- **Our ways of working** – ensuring we have efficient and effective ways of working in terms of our systems and processes; and
- **Performance management** – ensuring we proactively manage our performance, are creative in the way we drive service improvement and act as a learning organisation.

This plan summarises our key priorities for organisational development and improvement and sets out how we will deliver those priorities and monitor and evaluate their progress and impact. Many of our Managers and Staff are involved in delivering the changes that this plan sets out, and their skills, experience and commitment are vital to making sure these changes are successful. We will be guided in the approach we take by our shared values as set out in One Leicester.

I look forward to seeing our Council further developing and improving, building on the many strengths that we already have, and reaching excellence together.

Contents of this plan

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1. Introduction

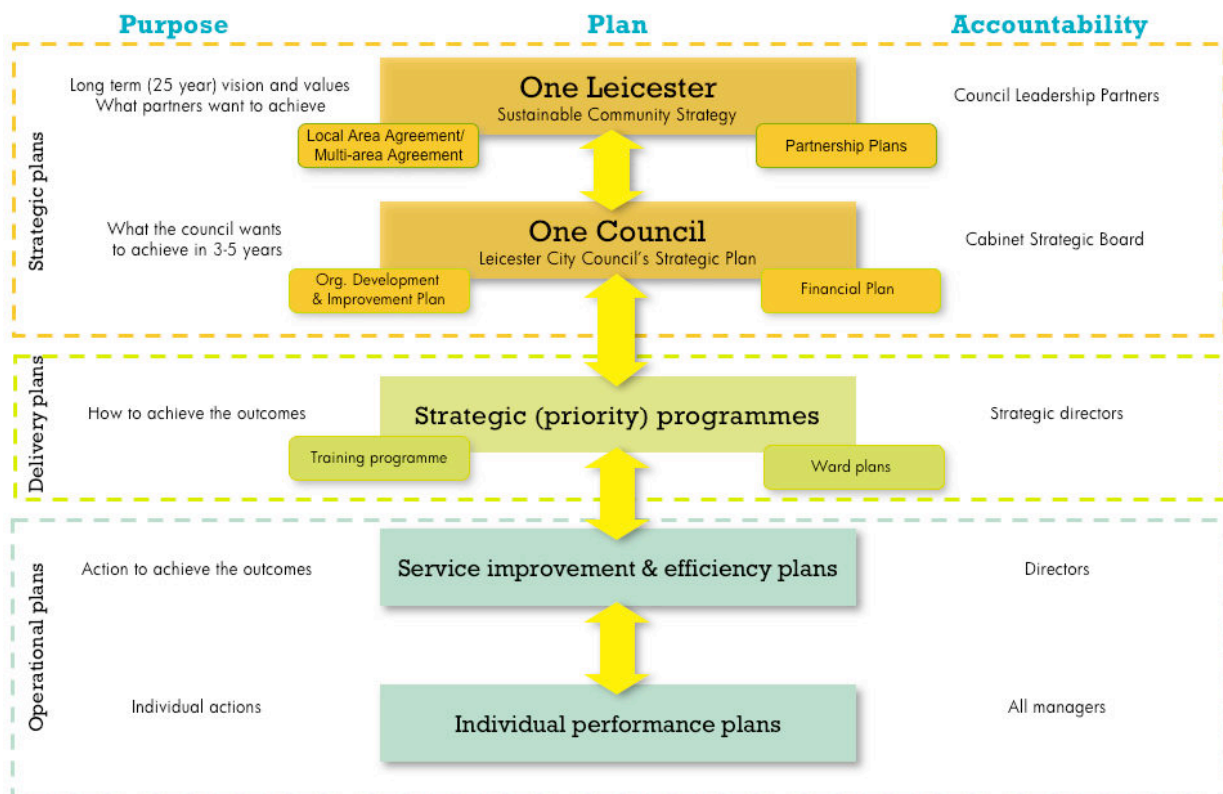
This plan will ensure we become One Excellent Council enabling us to deliver our corporate plan and the priorities of One Leicester as well as maximising efficiencies. It will enable us to support the delivery of services that are effective and that improve outcomes for the citizens of Leicester. Our shared values will guide us in delivering this plan and our new managerial structures and governance arrangements will ensure clear accountabilities and a focus on building and sustaining a fit for purpose organisation.

This section of our plan introduces why we need an organisational development and improvement plan and how it fits within our overall planning framework to support us in delivering the One Leicester Strategy.

1.1 Purpose of this Plan

To deliver our corporate plan and to achieve the priorities of *One Leicester* we recognise that we must develop and improve our organisation and the individuals that work within it. We have already started on that improvement journey. This plan sets out our priorities for organisational development and improvement and supports the achievement of our efficiency targets. This plan is part of our overall planning framework as shown in the diagram below. In particular this plan will help us to achieve our corporate plan priority 'One Excellent Council'.

Leicester City Council Plan Relationships



The planning framework in the diagram shows the relationship between the plans. One Leicester is the 25 year vision for the city and it drives the strategic planning of the council. The strategic plans include the corporate plan, financial strategy and the organisational development and improvement plan. This ensures that the outcomes in the corporate plan are financed and the organisation develops the capacity and capability to deliver the priority outcomes. This is completed in a framework of understanding risk well and having in place a risk management strategy to mitigate risk and ensure business continuity.

Strategic programmes are the delivery plans of the Priority Boards who will commission the services, activities and projects to deliver the outcomes

Service Improvement and Efficiency Plans (SIEP) are the operational plans. They focus on improving our services and delivering the required efficiencies.

Teams and individuals' objectives will define their contribution to One Leicester and hold them to account using the performance management framework.

This organisational development and improvement plan sets out where we are now, where we want to be as an organisation and how we will get there in terms of 'One Excellent Council'. In particular it is focused around four key areas which we see as critical to achieving excellence:

- **Leadership** – ensuring we have strong and effective community, political and managerial leadership, work effectively in partnership and have a clear focus in terms of vision and priorities;
- **Our People** – ensuring we have the right people, with the right skills and behaviours and that we effectively support and develop our employees and that we deploy them in the right place;
- **Our ways of working** – ensuring we transform the way we work which will mean we have efficient and effective systems and processes; and
- **Performance management** – ensuring we proactively manage our performance, are creative in the way we drive service improvement, and act as a learning organisation.

This plan is primarily for use within the organisation as it is focused on ensuring a fit for purpose organisation which in turn will ensure we can deliver our priorities as set out in the corporate plan and *One Leicester*.

1.2 How we will deliver and monitor this plan

We have 11 priorities which are the current focus for organisational development and improvement. This plan sets out the scope of those priorities, the benefits (including financial benefits) they will deliver and how they will be achieved. It includes the work needed to help implement our Pay and Workforce strategy, our Member Development Strategy, and Learning and Development Strategy which are focused on how we intend to support our employees and Councillors in building our capacity organisationally and individually to deliver One Leicester.

Organisational development and improvement is seen as core to our business and is being managed with rigour and intensity. The aim in delivering this work is to make best use of the strong skills and expertise that exist across the Council. Delivery of this plan is therefore being achieved in two ways: firstly through the development and implementation of key strategies by the appropriate lead officers across the Council, and secondly, via specific time limited projects or programmes of work.

The latter are being delivered via our Organisational Development and Improvement (ODI) Team (previously known as the Delivering Excellence Team) who are working closely with many other employees across the Council. The ODI team involves employees from many different areas of the Council who have been seconded following a rigorous selection process, to deliver our organisational improvement programmes of work. We have deliberately chosen to use a flexible secondment approach to delivery as we believe it will support us in building our organisational capability as these individuals develop their existing skills and learn new skills which they can take back out into the organisation. This is also a model for long-term sustainability and transformation. Similarly we hope that other employees who are involved in different ways in the changes we are delivering, will also have the opportunity to learn and develop through working on the improvement programmes.

As identified in a recent independent gateway review of our organisational development and improvement programmes, we will ensure that in delivering this plan we:

- Plan for the key decisions that will be needed to support us in transforming our organisation;
- Prioritise our development and improvement activity according to impact on performance and efficiency;
- Have clear accountabilities and robust governance arrangements to continually challenge our progress and impact;
- Communicate effectively with all key stakeholders; and
- Have a robust approach to identifying and tracking the benefits and impact of our activity.

This plan is being monitored by the Organisational Development and Improvement Board. We will also regularly report progress to the Council's Strategic Management Board and Cabinet, and will be reviewing and updating this plan annually. We will regularly communicate progress on this plan to our Councillors and employees and ensure there is effective ongoing engagement and dialogue with all key stakeholders.

1.3 Leicester City Council values

We share the values of One Leicester with our partners. The One Leicester values are described below along with what these mean to us in the way we work. These are important guiding principles to all our work in developing and improving the organisation and were developed after consultation with our communities.

Driving out inequalities

We will prioritise those people most in need and those activities that drive out inequalities between communities and individuals. Rather than just addressing the symptoms, we will prioritise the preventative activities that eliminate the root causes of inequality. At the heart of this are our approaches to worklessness and skills, tackling childhood poverty and promoting cohesive communities.

For Leicester City Council this means....

We are committed to inclusion, meeting the diverse needs of our communities and to the principle of equal services for equal need based on a clear understanding of our communities. We will protect vulnerable people and pay particular attention to caring for vulnerable children and young people. We will tackle the causes of inequality by providing opportunities such as skills, jobs, wellbeing and living standards. We will promote cohesion and cross faith and community dialogue, for example through our work in the arts, culture, youth activity and play.

Delivering quality services

We will focus on those activities that improve the quality of public services and other aspects of public life that affect the people of Leicester. We will challenge the way things are done so we can deliver better value for money and more effective and efficient services for the people of Leicester.

For Leicester City Council this means....

We are committed to becoming One Excellent Council to deliver better services for our citizens. We will focus on what is most important to our citizens. We will challenge the way we work and improve the way we do things, becoming more efficient and delivering better value for money whilst making services more effective. This approach includes developing approaches to personalisation and choice.

Delivering outcomes

We will concentrate on those activities that deliver the right results for the people of Leicester – the things that will make a real and lasting difference to people's lives.

For Leicester City Council this means....

We will understand the needs of our service users and customers and define this clearly in terms of outcomes. We will deliver the day-to-day services to standards required by our citizens. By understanding the needs of our customers, we will focus additional efforts on those activities that will improve the lives of people who are affected by inequality.

Having a customer focus

We will prioritise activities that help us to respond better to the diverse needs and concerns of different communities across the city. We will involve the people that use our services in how they are designed and deliver our services in ways that suit the people who depend on them. We will prioritise activities that make our services accessible to all citizens – regardless of their circumstances. This will usually mean delivering services to people in their own neighbourhoods and some services in the city centre.

For Leicester City Council this means....

We will involve the people that use our services in how they are designed and in setting service standards. We will also monitor our customers' response to services and actively use this feedback in changing the shape and nature of services. We will deliver our services in ways that suit the people who depend on them. This will mean delivering some services to people in their own neighbourhoods.

Joining-up what we do

We will ensure that the activities of all of the main agencies in the city are well co-ordinated, working to a common strategy and agenda. This will help us to work together more effectively for the benefit of the people of Leicester. At our best, *the sum of our achievements will be greater than the parts.*

For Leicester City Council this means....

We will play our role as community leaders within the Leicester Partnership and co-ordinate the activities of the main agencies working to a common strategy and agenda. We will work together, as One Council and with other partners to deliver our contribution to One Leicester, changing the lives of people in the city.

Delivering sustainably

We will prioritise those activities that take into account the social, economic and environmental needs of the people of Leicester and that do not compromise the needs of future generations.

For Leicester City Council this means....

We are committed to playing our part towards becoming Britain's sustainable city. We will use our own resources efficiently, for example reducing waste, promoting recycling and developing schemes for our staff that reduce our impact on the environment, and look at ways we can use our influence more widely for example through our procurement policies. We will work to make Leicester a city for people and families rather than a city for cars. We will focus on how we can help Leicester to have the lowest urban carbon footprints in Britain and play a key role in tackling global warming.

1.4 Our organisation

The start of our organisational development and improvement work has been the design of new senior management structures which are now being implemented. The key principles for this new structure have been to:

- Ensure clear and effective lines of accountability and ways of working in terms of the managerial and political interface;
- Focus and dedicate the top tier of management on strategic leadership for the city;
- Focus and dedicate the second tier of management (Divisional Directors) on operational leadership of services; and
- Create a commissioning – provider relationship with our Strategic Directors working with Cabinet Lead Members to become the 'Commissioners of Services', and Divisional Directors being the 'Providers of Services'.

In this way the commissioning cycle is at the heart of how we operate and we create the space and capacity to focus on understanding needs, developing strategy, defining outcomes, planning, commissioning and reviewing delivery, and in turn enable our Divisional Directors to focus on delivering excellent services.

We see commissioning as the way to achieve better outcomes in a more efficient way for our citizens. However, just changing our senior management structures is not enough to achieve those better outcomes and efficiencies, we will need to make sure we have strong and effective leadership, have the right people with the right skills, supported by the right systems and processes, and manage our performance effectively. This is the focus of our organisational development and improvement plan. The next section of the plan focuses on where we are now as our starting point for organisational change.

2. Where we are now

Our ambition is to become one of the best councils in the country, achieving more for our citizens and providing rewarding careers for our employees. We must do this whilst achieving year on year efficiency targets set by government and with slower growth in resources due to the recession. To achieve our ambition within this challenging economic environment we recognise the need to develop and improve in a number of ways, but we also have strengths which we can build on.

This section of our plan sets out both our strengths and challenges in terms of leadership, our people, ways of working, and how we manage performance.

2.1 Our achievements and strengths

Our key achievements and strengths in relation to organisational development and improvement are summarised below.

2.1.1 Leadership

- We have visible and effective political and community leadership.
- We have a new senior management team who bring additional capacity and fresh perspectives to the organisation.
- We have clear political leadership that will provide strong and stable decision making.
- We have a clear and challenging vision (One Leicester) for the City supported by all that should help bring about a common goal and purpose for the various public and private sector organisations of Leicester.
- Our relationships with our external partners are strong and developing all the time.
- We have a developing 'One Leicester' brand and identity for the City.
- We have leadership that is strong, resilient and tenacious in tackling the city's issues.

2.1.2 Our People

- We have many hard-working and professional employees who are committed to serving the needs of the people of Leicester.
- We have a skilled and knowledgeable workforce that we are starting to use more flexibly to support our priorities and organisational development.
- We have many experienced and committed Councillors who have well established ways of working.
- We have good relationships between employees in different services and with employees in other agencies working for the good of the people of Leicester.
- We are promoting a new culture of openness and trust for example by our strategic management team working differently.

2.1.3 Our ways of working

- We have a sound understanding of the local context and engage with our communities and have improved this with our ward committee meetings.
- We are making positive investments in our technology and systems such as our Electronic Document and Records Management System (EDRMS) which have the potential to support new ways of working.
- We are actively working to change our HR policies and procedures to make them less bureaucratic and more focused on helping managers to manage employees effectively.
- We are developing new ways of integrated working across the partnership in order to improve outcomes for the citizens of Leicester.

2.1.4 Performance management

- We have a strong and effective focus on improving how we use our resources.
- We have sound financial management.
- We have a strong focus on outcomes led from the top.
- We are now having more of the difficult discussions in a constructive way to drive improved performance.
- We have developed robust and confident responses to key challenges.
- Customer satisfaction levels with most of our services have improved.
- Customer satisfaction with the council as a whole has significantly increased since 1998.
- We are focused and clear about our key performance indicators and how we monitor and evaluate performance against them.
- We are effective at understanding organisational risks and embedding risk into our business processes through our risk management strategy and approach.

2.2 Our key challenges

Our key challenges in relation to organisational development and improvement are summarised below.

2.2.1 Leadership

- Our decision-making has lacked pace in the past and we did not always consistently follow up on our decisions.
- We previously lacked a consistent focus on what is most important in terms of our priorities and have not always had a common shared purpose across our senior management team.
- We worked in 'departmental silos' which did not help to create a One Council approach to what we do.
- We sometimes avoided taking the tough decisions about difficult organisational challenges because senior managers wanted to avoid conflict.

2.2.2 Our People

- We have had a bureaucratic culture that has stifled creativity, slowed decision making and perpetuated a culture of blame in some parts of the Council.
- Our Managers have not always had the confidence to be accountable and take decisions.
- We have been weak in terms of our workforce planning and not focused enough on employee recruitment, retention, talent management and skills for leadership.
- Our workforce has not been as representative as it needs to be in terms of the diversity of the City.
- Our internal and external communications have been inconsistent particularly in terms of communication with our employees, and between officers and Councillors.
- We have not always engaged our trade union representatives at the right time or level in terms of decisions that affect our workforce.

2.2.3 Ways of working

- Our internal systems and processes have often been bureaucratic and seen as risk averse and have not helped managers to get things done quickly and efficiently.
- We have had difficulties in managing the poor performance of a small number of employees.
- Our support services have not always been as customer focused as they need to be and there has been duplication of activity and effort in some areas.
- We are a data rich organisation but have not always captured and used data as effectively as we could to share knowledge, learning and understand needs.
- We have not had visibility of all our project and programme activity, and have often been unclear about the benefits this is delivering or what it costs us.

- We have a range of information systems but these have not been as effectively linked together as they could be which makes it more difficult for us to deliver excellent customer services.

2.2.4 Performance

- Our standards of customer service have been inconsistent and we have sometimes focused on following a paper trail as opposed to meeting the needs of the customer.
- We have in the past tended to focus too much on monitoring performance rather than performance management of service improvements and outcomes.
- We have not always sufficiently celebrated what we do well and have been inconsistent in terms of learning from what has not worked so well.
- Our approach to efficiencies and value for money has focused too much on a traditional approach to budgeting.

2.3 Achieving efficiencies

The development and improvement of our organisation takes place in the context of some challenging efficiency targets and a tough economic climate. The Council has entered into a LAA target requiring it and its partners to achieve £77.4m of savings (between them) by 2010/11. As part of that the Council's own target for efficiency by 2010/11 is £37.443m, to meet national expectations. The savings we achieve must meet the Government's definition of an efficiency saving if they are to contribute to this target (see Appendix two).

We have a positive and strong track record on achieving efficiencies. The 2005/06 to 2007/08 Efficiency Target for the Council was £20.95m. We needed to achieve at least 50% of this total through cashable savings. The Council actually achieved cashable savings of £28.548m between the period of 2005/06 to 2007/08. The overachievement against the target allows us to carry forward efficiency savings to the next period (2008/09 to 2010/11) as outlined below.

However this still leaves us with a significant efficiency challenge. To achieve this we already have approved plans for:

- £6.128m of total savings identified in the departmental revenue savings strategies (as part of the budget strategy for 2009/10 to 2011/12);
- £1.8m of total savings identified via 'quick win' projects (details in Appendix x);
- £2.2m of total savings identified in the corporate procurement strategy and activity.

This is outlined in Appendix 2 of this plan.

In addition the following already contribute to the target:

- The £9.420m of carried forward efficiencies from activity prior to 2008/09;
- £1.667m of full year savings from activity in 2008/09;

The majority of the other contributions to our efficiency target come from the proposed outcomes of our organisational development and improvement programme. The total efficiency by 2010/11 and also the contribution to the next budget are outlined in appendix two.

Having outlined our strengths and challenges the next section of this plan sets out where we want to be as an organisation and our priorities for organisational development and improvement which will help us to achieve this.

3. Where we want to be

'One Excellent Council' will mean we are amongst the best as a Council, achieving more for our citizens and providing rewarding careers for employees in the most efficient and effective way. Organisational development and improvement is focused on achieving this and is core to what we do.

This section of our plan sets out the type of organisation we want to be, our priorities which will help us achieve that and how we will measure success.

3.1 The type of organisation we want to be

3.1.1 Our Leadership will:

- Lead by example and work effectively as One Council.
- Keep in touch with the people of Leicester and be visible to our employees.
- Set priorities that are outcome focused and will improve the quality of peoples' lives.
- Be clear about accountabilities, ensure timely and transparent decision-making and make sure we implement those decisions.
- Agree clear priorities that they stick to, recognise where conflicts occur between priorities and resolve them.
- Allocate adequate funding to services and activities that deliver the priorities.
- Empower employees, not control them.
- Make tough decisions at the strategic level and allow other decisions to be made at the appropriate level (management/front line).
- Understand the needs of communities through evidence and information gathered and anticipate future pressures.
- Say no, especially to opportunities that do not contribute to achieving desired outcomes.
- Maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.

3.1.2 Our People

- Employees feel empowered, trusted and have a can do attitude.
- Employees and managers are trained and developed, not blamed.
- We listen to employees and seek their input into decision making.
- Councillors are supported and equipped to undertake all of their roles.
- Issues, such as capability or disciplinary processes are dealt with in a timely way.
- Customer care is important to employees and reflected in recruitment and training.
- The workforce is representative of the population it services.
- Innovation and ambition are encouraged and rewarded.
- Employees understand how what they do makes things better for citizens.
- We identify and develop talent, including leadership and management potential.
- We communicate consistently, effectively and clearly to our employees, Councillors, Trade Unions and externally.

3.1.3 Our ways of working

- Our HR processes support performance management.
- Working to guiding principles, not bureaucratic control.
- Taking risks but managing them.
- We treat our internal customers as well as we treat our external customers.
- We collaborate with others and involve citizens in decisions about their services.
- Our communication and information are in plain language.
- Our managers are supported to deliver services, not distracted with procedures.
- Fairness and inclusion are integrated into our ways of working.
- Working with other services and partners is encouraged and supported.
- Decisions are made quickly.
- Our systems are better integrated to help us work efficiently and effectively.
- In any changes we make we consider the impact we are having in terms of environmental sustainability and seek to minimise our impact on the environment and reduce our carbon footprint.

3.1.4 Our performance

- Everyone understands their contribution to outcomes and service improvement.
- We have consistent customer service standards and meet our customers' expectations.
- We have a strong and consistent focus on improving value for money.
- Performance is managed, not just monitored.
- Planned efficiency savings are made whilst performance is improved.
- People see us as a learning organisation and we celebrate success

3.2 Our priorities for organisational development and improvement

Our priorities for organisational development and improvement have been identified by assessing where we are now as set out in section two of this plan against the type of organisation we want to be as outlined above.

Our priorities are:

Leadership

1. To implement and embed our new organisational structures and governance arrangements.
2. To further develop and improve the way we work in partnership.

Our People

3. To review and strengthen our arrangements for development of employees and Councillors, and management of our workforce.
4. To develop our communications focusing particularly on internal communications.

Our ways of working

5. To develop our approach and capability to project and programme management across the Council.
6. To transform our support services in terms of efficiency and effectiveness.

Performance management

7. To deliver a step change in our customer services via our One Council, One Contact programme.
8. To improve our management of suppliers in order to maximise value for money.
9. To develop a priority based budgeting approach to our financial planning.
10. To further develop our approach to performance management.
11. To embed a One Council approach to commissioning across the organisation.

3.3 How we will measure success

This plan will ensure we become One Excellent Council enabling us to deliver our corporate plan and the priorities of One Leicester as well as maximising efficiencies. We will be able to evidence strong leadership, empowered people, efficient ways of working and effective performance alongside achievement of efficiency savings as set out in Appendices one and two.

The key measure of success for this plan will be the delivery of services that are effective and that improve outcomes for citizens of Leicester. This will be reflected in improvements in our key outcomes and relevant Performance Indicators in the Local Area Agreement, and in what our Citizens say.

The key milestones and impact of this plan will be regularly monitored and evaluated by the Organisational Development and Improvement Board.

4. What we are doing in 2009/10

4.1 How we will achieve our priorities

A number of our organisational development and improvement priorities are being managed as a specific project or programme of work. Other areas are being delivered through the development and implementation of key strategies such as our Workforce Development Strategy, Member Development Strategy, and Learning and Development Strategy.

Below we have set out some of the key milestones we are aiming to achieve in 2009/10. We have a number of specific Project and Programme Teams overseen by Programme Boards whose role is to ensure we are delivering these milestones. Appendix 1 describes in more detail each project/programme.

The overall plan is being monitored by the Organisational Development and Improvement Board who will regularly review, evaluate and report progress to the Council's Strategic Management Board and to Cabinet.

4.2 What we will have achieved by October 2009

Leadership

- Our new management structures are in place and fully operational.
- We will have reviewed the way our management and political leadership work together in relation to our new structures and implemented agreed changes.
- Our first state of the city report published.
- Updated our partnership database and identified opportunities to further strengthen the added value of our partnership arrangements.
- Agreed the plan to improve the way we work in partnership.
- Agreed the support we need for effective strategic commissioning.
- Implemented our Leadership in Partnership Programme with Warwick Business School.
- Published our report on scrutiny activity.

Our People

- Completed our first Learning and Development Strategy.
- Completed a review of our induction processes and introduced new arrangements for unified induction of new starters.
- Reviewed our existing practices in relation to employee management and development.
- Identified and reviewed good practice in employee management and development from other organisations.
- Reviewed our recruitment practice.

- Implemented our Reach Higher Programme for BME staff.
- Developed our Workforce Strategy.
- Created and launched a member development portal.
- Completed initial skills audits and personal development plans for Councillors who want them.
- Developed and launched an annual programme of learning and development events for Councillors and officers.
- Agreed and implementing a six month internal communications programme.

Our ways of working

- Completed an assessment of how our support services operate and the resources this involves.
- Reviewed and evaluated options for future support service delivery.
- Implemented a Project Portfolio Management and Gateway process to support our new Priority Boards and ensure visibility and control of our project and programme activity, and established a Corporate Portfolio Management Office to manage and coordinate this.
- Introduced simpler project management standards which are easier to use and focus project managers more on delivery of benefits from projects, as well as helping monitor benefits delivery.
- Established a Project Management Network to act as a "Centre of Excellence" and help with transfer of skills and learning between our project managers.

Performance management

- Agreed the changes to our performance management framework which will support us to work effectively in our new decision making structures.
- Agreed our new corporate plan and service improvement and efficiency plans.
- Agreed a new set of organisational health performance measures.
- Completed a review of the way we use our Performance Plus system.
- Developed and agreed our corporate approach to strategic commissioning.
- Communicated our strategic commissioning framework to senior managers across the Council
- Undertaken work to review our current customer access channels including face to face and web.
- Increased the range of frontline services which are dealt with via our corporate customer services centres.
- Completed a business case for integrating our Customer Relationship Management system with other back office systems.
- Reviewed our high value contracts for opportunities to consolidate contracts.
- Reviewed all key categories of non-contracted spend to agreed ways of reducing.
- Completed a make or buy review of print, reprographics and design.
- Completed and reviewed the pilot phase of priority based budgeting reviews.

4.3 What we will have achieved by April 2010

Leadership

- Conducted an evaluation of the impact of our new governance and management arrangements and made any necessary further refinements.
- Implemented our partnership improvement plan.

Our People

- Put in place the new model for management and development of our employees.
- Developed a revised approach to appraisal and employee supervision and management.
- Piloting a new behavioural competency framework.
- Put in place our workforce strategy.
- Review and evaluated the impact of our communications programme and identified lessons learnt for future communications activity.
- Developed a communications programme for the next 6 – 12 months.

Our ways of working

- Developed a business case and implementation plan to take forward the preferred options for support services.
- Implemented changes in relation to our support services.
- Introduced new programme management standards and training.
- Put in place a project management competency assessment framework for Project Managers across the Council.
- Evaluated our 6 month project assurance programme.
- Standardised our new approaches to project and programme management into our business as usual ways of working and evaluated the initiation operation of our strategic portfolio management and gateway approval processes.

Performance management

- Piloted our new strategic commissioning framework with our Priority Boards.
- Developed and implementing a clear plan for market engagement and development.
- Agreed a future access channel strategy and underway with implementing changes.
- Further increased the range of frontline services which are dealt with via our corporate customer services centres.
- Implementing the agreed business case for integrating our Customer Relationship Management system with other back office systems.

- Developed consistent customer services standards and implementing customer services training and development where needed.
- Brought together contracts where this will realise greater benefits.
- Contracted with new suppliers and/or re-negotiated contracts for non-contract spend.
- Commenced the second of two phases of reviews for Priority Based Budgeting.
- Standardised our new corporate and service planning, data management and performance reporting arrangements.
- Planned our budget aligned to priorities in all of the Priority Based Budgeting pilots.

Appendix 1:

Delivery plans 2009/10

Leadership

Priority one: To implement and embed our new organisational structures and governance arrangements.

How it helps achieve One Excellent Council

The key benefits of this priority

Our new structures and governance arrangements will help us to:

- Lead by example and work effectively as One Council.
- Set priorities that are outcome focused and will improve the quality of peoples' lives.
- Be clear about accountabilities, ensure timely decision-making and make sure we implement those decisions.
- Agree clear priorities that they stick to, recognise where conflicts occur between priorities and resolve them.
- Allocate adequate funding to services and activities that deliver the priorities.
- Make tough decisions at the strategic level and allow other decisions to be made at the appropriate level (management/front line)
- Understand the needs of communities through evidence and information gathered and anticipate future pressures.
- Say no, especially to opportunities that do not contribute to achieving desired outcomes.
- Maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.

We will measure success through:

- Improvements in relation to the priority outcomes and key performance indicators including our LAA targets.
- Achievement of level 4 in the organisational assessment of CAA.

How it will be delivered

How we will deliver this

The new structure is already agreed and most appointments completed. The next steps are to embed the new officer governance arrangements and to review key procedures and processes to ensure they reflect the new arrangements.

Who is responsible

This work is the responsibility of the Strategic Management Board of the Council.

What we will do and when**The key milestones will be:**

- Update the constitution and Scheme of Delegation – Complete by 1st June 2009
- Revise key procedures and processes to reflect the changes in terms of roles and responsibilities – Complete by 30th June 2009
- Establish the new officer governance arrangements – Complete by 30th September 2009
- Reviewed the way our management and political leadership work together in relation to our new structures – Complete by 30th September 2009
- Review the implications in terms of partnerships – Complete by 31st October 2009
- Conducted an evaluation of the impact of our new governance and management arrangements – by 31st March 2009

Priority two: To further develop and improve the way we work in partnership.

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- To maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.
- To have a shared understanding with partners about the needs of communities through evidence and information gathered, and be able to anticipate future pressures.
- To set joint priorities which are outcome focused and improve the quality of peoples' lives.
- Be clear about accountabilities, ensure timely decision-making and make sure we implement those decisions.
- To support improvements in key outcomes through effective challenge and evaluation.

We will measure success by:

- Improvements in relation to the priority outcomes and key performance indicators including our LAA targets.
- Achievement of level 4 in the organisational assessment of CAA.

How it will be delivered

How we will deliver this

□ Improving the Partnership Structure

- Consolidating the structure into five Strategic Theme Groups and two cross-cutting Theme Groups.
- Consolidating the thematic groupings into a new executive sub group (called the 'Strategic Board').
- Implementing the 'Family of Partnerships' concept to assist the governance and development of the Partnership.
- Reviewing the sub-group structure of Strategic Theme Groups.
- Develop the Talking Up Leicester Strategic Theme Group.

□ Strengthening the Leadership roles within the partnership

- Strategic Directors of the City Council will be the Lead Officers for the Strategic Theme Groups.
- The Theme Group Chair will not be a paid officer of the Council when the Lead Officer role is held by a Strategic Director of LCC.
- The Performance Scrutiny Sub-group will be strengthened through adding the Chief Operating Officer of the City Council as a permanent member.
- Expanding the detail around the practical workings of relationship management, beyond that described within the role of the Lead Commissioning Officers and Chair.

- Development of ways of working that enable cross-cutting issues to be tackled and delivered upon.
- **Improving capacity to support the work of the Partnership**
 - Support to the Partnership will be developed into a 'shared service' model that is funded from the Area Based Grant.
 - Identify support required for Theme Groups to function.
- **Improving the Partnership commissioning capability**
 - We will consolidate and strengthen joint commissioning arrangements and ensure that the standards of commissioning previously agreed by the LSP are incorporated as consistent good practice.
- **Improving the performance management framework**
 - We will further strengthen the way in which we collectively evaluate and challenge performance.
 - Focus on increasing partnership buy-in to One Leicester, developing joint target setting and more joined up performance management arrangements linked to the CAA.

Who is responsible

Lee Harrison, Head of Partnership, Performance and Policy will oversee the programme and Strategic Theme Group Leads will share responsibility for delivery of the improvement.

What we will do and when

The key milestones will be:

- First state of the city report published – by 31st July 2009
- Partnership mapping completed and database updated - by 31st July 2009
- Partnership Improvement plan and opportunities for rationalisation agreed – by 31st October 2009
- Improvement plan implementation – November 2009 – April 2010

Our People

Priority three: To review and strengthen our arrangements for development of employees and Councillors, and management of our workforce

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will be smarter and more efficient in managing our workforce.
- Employees feel empowered, trusted and have a can do attitude.
- Employees and managers are trained and developed, not blamed.
- We listen to employees and seek their input into decision making.
- Councillors are supported and equipped to undertake all of their roles.
- Issues, such as capability or disciplinary processes are dealt with in a timely way.
- The workforce is representative of the population it services.
- Innovation and ambition are encouraged and rewarded.
- Employees understand how what they do makes things better for citizens.
- We identify and develop talent, including leadership and management potential.

We will measure success by:

- Overall improvement in performance management of our employees in terms of efficiency and effectiveness resulting in improved performance and productivity reflected for example in sickness absence levels.
- Improved employee development and management supports the Council in achieving high levels of performance.
- The quality and consistency of training records, supervision and one-to-ones is improved.
- Achievement of the IDeA Member Development Charter.

Specific measures and targets will be set once the work to define the changes to current practices has been completed.

How it will be delivered

How we will deliver this

This programme of work will include:

- Reviewing our recruitment processes to ensure they meet best practice and enable us to get the right people into the right jobs.
- Developing induction of employees to ensure it is timely and outcome focussed.
- Improving our day-to-day management and supervision of employees to ensure it is high

quality and outcome focused.

- Developing our performance review/appraisal process to deliver a consistent, objective and evidence-based performance review process for everyone that is linked to individual development.
- Review our practices in relation to transition of employees to new roles for example through promotion, and how we manage our exit processes for employees.
- Embedding a new approach to Member development.
- Developing a One Council approach to learning and development which will look for opportunities to undertake different approaches to learning and development such as coaching and e-learning and ways in which we can collaborate with partners.

We will deliver this work via:

- Our Individual Performance Management Programme.
- The delivery of our Member Development Strategy and Action Plan.
- The delivery of our Learning and Development Strategy.

Who is responsible

- The Senior Responsible Officer for the Individual Performance Management Programme is Sheila Lock, Chief Executive.
- The Member Development Strategy and Action Plan is being led by the Member Development Forum supported by our Head of Democratic Services, Liz Reid-Jones.
- Delivery of our Learning and Development Strategy is the responsibility of our City Learning Service, managed by the Head of Service, Paul McChrystal and the Director of HR, Fiona Skene.

What we will do and when

The key milestones will be:

- Complete our first Learning and Development Strategy – by 31st July 2009
- Complete a review of our induction process – by 31st July 2009
- Reviewed our existing practices in relation to employee management and development – by 31st August 2009
- Introduced new arrangements for unified induction of new starters – by 30th September 2009
- Develop and launch an annual programme of learning and development events for Councillors and officers - by 30th September 2009
- Created and launch a member development portal - by 31st October 2009
- Initial skills audits and personal development plans in place for Councillors who want them - by 31st October 2009.
- Reviewed our recruitment practice – by 31st October 2009
- Implemented changes to our recruitment practice – by 31st December 2009
- Established a pilot for a new behavioural competency framework – by April 2010.
- Developed a new appraisal framework – by April 2010.

Priority four: To develop our communications focusing particularly on internal communications

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We communicate consistently, effectively and clearly to our employees, Councillors, Trade Unions and externally.
- We are open and transparent in our communications with employees and Councillors.
- Our leadership are visible and regularly engage with employees.
- We will engage our managers regularly in decisions that affect employees and the way we work.
- Our communication and information is in plain language.

We will measure success by:

- Feedback from our managers, employees and from Councillors.

How it will be delivered

How we will deliver this

This work will involve the development of an internal communications programme which will pilot different methods of communicating and engaging on our organisational changes. This programme will include the following:

- Face to face engagement of managers, employees, Trade Unions and Councillors
- Use of Insite and other electronic communications
- Cascading of information from key decision making boards including our Strategic Management Board

Marketing and Communications is within the remit of the Support Services transformation which will look at how we deliver marketing and communications activity currently, the resources involved and determine the best approach for the future.

Who is responsible

This work will be led by the Head of Communications, Mark Bentley supported by Miranda Cannon, Director of Change and Programme Management, and the Organisational Development and Improvement Team.

What we will do and when

The key milestones will be:

- Development of a 6 month internal communications programme – by 31st July 2009

- Implementation of the programme – July 2009 – Dec 2009
- Review and evaluation of the impact on the programme and identification of lessons learnt for future communications activity – by 31st Jan 2010
- Develop programme for the next 6 – 12 months – by 28th Feb 2010

Our ways of working

Priority five: To develop our approach and capability to project and programme management across the Council

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will know how our projects and programmes are contributing to priorities and outcomes and what they cost us to deliver.
- We will have a controlled way of starting up and managing our projects and programmes.
- We will manage our projects and programmes in a consistent and professional way.
- We will take risks in relation to projects and programmes because we manage them.

We will measure success by:

Monitoring progress against the following specific measures:

- Percentage of projects making a significant contribution to LCC Strategic Priorities.
- Percentage of projects adequately focused on outcomes delivery.
- Percentage of projects delivering on time, within agreed budget and to acceptable quality.
- Percentage improvement in overall Project Management capability assessment scores.

Specific targets will be set for these indicators once baselines are established.

How it will be delivered

We have a programme of work to deliver this which consists of three main components:

1) Portfolio management

The focus of this is to

- Put in place a process for the Council to develop a strategic portfolio of projects and programmes which are aligned to the One Leicester strategy.
- Implement & support a project Gateway Approval process working closely with Strategic Directors.
- Establish the governance to support the portfolio management and gateway processes, including maintaining Portfolio Registers & progress reporting.

2) Establish a corporate Portfolio Management Office (cPMO) and standards

The focus of this is to:

- Design, recruit into and establish a proactive Corporate Portfolio Management Office to provide oversight of all main projects.
- Roll-out revised project standards across the Council, including all necessary

communication, training & support and amendments to existing Project Standards.

- Provide the following functions: gateway management, strategic portfolio management, reporting, document management, project assurance, benefits management, best practices and standards, support to the Project Management Network.

3) Improve Project Management Capability & Implement Project Assurance

The focus of this is to:

- Complete Assurance Reviews of "High Risk" projects from the Portfolio.
- Agree & start delivery of 2009/10 annual assurance programme.
- Continue to support and develop the Council's Project Manager Network, deliver quarterly events and establish mutual support and mentoring.
- Implement a Project Manager Competency Assessment process & establish skills gaps and development needs via a joint sub-Regional RIEP project.
- Identify priority training & development needs.

Who is responsible

The Senior Responsible Officer for this Programme is Miranda Cannon, Director of Change and Programme Management.

What we will do and when

The key milestones will be:

- Annual project assurance programme is in place and resourced for the assurance of projects from the corporate Portfolio for 2009/10 – by 30th June 2009
- Agreed action plans for high value projects in place following completion of Assurance Reviews, which is tracked by cPMO on a quarterly basis – by 30th June 2009
- Complete the development of a strategic portfolio management and gateway approval processes and make sure they align with our new organisational structures – by 30th June 2009
- Pilot the new strategic portfolio management and gateway approval processes – by 30th September 2009
- Develop new project management standards and develop training to support the roll out of these standards – by 31st October 2009
- Refine and implement the strategic portfolio management and gateway approval processes as business as usual – by 31st October 2009
- Put in place a Corporate Portfolio Management Office to support our new approach to managing projects and programmes – by 31st October 2009
- Develop new programme management standards and develop training to support the roll out of these standards – by 31st December 2009
- Project management competency assessment framework in place for generic Project Management roles and process – by 31st December 2009
- Evaluate 6 month project assurance programme – by 31st January 2010
- Evaluate operation of the strategic portfolio management and gateway approval processes – by 31st March 2009

Priority six: To transform our support services in terms of efficiency and effectiveness

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We treat our internal customers as well as we treat our external customers, therefore our support services will be customer focused and will operate to consistent and professional standards which meet the needs of the organisation.
- We will ensure our support services are efficient and effective by removing duplication and improving key processes.
- We will have prepared the ground to consider and take forward opportunities for shared services with our partners.
- Consolidation of professional and advisory skills and the freeing up of management time to focus on higher value-add activities.
- Delivery of significant operating cost savings for the Council.

We will measure success by:

- Reduction in the cost of our support services which will contribute to our efficiency targets.
- Increased internal customer satisfaction with support services.
- Support services which are closer to recognised best practice in terms of structures and ways of working.
- Delivery of shared service solutions where appropriate.

Specific targets will be set for these indicators once the work to define our future target operating model has been completed.

How it will be delivered

How we will deliver this

The work will involve undertaking a review of the current way our support services operate and the resources this involves (As Is assessment). We will then develop a vision and design for the future which will be reflected in a business case and implementation plan to put the changes in place.

Who is responsible

The Senior Responsible Officer for this Programme is Andy Keeling, Chief Operating Officer and Deputy Chief Executive.

What we will do and when

The key milestones will be:

- Agree overarching vision and design principles – by end July 2009
- Complete As Is assessment – by end August 2009
- Review and evaluate options for future design – by end September 2009
- Develop business case – by end October 2009
- Develop phased implementation plan – by end November 2009
- Finalise efficiency targets – by end November 2009
- Complete first phase of implementation – by end March 2010

Performance management

Priority seven: To deliver a step change in our customer services via our One Council, One Contact programme

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- Our customers will have a positive experience when they contact the Council because we will have an approach which treats customers consistently and with respect.
- We have consistent customer service standards and meet our customers' expectations.
- We will resolve as many queries as possible at the first point of contact and make sure the ways in which customers can access services are appropriate and efficient.
- Our systems are better integrated to help us work efficiently and effectively and to achieve good customer service.

We will measure success by:

- Increased customer satisfaction.
- Reducing avoidable contact measured by NI14 (the average number, of customer contacts per received customer request).
- Increased efficiency and reduced costs of our customer service processes.
- Uptake of different access channels.

Specific targets will be set for these indicators are to be determined once baselines are established.

How it will be delivered

How we will deliver this

We will have four key streams of work:

- 1) **Access channel review** – This will focus on how and where customers contact the Council including looking at opportunities to use different ways of contacting us.
- 2) **Service migration** – This will focus on bringing together our customer services into our customer services centres by migrating services across in a phased way.
- 3) **Operational and cultural improvement** – This will focus on our structures, day to day operations, customer services standards and training.
- 4) **Technology** – this will focus on providing the tools and capabilities to support efficient customer service.

Who is responsible

The Senior Responsible Officer for this Programme is Alistair Reid, Strategic Director Development, Culture and Regeneration.

What we will do and when

The key milestones will be:

The team is currently being mobilised for this programme and will be developing a detailed plan to ensure key milestones and target dates are clearly defined.

Priority eight: To improve our management of suppliers in order to maximise value for money

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will get maximum value for money in relation to goods and supplies.
- We will work effectively with our suppliers so that we receive a high quality, value for money service and we will make it easier for our suppliers to work with us.
- We will rationalise the number of suppliers in use.
- We will maximise our use of existing contracts to reduce off-contract spend.

We will measure success by:

- Savings realised through contract novation, strategic sourcing and make or buy evaluation.
- Increase in the number of contracts novated.
- Increase in the number of different services utilising novated contracts.
- Decrease in the total value of non-contract spend.
- Increase in the value of spend through existing contracts.
- Increase in the number of new contracts let.
- Increase in number of contracts baselined.
- Increase in the number of compliant contracts.
- Increase in the total value of spend with local and regional suppliers.
- Total value of spend with national suppliers.

Specific targets will be set for these indicators once baselines are established.

How it will be delivered

How we will deliver this

We will deliver this through a number of strands of work:

- **Contract novation** – This will focus on where we have existing contracts with similar suppliers which can be amalgamated and opportunities to reduce supplier spend. It will also focus on improving our contract administration and ensuring clear lines of accountability for supplier performance management.
- **Non-contract expenditure** – This will look at reducing our non-contract expenditure

by maximising use of existing contracts which provide value for money to the Council, by re-negotiation of terms and conditions of existing contracts to include the recurring non-contract expenditure, or by contracting with other suppliers where necessary.

- **Strategic sourcing** – This will baseline proposed contracts and identify and document growth items, cost neutral items and savings to ensure the Council's procurement plan for 2009-11 delivers value for money.
- **Make or buy** – This will identify functions for detailed review to determine their quality and cost effectiveness. It will focus on where service improvements can be implemented across in-house functions and where provision of an in-house function could be offered to the market to deliver better value and performance.

Who is responsible

The Senior Responsible Officer for this Programme is Mark Noble, Chief Finance Officer.

What we will do and when

The key milestones will be:

- Completed a make or buy review of print, reprographics and design – by end November 2009
- Review high value contracts for possible novation during 2010 – by end Dec 2009
- Collated growth, cost-neutral and cost reduction across the procurement plan – by end Dec 2009
- Reviewed all key categories of non-contracted spend – by end Dec 2009
- Contracted with new suppliers and/or re-negotiated contracts for non-contract spend – by end March 2010

Priority nine: To develop a priority based budgeting (PBB) approach to our financial planning

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will no longer have a traditional approach to setting our budget.
- We will have a strong golden thread between our strategic priorities, corporate and service planning and budget setting.
- We will have enhanced transparency of our spend and made sure our resources are focused on priorities.
- We will have a One Council approach to identifying and delivering efficiencies.
- We will be able to de-commission services that are not aligned to priorities and allocate expenditure based upon activity that will give rise to efficiency.

We will measure success by:

- Budgets aligned with priorities set out in the One Leicester as evaluated for example by our external regulators as part of CAA.
- The number of areas of the council which are completing budgets based on PBB principles.
- Savings achieved using PBB as a tool to identify areas to realise savings in a more informed strategic manner.
- Improved visibility and awareness of income generation activity within the council.

How it will be delivered

How we will deliver this

This project will involve a rolling series of reviews that will transform the Council's method of budgeting. We will use these reviews to develop a clear methodology and approach which will replace our current approach to budget setting for the financial year 2011/12.

Who is responsible

The Senior Responsible Officer for this Programme is Mark Noble, Chief Finance Officer.

What we will do and when

The key milestones will be:

- Pilot phase reviews completed - by 1st July 2009
- Complete lessons learned report on the pilots – by 1st August 2009
- First of two phases of reviews to be carried out - completed by January 2010
- Second of two phases of reviews to be carried out - completed by October 2010

Priority ten: To further develop our approach to performance management

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- Performance is managed, not just monitored.
- Everyone understands their contribution to outcomes and service improvement.
- People see us as a learning organisation and we celebrate success
- We rigorously follow up and evaluate actions taken in response to internal and external reviews.

We will measure this by:

The long term measure of performance management is improved performance on our key performance indicators. Process measures are:

- Clear alignment of service aims, priorities, objectives and targets to strategic priorities - Council performance is defined within a corporate framework aligned to the One Leicester priorities.
- Clear accountability for monitoring and managing performance - Accountability framework in place for monitoring and managing performance.
- Improved, timely and accurate management information - Management information adequately reflects what is going on but also provides the basis for making decisions about what needs improving.
- Improved commitment and enthusiasm towards performance management practices across the organisation - Improved effectiveness of performance management information

How it will be delivered

How we will deliver this

There are five work-streams to deliver this improvement.

- **Strategic alignment:** Align service aims, priorities, objectives and targets to Strategic priorities. Improved integration of performance and finance, including financial planning, priority based budgeting and value for money issues.
- **Service Improvement:** Create accountability within monitoring and managing improvements across services through the use of Service Plans, Action Plans and inspection recommendations. Review the impact of the revised planning framework.
- **Performance measures:** Provide timely and accurate management information that

will enable effective decision-making at all levels of management underpinned by improvement plans where necessary.

- Reconfigure Performance Plus to ensure that it captures information from key plans and meets corporate and partnership reporting and analysis needs
- Develop performance data at ward and neighbourhood levels

□ **Performance reporting:** Performance reports catered to all key stakeholder groups, designed to provide management information.

- Development of quarterly performance reports
- Alignment of performance reporting responsibilities and support requirements with the new organisational structures and governance

□ **Cultural change:** to embed performance management practices across the organisation.

- Implement a co-ordinated culture change campaign which demonstrates commitment to improving performance and empowering people to innovate and take managed risks

Who is responsible

Adam Archer, Special Projects Manager as chair of the Performance Management Project Board.

What we will do and when

The key milestones will be:

- Corporate plan agreed – by July 2009
- Service Improvement and Efficiency Plans signed off – by July 2009
- Organisation performance measures agreed – by July 2009
- Performance Management Framework agreed – by September 2009
- Complete Performance Plus review – by September 2009

Priority eleven: To embed a One Council approach to commissioning across the organisation

How it helps achieve One Excellent Council

The key benefits of this priority will be:

Our One Council approach to commissioning will help us to:

- Understand the needs of communities through evidence and information gathered and anticipate future pressures.
- Set priorities that are outcome focused and will improve the quality of peoples' lives.
- Allocate adequate funding to services and activities that deliver the priorities.
- Say no, especially to opportunities that do not contribute to achieving desired outcomes.
- Maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.
- Further develop open, transparent and trusting commissioner-provider relationships.
- Further improve value for money.
- Achieve planned efficiency savings and improve performance.

We will measure this by:

- Improvements in relation to the priority outcomes and key performance indicators including our LAA targets.
- Effective use of resources as evidenced for example through benchmarking.
- Achievement of level 4 in the organisational assessment of CAA.

How it will be delivered

How we will deliver this

Our approach will involve:

- Agreeing a corporate strategic commissioning framework and implementation plan.
- Piloting a new approach to strategic commissioning as part of our new governance and management arrangements (see priority 1).
- Implementing the plan to put our framework into practice and to further develop and improve our approach.
- Alongside this as part of the Support Services Transformation (see priority 6) we will also be reviewing the support that is required for effective strategic commissioning.

Who is responsible

This work is the responsibility of the Strategic Management Board of the Council supported by officers in the Partnership Executive Team.

What we will do and when**The key milestones will be:**

- Agreed our corporate approach to strategic commissioning in line with our new management and governance arrangements – by September 2009
- Communicated our strategic commissioning framework to senior managers across the Council – by October 2009
- Agreed the support we need for effective strategic commissioning – by October 2009
- Identified implications for our Workforce Development Strategy in terms of the skills and competencies required for effective strategic commissioning – by October 2009
- Piloted our new strategic commissioning framework with our Priority Boards – by November 2009
- Developed and implementing a clear plan for market engagement and development – by November 2009

Appendix 2:

DELIVERING EFFICIENCIES

Planned Efficiency Savings

The table below provides a financial summary of the planned efficiency savings by 2010/11 and also the contribution to the next budgets in 2010/11 and 2011/12.

Note that the figures are cumulative, i.e. in 2011/12 they show savings to be achieved in that year as compared to 2008/09.

In relation to our organisational development and service transformation activity highlighted in yellow below, we will set targets by November 2009 which make clear the specific efficiency contributions that each programme will make.

Description	*Total efficiency by	Saving			Contribution to next budget		Accountable Officer
	2010/11 £000s	2009/10 £000s	2010/11 £000s	2011/12 £000s	2010/11 £000s	2011/12 £000s	
<u>Activity prior to 2008/09 – Gershon Savings c/f</u>							
- cashable	7,598	-	-	-	-	-	N/A
- non-cashable	1,822	-	-	-	-	-	N/A
Sub-Total	9,420	-	-	-	-	-	-
<u>Activity in 2008/09 – Full Year Effects</u>							
HR Improvement Plan	535	-	-	-	-	-	N/A
Interest on Property Sales	437	-	-	-	-	-	N/A
Print Procurement	109	-	-	-	-	-	N/A
Cost of Residential Placements	200	-	-	-	-	-	N/A
Sum of other Minor Savings	396	-	-	-	-	-	N/A
Total 2008/09 Savings	1,677	-	-	-	-	-	N/A
<u>Activity in 2009/10</u>							
Divisional revenue strategies (see separate Table)	6,128	3,340	6,128	8,113	-	-	See Separate Table
Agency Project	500	400	500	700	-	-	Fiona Skene
IT Procurement	300	200	300	500	-	-	Jill Craig
Printers	100	0	100	100	-	-	Jill Craig

Appendix Two

Soft Facilities Management	300	300	300	300	-	-	Neil Gamble
Grey Fleet	200	100	200	300	-	-	Andrew Smith
Vehicle Fleet	200	100	200	200	-	-	Andrew L Smith
Policy Officers	200	100	200	200	-	-	Miranda Cannon
Individual Performance Management	14,368	2,500	4,000	8,000	4,000	8,000	Fiona Skene
Supplier Management							Adrian Russell
Priority Based Budgeting							Mark Noble
Programme Management							Miranda Cannon
Adult Social Care Transformation							Kim Curry
Support Services Transformation							Andy Keeling
One Council One Contact							Alistair Reid
Procurement activity (Category Management)	2,200	1,000	2,200	3,500	2,200	3,500	Geoff Organ
Sub-Total	24,496	8,040	14,128	21,913	6,200	11,500	-
<u>Planned activity in 2010/11</u>							
DE Future Programmes	1,850	-	1,850	2,000	1,850	2,000	Miranda Cannon
Sub-Total	1,850	0	1,850	2,000	1,850	2,000	-
<u>Total Efficiency Plan</u>							
Total	37,443	8,040	15,978	23,913	8,050	13,500	N/A

*Government definition.

Divisional Revenue Savings – Explanatory Table

	2009/10 £'000	2010/11 £'000	2011/12 £'000	Accountable Officer
Divisional Staffing Re-Organisation	(200)	(500)	(500)	T Rees
Co-location of Day Centres for Older People with Mental Health Difficulties	(60)	(60)	(60)	B Dave
Elderly Persons Homes - Best Value Review	0	(319)	(1,277)	R Lake
Promoting Independence through Re-ablement	(400)	(850)	(850)	R Lake
Emergency Alarm Maintenance Costs	(8)	(10)	(10)	A Branson
Housing Options Service - Staff Review	(30)	(30)	(30)	A Branson
Housing Benefits (reduced use of agency staff & efficiencies)	(100)	(100)	(100)	A Lemmon
Nominations	(38)	(38)	(38)	A Branson
Catering Costs - Reduction in volume of Catering	(5)	(5)	(5)	N/A
Future Years Efficiencies		(1,500)	(2,500)	K Curry
Social Care Transport - savings from service remodelling	(100)	(100)	(100)	A Bunyan
Catering Costs - Reduction in volume of Catering	(20)	(20)	(20)	N/A
Reduction in running costs across all services	(519)	(494)	(494)	M Judson
Staff reorganisation in Museums	(40)	(40)	(40)	R Watson
Staff re-organisation in Sports	(30)	(30)	(30)	R Watson
Staff re-organisation in libraries	(24)	(24)	(24)	R Watson
Catering Costs - Reduction in volume of catering across all divisions	(5)	(5)	(5)	N/A
Reduce size of DMT	(100)	(100)	(100)	A Keeling
Efficiency savings - Democratic services division	(149)	(149)	(149)	C Poole
Savings from staffing reductions - Democratic services division	(275)	(275)	(275)	C Poole
Financial Services Management Team - Reduce one member	0	(36)	(63)	M Noble
Savings from staffing reduction - Financial Services	(148)	(183)	(183)	M Noble
Savings from staffing reduction - Information Services	(203)	(203)	(203)	J Craig
Wide Area Network modernisation	0	(171)	(171)	J Craig
Efficiency initiatives - Legal Services	(110)	(110)	(110)	P Nicholls
Savings from staffing reduction - Legal Services	(18)	(18)	(18)	P Nicholls
Efficiency initiatives - Property Services	(653)	(653)	(653)	N Gamble
Convert agency staff to permanent posts – Property	(100)	(100)	(100)	N Gamble

Appendix Two

Catering costs - reduction in the volume of catering	(5)	(5)	(5)	N/A
Total	(1,761)	(2,003)	(2,030)	

Government Definition of Efficiency

The total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 Financial Year.

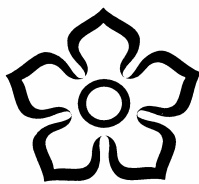
Net: Value for money gains should be reported net of any additional investment and ongoing costs incurred for their implementation (this excludes any staff costs incurred in implementing the gains if those costs would have been incurred in any event).

Ongoing: Value for money gains must persist for at least two full financial years after the year they first accrue (the value of any gains reported through this indicator that are not sustained for this period of time must be deleted at the earliest opportunity).

Cash-releasing: Value for money gains that release resources which can be redeployed according to local priorities.

Value for money gains: Improved relationship between inputs and outputs for the delivery of a service, but without any deterioration of the overall effectiveness of that service (a service can be any activity undertaken by the Council).

Impacted: The moment that the financial benefit of the action is felt (thus gains arising from actions taken before the start of the 2008/09 financial year or the remaining part year effects of gains that first impacted during 2007/08 may also be included where they meet this qualification).



Leicester
City Council

Appendix D

**WARDS AFFECTED:
ALL WARDS (CORPORATE ISSUE)**

**PERFORMANCE AND VALUE FOR MONEY
SELECT COMMITTEE
CABINET**

**8th July 2009
13th July 2009**

GOVERNANCE OF INVESTMENTS – AUDIT COMMISSION REPORT

Report of the Chief Finance Officer

1. Purpose of Report & Background

- 1.1 The collapse of the Icelandic banks in October 2008 involved £954 million of local authority deposits. This has been the subject of a recent report by the Audit Commission entitled “Risk and Return” (“the Audit Commission’s report”). This report considers what changes we will need to make, particularly the role of members.
- 1.2 Regulatory changes are expected to follow and this report considers our likely response to these, including measures that are currently in place. A further report will follow later in the year to formally adopt measures in response to these regulatory changes.
- 1.3 Leicester City Council was not exposed to these losses; indeed it had stopped lending to Icelandic banks a year earlier and had become increasingly cautious from late 2007 onwards (see the 2008/09 Treasury Strategy).
- 1.4 The Council currently has £109 Million of investments.
- 1.5 The purpose of this report is to start to address the expected changes required.
- 1.6 Expected changes will not be substantial – the Council performs well in this area, and already complies with much of the expected good practice.

2. Recommendations

Cabinet and Select Committee are recommended to: -

- i. agree that our appetite for risk is low in the current financial climate, but that any change in this stance will be considered as part of the annual treasury strategy;
- ii. agree that scrutiny of the treasury position will be carried out by the Select Committee, to prevent overlapping in roles with the Audit Committee;
- iii. note that we are tightening procedures in the light of what we expect to be forthcoming guidance, and that routine information will be provided to the Council Lead for Finance and the Select Committee.

3. Report

- 3.1 The regulatory framework for treasury management in local government is established through a mix of primary legislation, regulations, statutory guidance and the Treasury Management Code of Practice (“the code”) issued by CIPFA.
- 3.2 We expect revised statutory guidance and a new code to be issued later this year and expect to respond to this by revising our Treasury Policy Document. This is the high level document that governs the overall conduct of treasury management, including how we control the risks that arise from investment decisions.
- 3.3 We may also need to revise our Treasury Strategy, which is the strategic plan that guides our borrowing and investment decisions in the current financial year.
- 3.4 The purpose of this report is to identify the issues that are significant for the City Council. These issues have been stated below. However, it is worth stating that the majority of councils acted responsibly and there was an element of bad luck. Even the Audit Commission itself found itself exposed to Icelandic Investments!
- 3.5 Local authorities will be expected to define more closely their appetite for risk, and to subject this decision to effective scrutiny. Hence, the recommendation to this report is explicit on this matter. The Council’s appetite for risk is defined by a number of considerations. In general we have a low appetite for risk and we shall treat the security of investments as being of paramount importance, especially in the current economic climate. We shall only invest with strong banks or those likely to receive Government support in the event that they ran into difficulties, and we shall avoid excessive concentrations of risk that arise, for example, from investing in too many banks in the same country.
- 3.6 We will ensure that we demonstrably have the capacity and capability to invest effectively and safely and will ensure appropriate training is provided to staff and to members.
- 3.7 We will ensure that we have demonstrably sound operational procedures.
- (a) Oversight at officer level has been reinforced. The treasury manager reviews a schedule of all investments made on each day and signs to record his satisfaction. The Head of Financial Strategy reviews this file monthly and the Chief Finance Officer reviews the month end portfolio of investments.
 - (b) In the present economic circumstances the Treasury Manager in consultation with the Chief Finance Officer tightly controls all individual lending decisions to commercial organisations on a case-by-case basis. When more normal conditions return investment decisions will be made without such direct control, reliance being placed on the approved lending list, and when that happens procedures will be put in place to ensure that we have responded to all known information; including last minute changes to credit ratings. The Cabinet Lead for Finance and Select Committee will be briefed informally on a monthly basis on all current investments,
 - (c) Our procedures will ensure that each member of staff understands their authority to act.
- 3.8 It is proposed that we strengthen arrangements for governance and scrutiny:
- (a) The Audit Commission report suggests that treasury management might be scrutinised by a Council’s audit committee. However, we propose the most appropriate committee to be Select Committee – it both scrutinises treasury strategy before it is presented to the Council in the annual budget and also reviews treasury performance.

- (b) We are proposing to prepare monthly investment statements, the main purpose of which will be to record new investments made and investments that have matured. These will also be presented to the Cabinet Lead and Select Committee.
- (c) Currently reports are taken to Scrutiny Committee twice a year. In addition they scrutinise the Treasury Strategy. The Audit Commission suggests that reports might be quarterly. It remains to be seen whether that will be necessary. Whilst the monthly investment statements will usually be brief they would be the natural place to address new issues of significance and allowing for these interim updates it may be appropriate to continue to prepare full reports twice a year.
- (d) The Audit Commission report stresses that scrutiny should be effective. On one side this will be addressed through the training offered to members of the scrutiny committee. On the other side it will be addressed by officers preparing reports that transparently highlight key issues such as the credit worthiness of investment counterparties and significant market developments.
- (e) The Council's Internal Audit Section reflects the significance of Treasury Management in frequent reviews. The Council's Audit Committee oversees the internal audit function.

4. **Financial and Legal Implications**

- 4.1 This report is solely concerned with financial issues. Peter Nicholls, Legal Services has been consulted as Legal Advisor and has confirmed that there are no legal issues arising from this report.

5. **Other Issues**

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	No		
Policy	No		
Sustainable and Environmental	No		
Crime and Disorder	No		
Human Rights Act	No		
Elderly/People on Low Income	No		

6. **Background Papers**

- 6.1 Background information is available on the files of the Chief Financial Officer.

7. **Consultation**

- 7.1 Arlingclose Ltd (our treasury advisors).

8. **Author**

- 8.1 The author of this report is David Janes of the Resources Department on extension 7490

Mark Noble
Chief Finance Officer.

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

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