

Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

26th January 2009

LEICESTER'S LOCAL AREA AGREEMENT: ANNUAL REVIEW 2008/9

Report of the Director of Partnership, Performance & Policy

1. Purpose of Report

- 1.1 This report presents the performance information for the second quarter of 2008/9 along with commentary on Leicester Partnership's delivery arrangements, in the form of a self assessment, which will inform the annual review of our Local Area Agreement (LAA).

2. Summary

- 2.1 New LAAs (2008 – 2011) are subject to an annual review. The review of our LAA is undertaken by Government Office for the East Midlands (GOEM), who will submit a report to Communities and Local Government (CLG).
- 2.2 There are two key elements of the review: an assessment of performance against the targets set out in the LAA, identifying any areas of significant risk of underachievement; and, an assessment of the Local Strategic Partnership's (in our case the Leicester Partnership) capacity in terms of leadership, structure and support in relation to having robust delivery arrangements in place.
- 2.3 In this, the first year of the LAA, the review will differ from those in future years. Given that the LAA has only been in place for five months it is acknowledged by government that it will not be possible to make an informed judgement on performance against targets. This is compounded by the lack of actual data for many of the new National Indicators included in LAAs across the country and the fact targets

have not yet been set for many measures in the LAA due to non availability of baseline data. These 'placeholder' indicators will have baselines and targets agreed through the annual refresh of the LAA which runs in parallel with the annual review.

3. Recommendations

Cabinet is recommended to:

- (i) Note the contents of this report
- (ii) Note the additional information on responses to the increased levels of serious acquisitive crime, as requested at Cabinet Briefing (attached as appendix 2)
- (iii) Receive a further report on the annual refresh of the LAA

4. Report

- 4.1 Appendix One of this report, Leicester's self assessment of the of the first five months of our LAA, is structured to reflect the two elements of the annual review as described in section 2.2 above.
- 4.2 The first section on performance against targets in the LAA uses the same data collected for the City Council and Leicester Partnership second quarter performance reports (see background papers).
- 4.3 Having said that, the information provided in the self assessments relates only to the 35 designated targets in the LAA, as these are the only measures in the LAA subject to formal reporting to government through the review.
- 4.4 Moreover, we have not included any data for 'placeholder' indicators in the self-assessment as the targets for measures have not been agreed. Management information and proxy data for these indicators has been included in the Council and Partnership reports to inform local performance management.
- 4.5 Of the 35 designated targets in our LAA: 16 are on track to meet or exceed the levels of ambition as agreed in the signed LAA; 3 are currently off trajectory, but are expected to improve over the period and to meet expectation; 5 are at risk of missing agreed levels of ambition; and, 11 (our 'placeholders') have no data yet on which to evidence progress.
- 4.6 The following are those indicators at risk of missing agreed levels of ambition:
 - NI 112 Under 18 conceptions.
 - NI 154 Net additional homes provided

- NI 186 Per capita reduction in CO2 emissions in the LA area
- NI 16 Serious acquisitive crime rates.
- NI 131 Delayed transfers of care

4.7 The second section of the self assessment, looking at Leicester Partnership's delivery arrangements, draws heavily on the planned improvements set out in the Delivering Excellence programme. We reflect independent assessments that the Partnership is generally working well and has many strengths, but has identified areas where improvement can be made.

4.6 As such, our self assessment, both in respect of performance against targets and delivery arrangements, is very much a forward looking, risk based assessment, rather than simply a position statement.

5. **FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

5.1. **Financial Implications** (Andy Morley – ex 297404)

There are no direct financial implications relating to this report

5.2 **Legal Implications** (Peter Nicholls – ex 29 6302)

There are no direct legal implications relating to this report

6. **Other Implications**

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		

7. **Background Papers – Local Government Act 1972**

Leicester's Local Area Agreement 2008/11 – Cabinet, 2nd June 2008
 Performance Report for Quarter Two – Cabinet, 8th December 2008

8. Consultations

Corporate Directors Board – 25th November 2008
Leicester Partnership Executive - 1st December 2008

9. Report Author

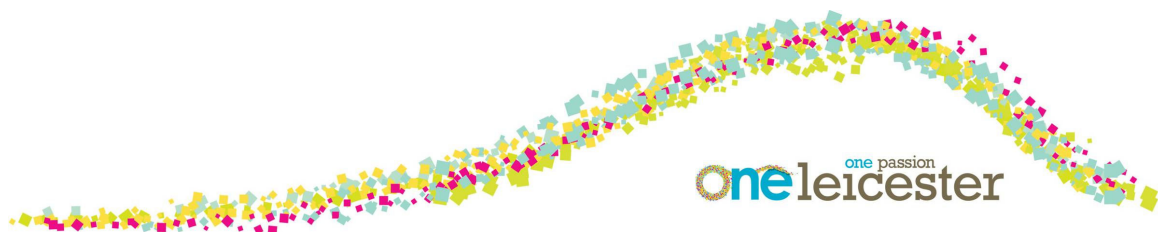
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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Leicester's Local Area Agreement 2008-11

2008/9 Annual Review
Self Assessment



Leicester's Local Area Agreement

Annual Review 2008/9: Self Assessment

Executive Summary

Partnership working in Leicester is defined as strong but its effectiveness in delivering tangible outcomes could improve significantly. The umbrella of the new community strategy 'One Leicester' provides a vehicle for that improvement.

The new organisation structure for the Council proposes that the role of the Council's senior leadership is to direct the delivery of its strategic priorities. This will necessitate both a corporate focus on activity across the Council's Departments, as well as relationship building activity with external partners.

With a renewed focus on developing external relationships, the senior leadership of the Council is well positioned to develop greater capacity through partnerships and the joint commissioning of services.

However, partnership working requires not only a commitment to more effective leadership and relationship building, but also an effective operational framework that provides the necessary structure, processes and resources to facilitate inter-organisational activity.

In June this year, the Local Strategic Partnership (through LCC) commissioned Deloitte to help it understand and review its current Partnership working and suggest key recommendations for improvement. This review focused particularly on the effectiveness of the Council's leadership role and the support function that is provided to the Partnership by the Council.

Six key lines of enquiry were used to assess the current ability of the Partnership to deliver the outcomes of 'One Leicester', that allowed the identification of the key areas where improvement was required.

Through the review of Partnership working the Partners agreed that significant progress had been made over the preceding years, especially in relation to strong leadership and having a clear and collective vision.

However, all Partners agreed and stated that further improvements and change were necessary to ensure that the Partnership was able to deliver the

One Leicester vision. Across the key lines of enquiry the key observations were:

Right Partners

Good level of representation across all sectors, including Public, Business and Voluntary sectors at all layers of the Partnership.

Agreed Priorities

Clear strategic priorities established for Leicester, with a supporting vision that is agreed by the Partnership.

Performance & Governance

Significant focus on the monitoring of performance, with an ineffective performance management process. No clear framework for governance of the Partnership that is commonly adopted and understood by the Partnership.

Ability to Deliver

A strategic commissioning framework is in place but not adopted across all Partnership working. The joined-up nature of working has been noted as an area requiring improvement.

Support Function

The Partnership has common agreement on the requirement of a centrally funded support function, but the value-for-money in the services provided is not transparent. The focus of work may not be targeting key Partnership areas.

Partnership Engagement

Partnership engagement has improved since the ERS report, with all aspects of the Partnership being engaged in some manner. A requirement to re-define and communicate roles and responsibilities and promote meaningful engagement still exists.

From this work seven key areas for improvement were identified, namely: Priority Aligned Structure, Creating a Focus on Delivery, Achieving Value-for-Money in Support, Integrated Performance Management, Effective Governance & Accountability, Clearer roles & responsibilities and Enhanced Stakeholder Engagement.

A. Performance

1. Summary of Overall Progress

Of the 58 measures in the LAA (designated, local and statutory DCFS) the best management information available suggests that nine are ahead of target, 42 are broadly on target and eight are below target.

Of the eight below target, three are under Investing in Our Children, one is under Planning for People, not Cars, one is under Reducing our Carbon Footprint, one is under Health & wellbeing, and two are under Creating Thriving, Safe Communities.

2. Summary of Progress against Designated Targets

- 16 are on track to meet or exceed the levels of ambition as agreed in the signed LAA
- 3 are currently off trajectory, but are expected to improve over the period and to meet expectation
- 5 are at risk of missing agreed levels of ambition. A detailed analysis of the delivery issues and action to resolve them is set out in section 3 below
- 11 have no data yet on which to evidence progress.

3. Indicators at Risk of Missing Designated Target

NI 112 Under 18 conceptions.

The latest available data shows a reduction of 4.9%. Our target for 2010 is a reduction of 55%. 2007/08 data for this indicator is currently unavailable until 14 months after the event (Feb 2009).

The Teenage Pregnancy conception data for 2006 was confirmed in August 2008 and shows that the rate was 61.5, which accounts for a -4.7% change in rate from the baseline year of 1998. Achieving a reduction in under-18 conceptions by 55% by 2010 is extremely challenging to reach and involves all local stakeholders. However, local plans for development and investment are in place to accelerate progress in reaching this 2010 target and sustaining it beyond 2010. The Teenage Pregnancy Executive Board approved Leicester's Teenage Pregnancy Action Plan in June 2008 which has two overall targets. Firstly to reduce under-18 conception rates in line with the 2006 trajectory and secondly to increase the proportion of teenage

parents in education, training or employment to 60% by 2010, to reduce their risk of long-term exclusion. Leads have been confirmed for each of the eleven main strands of work, Strategy & Involving Young People, Data and Needs Assessment, Communications, Sex & Relationships Education and Personal, Social, Health and Emotional Education, Targeted Work, Workforce Training, Youth Services, Work with parents and carers on Sex & Relationships Education, Support for young parents and parents to be and Raising Aspirations. Each strand has several Priority Actions to be overseen by the leads and Evidence of Impact to allow detailed analysis of the effectiveness of each of the strands and monitoring of the overall progress of the action plan. The Action Plan sets out a clear direction for Teenage Pregnancy Strategy over the next two years and allows for detailed monitoring of progress. The latest available data is the rolling quarterly average to June 2007, which shows a rate per 1,000 of 52.2. This equates to a change of -19.9% from the baseline

NI 154 Net additional homes provided.

Cumulative housing completions at the end of Quarter 2 are only 300 so we are not going to meet the LAA 2008/09 target of 1,450. We think our end of year figure is likely to be around 800. Clearly, this will be discussed with GOEM during the LAA refresh.

The City Council does not deliver new homes directly but it fulfils a key enabling role as landowner and provider of statutory and coordinating functions (planning, highways, housing, education and social services) which are all closely related to the delivery of new housing developments.

Fundamentally delivery, whether on private or publicly owned sites, is dependant on the housing market and confidence of the house building industry and home purchasers.

Grant funding has been secured to support delivery principally from New Growth point initiative - approx £15 million for Leicester and Leicestershire over next three years, allocated in accordance with NGP Programme of Development for 3 Cities and 3 Counties. There is also funding from the Homes and Communities Agency.

NI 186 Per capita reduction in CO2 emissions in the LA area.

DEFRA figures released in September 2008 show that while the target for emissions was met based on 2006 performance the new target for reductions is not being met. Work Programmes for the three main emissions sectors – Commercial/Industrial, Domestic and Transport

have been developed to scope out major actions to reduce citywide emissions.

The Climate Change Strategy is now written and undergoing a consultation process. This will soon be completed, and the strategy will be sent to all partners to encourage participation.

NI 16 Serious acquisitive crime rates.

There has been an increase in Dwelling House Burglary and Theft from Motor Vehicle.

The Westcotes Ward has been identified through analysis of data to have a large increase in domestic burglary and the following proposed work to reduce burglary in the area has been identified:-

- High profile additional Police patrols in the area at identified times & locations, continually reviewed.
- Public consultation.
- Installation of security equipment to domestic properties to cocoon whole streets by fitting alley gates, installing security sensor lighting and target hardening individual properties.
- Streets to receive the cocoon work.
 - Bruce Street
 - Noel Street
 - Stuart Street
 - Walton Street
- Leaflet campaign & advice to household on home security
- Covert Police patrols
- Targeting know offenders, living in the area, that police intelligence have identified as possibly committing burglary.
- Installation of SmartWater* forensic property coding

Two other areas in the city, parts of Spinney Hill and Beaumont Leys have above average domestic burglaries and it is proposed to carry out the following initiatives:-

- Leaflet campaign & advice to household on home security
- Installation of SmartWater forensic property coding to all households in the area (SmartWater property coding will be a multi-agency programme of installation by the police and city council to individual properties in selected areas, Warning signage and labels are used to advertise the usage of SmartWater).

To reduce robbery around London Road and Victoria Park the Robbery Tasking Group have proposed a number of initiatives.

- Sherpa Mobile CCTV to install on a street lighting standard can be move to different locations around London Road & Victoria Park.
- Street lighting to change London Road to white lights
- Additional CCTV operator in control room at peak times
- Link Bar security staff to City Watch radios and high visibility clothing.
- Police to plan additional patrols for PCSO in London Road & Victoria Park (the area borders onto three police LPU, Welford Road, Mansfield House & Spinney Hill)
- Police to have additional operations, in unmarked vehicles, to target offenders who are committing robbery.

NI 131 Delayed transfers of care

It has been identified that previous reporting on this measure (suggesting performance was on track) had not taken account of all data. Accurate data now shows performance to be off track. This indicator is being looked at by both Health and social care. The partner agencies are aware of the challenging nature of this indicator and have put forward some initiatives (see actions below) on how the targets set can be met. However, it remains a realistic possibility that by the end of the fourth quarter the target remains unmet, but everything is being done by all partner agencies to ensure that we end up as close to meeting this target as possible.

Examples of actions include:- The Discharge operational group within University Hospitals of Leicester (UHL) is looking at delayed discharges case by case and involves multi-disciplinary team approach to ensuring speedy safe transfers from Hospital; The Strategic transfer of care group is looking at data sets and operational reasons why there might be delays from UHL and community hospitals; And, increased offer of interim beds to patients awaiting social care packages.

4. Current Economic Climate

A major emerging consideration, reflected in this report, is the current economic downturn. The length, depth, duration and local effects of any recession will exert some influence on the performance of indicators linked to previous assumptions of economic growth.

The first signs of this in terms of performance are linked to the collapse of the housing market. This is relevant to NI 154 (net additional homes provided) and NI 155i (number of affordable homes delivered). Government Office East Midlands have agreed to review the target for NI 154 at the annual refresh of the LAA. At the moment performance on employment related measures remains stable but we would anticipate significant challenges to maintain this in coming months.

B. Delivery

Overview

There is a genuine commitment across the Leicester partnership to deliver the ambitions for Leicester as set out in our Sustainable Community Strategy, *One Leicester*, and our Local Area Agreement.

There is a clear recognition that if we are to meet these ambitions we will need to improve the planning, delivery and performance management of publicly funded services in the city.

As stated in the Executive Summary, Leicester City Council has taken a lead in this respect by establishing a radical improvement programme, *Delivering Excellence*. This programme, externally supported by Deloitte, aims to ensure that the Council is fit for purpose to deliver *One Leicester*. At the heart of the programme is a recognition that the Council cannot deliver *One Leicester* on its own, as such the programme is explicitly outward looking with a heavy emphasis on improving partnership working across the city.

Partnership Development is one of four 'programmes of change' within *Delivering Excellence*. This work, which builds on the evaluation of the Leicester Partnership undertaken by ERS consultants in 2007, will focus on six key areas: ensuring a priority aligned structure; creating a focus on delivery; achieving value for money in support; integrated performance management; effective governance and accountability; and, defining clearer roles and responsibilities.

The following sections of this report will reference improvement being driven through *Delivering Excellence* alongside wider commentary on how we are striving to improve our Partnership delivery arrangements.

1. Effective Partnership Working

1.1 *Whether enough partnerships have good delivery planning in place, and are embedding cross-partner challenge?*

All delivery groups of the Leicester Partnership have, or are in the process of developing delivery plans for each target in our LAA. All plans are using a common template to ensure consistency of approach. Plans will be shared across delivery groups to ensure cross-cutting issues are addressed appropriately. Rather than 'reinvent the wheel', in some cases plans to address our priorities have already been agreed (e.g. action plan to tackle teenage conceptions resulting from NST visit), these will in effect become the LAA delivery plans.

1.2 *Whether interventions plausible and based on analysis?*

The Leicester Partnership Strategic Commissioning Framework is designed to ensure that interventions are plausible and based on analysis. Key pieces of work include a publication developed by Leicester City Council entitled 'The Diversity of Leicester: A Demographic Profile' along with the JSNA (Joint Strategic Needs Analysis) produced by NHS Leicester City, which features a consolidation of analysis and survey information alongside demographics and statistics.

Work is currently being undertaken through the Delivering Excellence programme which will add value to our approach and enable a more detailed and meaningful understanding of the contextual environment of Leicester City.

1.3 *Common performance management arrangements and data sharing?*

Leicester Partnership and Leicester City Council have common performance management arrangements. Our performance management system, 'Performance Plus' is used by both the Partnership and Council, and for the purposes of performance managing the LAA, by partner agencies.

We have recently adopted a fully integrated performance reporting timetable for the Council and Partnership.

Improved performance management is also a key strand of Delivering Excellence. This programme, which again will look at performance

management for both the Council and the Partnership, has five linked work streams:

- Strategic alignment
- Performance measures
- Performance reporting
- Service improvement
- Embedding a performance culture

1.4 *Whether any revised LSP structures are beginning to bed down and produce results?*

The overall structure of the Leicester Partnership, since the creation of the Executive, has bedded down and is working effectively. There is evidence that recent changes at delivery group level are also beginning work well. However, the Delivering Excellence programme will examine the scope for further improvements. A focus here will be on optimising alignment of structures to *One Leicester* priorities and the portfolios of the new Strategic Directors.

1.5 *Whether the LSP has identified and begun to address any critical weaknesses, including use of the RIEP for support?*

As described above, we have assessed weaknesses / opportunities for improvement in the aspects of leadership, structure and support for Leicester Partnership. These are being addressed primarily through the Delivering Excellence programme, but we have also had dialogue with the RIEP with a view to accessing additional complimentary support.

2. Named Partners

2.1 *Partners being clear on their role, and folding the LAA targets in their own work/business planning?*

There is encouraging evidence that partners in Leicester are increasingly aligning their business planning to the priorities identified in *One Leicester*. Processes such as Joint Strategic Needs Assessments provide a helpful mechanism to support shared approaches to business planning.

2.2 *Partners taking full advantage of the possibilities provided by ABG delivering more through pooled budgets?*

It will clearly take some time to fully realise the possibilities afforded through the Area Based Grant. Partners will need to ensure sufficient

capacity is available to undertake thorough evaluations of historic and current spend and the risks associated with re-alignment. Where it is agreed to de-commission activity, this process needs to be carefully managed and will inevitably take some time to release resources for fresh commissioning against agreed local priorities.

Continued guidance from some government departments and inspectorates on maintaining historic spending patterns creates additional difficulties for the Partnership.

2.3 *Whether Compact principles are serving the Third Sector effectively?*

In January 2008 the Council signed up to a local compact with the third sector. The compact was borne out of two years dialogue with the sector and a few of the Council's public sector partners to be an agreement between the public sector and third sector, which the Council working in partnership with VAL would publicise, promote and sign-up it respective partners too. At the heat of this a steering group of the both public and third sector partners that will steer compacts development and provide a forum for discussions on the implementation and impact of public sector commissioning frameworks. The group has met twice and will be having its first AGM at the end of January 2009. The principles that underpin the compact are being applied in a current consultation with the sector on changes to their contract arrangements, this has been welcomed.

3. **New Ways of Working & Innovation**

3.1 *What steps, if any, have been taken towards a more preventative approach to achieving outcomes?*

Key services across the city have made a commitment to shift towards a more preventative approach to achieving outcomes. Efforts to reduce carbon emissions, work with young people at risk of offending or not being in education, employment and training, and investment in supporting people to make positive lifestyle choices are examples of approached being adopted. However, the increasing pressures on responsive services means this shift presents a real challenge.

3.2 *Evidence of partners taken a "whole systems" approach to service delivery (and notably those that involve end users)?*

Again, the Partnership's Strategic Commissioning Framework provides a tool to support a 'whole systems' approach to service delivery. User engagement in the commissioning cycle has been identified as an area that could benefit from improvement. As such, the Partnership's

Commissioning Sub-Group have a designed a work programme to address this. This work will be undertaken jointly with the Delivering Excellence team as part of their work on improving customer focus.

The Safer Leicester Partnership provide an example of a Whole System Approach – this multi-agency approach identifies the root causes for certain types of crime and works to address this, whilst working with the offenders/ perpetrators and reducing the opportunities to commit offences. Example of this, includes the identification of risk factors which results in individuals committing burglaries and dealing with this; together with hot-spot analysis of where burglaries are taking place and eradicating/ reducing the possibilities of offending.

3.3 *Examples of service transformation and re-design?*

Service transformation is a key 'programme of change' within Delivering Excellence, this programme of change will define the Council's future role as commissioner and/or provider of services. It will then comprise a series of projects focused on designing and implementing the organisational and operational changes required to support the agreed future role. This Programme will be co-sponsored by the Deputy Leader and Chief Operations Officer.

A good example of service transformation is provided by the Children & Young Peoples Strategic Partnership with new models of delivery of services arising from the Integrated Services rollout and also the 'Transforming Leicester's Learning' plan.

3.4 *Joint appointments and commissioning?*

We have recently recruited our most senior joint appointment, Director of Public Health (Leicester City Council and NHS Leicester City).

The Partnership's Executive recently reviewed its Strategic Commissioning Framework, a year after its introduction. While recognising a number of positive achievements, it was agreed that further work needs to be undertaken to harmonise commissioning practices within and across public sector agencies in the city and to support increased levels of joint commissioning.

3.5 *New service deliverers especially the Third Sector?*

The Leicester Partnership Strategic Commissioning Framework has been designed to support a mixed economy in service delivery, with a particular recognition of the strengths of the third sector as providers of community based services. The third sector, primarily though Voluntary Action Leicester (VAL), are directly involved in taking forward

our approach to strategic commissioning (through the Leicester Partnership Commissioning Sub-Group). VAL, with support from the City Council and other partners, are actively working to build capacity within the sector.

The third sector as a provider of services is a key theme within Leicester's Compact between the public and Community & Voluntary sectors.

4. Accountability to Citizens

4.1 *What steps have been taken to strip out the jargon and translate the LAA publicly in a way that makes sense to local people?*

Rather than go to great lengths trying to de-mystify our LAA, Leicester Partnership has focused its attention on making the sustainable community strategy, *One Leicester*, meaningful to local people.

The Partnership has also held two events for local service providers on the Local Area Agreement, called "Leicester's Local Area Agreement – Making It Real" of which the primary focus was to get front line staff and providers involved in how to meet the LAA's priorities.

The Partnership's web site (<http://www.leicesterpartnership.org.uk/>), which is currently being re-designed, and a regular electronic newsletter are our principal vehicles for communicating the work of the partnership around *One Leicester* and the LAA.

4.2 *How the local authority and its partners "reads" and engages with its communities?*

A variety of methods of engagement are used to understand the communities in Leicester. Research via surveys such as the Leicester Resident's Survey, and Survey on Community Cohesion enables better understanding of the needs, desires and perceptions of residents in Leicester and is used to develop services in response to changing demand. The demographic profile of Leicester, produced on behalf of the Leicester Partnership is a resource for staff and organisations across the city in developing their understanding of the diversity and complexity of the communities that live in Leicester.

A significant recent development in engagement with local residents is the introduction of Ward Community Meetings. Each one is led by the ward councillor, directly increasing the accountability of councillors to their local electorate. Residents and key interest groups in the locality work together with councillors to develop the priorities for the ward. There is a small amount of funding available to each ward which is allocated to the achieving the ward's priorities.

4.3 *How engagement extends to hard to reach and marginalised groups?*

Leicester benefits from a vibrant and varied Voluntary and Community Sector which is well placed to engage with seldom heard and marginalised groups in the city. The Partnership is currently going through a process of recruiting Community of Interest representatives to the Board from the VCS. This will strengthen the links between the Partnership, the VCS, and the people they represent.

Neighbourhood management, based in the most deprived areas of Leicester, uses community engagement methods to inform, consult and involve the more marginalised communities in the city. Local people can get involved in a variety of ways, through receiving information, being consulted, coming to events or joining neighbourhood theme groups. Some will have a key role to play as members of the Neighbourhood Board.

Additionally, specific pieces of work are commissioned and undertaken on a “need to know more” basis. For example, two focus groups took place with members of the Polish community (young Polish men and women, and Polish parents with young children), to gain a better insight into this particular community.

4.4 *How communities and their representatives have been engaged effectively in developing the outcomes for their area and in assessing whether they have been delivered?*

A major programme of engagement activity took place to develop the One Leicester Strategy, to ensure that there was opportunity to shape the vision for Leicester’s future. Events took place asking people to describe what they wanted the city to be like, what they wanted from local public services and for “big ideas” to achieve this. These events are planned to continue to ensure that communities can continue to input into, and assess whether they have been delivered.

Ward Community Meetings allow local input into priority setting, so that people can influence change in their immediate geographic area. A key element of the Ward Community Meeting model is the emphasis on local accountability and local responsibility for delivery. Residents will be able to assess how well the meetings have facilitated real change for their area.

Communities of interest representatives for the Leicester Partnership are currently being nominated by their voluntary sector peers. This will give a voice to groups that may be spread across the city rather

than concentrated in a particular geographical area. Intrinsic in their role will be to contribute to the delivery of the Vision for Leicester.

4.5 *Whether commitments made in partner strategies around community involvement in service design make their way into delivery?*

Community engagement and involvement is seen as key to the successful delivery of the One Leicester Strategy.

More “traditional” methods of consultation are also used to seek people’s views and incorporate into service planning. For example, the residents’ survey asks key questions on satisfaction with both health and council services in the city.

As referred to in section 3.2 above, we have commenced work to improving user / public engagement in strategic commissioning. We believe this approach will be critical in ensuring that our commitments around community involvement make their way into delivery.

4.6 *Approach to the “Duty To Involve”?*

The activities outlined above illustrate our emerging approach to the Duty to Involve.

This is further illustrated by examples from the Safer Leicester Partnership and Children & Young Peoples Strategic Partnership respectively:

- The SLP has a “duty to involve” placed upon them, as such during this month (November) all residents of the city were sent the SLP partnership plan with the Leicester Link which outlines the current partnership priorities. The police hold a number of neighbourhood meetings which are aimed at gauging and understanding community priorities and also the Council Ward meetings are used to inform and discuss with the local community specific crime and disorder issues.
- We have a CYPS Stakeholder day planned for 24th Nov which has been shaped by CYP and their parents who are also running a good deal of the activities on the day and reporting on the outcomes. There are a range of differential ways in which we engage children and young people in shaping services e.g, Youth Parliament, Young People are now making decisions about grant funding local services, Stand up Speak Out.

Leicester's Local Area Agreement (Designated Targets) 2008-11

Key to symbols:

★ Performance better than anticipated
 ● Performance within acceptable range

▲ Performance worse than anticipated

Leicester's Local Area Agreement					
Indicator	Best available data at 30/09/2008	Target 30/09/2008	Placeholder?	Performance	End of year forecast
LAA NI001 % of people who believe people from different backgrounds get on well together			LAA Placeholder		
LAA NI005 Overall/general satisfaction with local area			LAA Placeholder		
LAA NI016 Serious acquisitive crime rate (monthly rate)	2.42	2.14		▲	▲
LAA NI018 Adult re-offending rates for those under probation supervision			LAA Placeholder		
LAA NI019 Rate of proven re-offending by young offenders			LAA Placeholder		
LAA NI020 Assault with injury crime rate	0.98	1.55		★	★
LAA NI027 Understanding of local concerns about ASB and crime by the local council and police			LAA Placeholder		
LAA NI032(draft) Repeat incidents of domestic violence			LAA Placeholder		
LAA NI035 Building resilience to violent extremism	2.75	2.75		●	★
LAA NI039 Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	1990.90	2776.00		★	★
LAA NI040 Number of drug users recorded as being in effective treatment	1177.10	1177.50		●	★
LAA NI050 Emotional health of children			LAA Placeholder		
LAA NI054(draft) Services for disabled children			LAA Placeholder		
LAA NI056i Percentage of children in Year 6 with height and weight recorded who are obese	19.60	21.50		●	●
LAA NI059 Percentage of Initial assessments for children's social care carried out < 7 working days	72.00	63.00		★	★
LAA NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	14.80	11.00		★	★
LAA NI110 Young people's participation in positive activities			LAA Placeholder		
LAA NI112 Under 18 conception rate	-5.30	-28.30		▲	▲

LAA NI117 16 to 18 year olds who are not in education, employment or training (NEET)	10.80	8.40			
LAA NI120(i) All-age all cause mortality rate (females)	591.30	582.00			
LAA NI120(ii) All-age all cause mortality rate (males)	843.90	839.00			
LAA NI125 Achieving independence for older people through rehabilitation/intermediate care	59.00	80.00			
LAA NI126 Early access for women to maternity services	100.00	80.00			
LAA NI131 Delayed transfers of care	13.00	11.90			
LAA NI135 Carers receiving needs assessment or review & a specific carer's service, or advice & inf.	10.00	12.00			
LAA NI140 Fair treatment by local services			LAA Placeholder		
LAA NI142 Number of vulnerable people who are supported to maintain independent living	98.00	98.00			
LAA NI152 Working age people on out of work benefits	16.33	16.60			
LAA NI154 Net additional homes provided	300.00	1450.00			
LAA NI163 Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 2	57.04	57.55			
LAA NI167 Congestion - average journey time per mile during the morning peak	4.23	4.28			
LAA NI172 Percentage of small businesses in an area showing employment growth			LAA Placeholder		
LAA NI175 Access to services and facilities by public transport, walking and cycling	79.10	79.40			
LAA NI179a VFM Total net value of on-going cash-releasing gains since 2008-9 (Council)	11043.00	10326.00			
LAA NI186 Per capita reduction in CO2 emissions in the LA area	1.80	3.90			
LAA NI193 Percentage of municipal waste land filled	51.40	56.00			

Serious Acquisitive Crime (SAC) – NI16

1. Summary

- 1.1 Serious Acquisitive Crime (SAC) includes the following three areas of crime; burglary, robbery and vehicle crime, this briefing identifies the ways in which the Safer Leicester Partnership (SLP) will address these crimes which are on the increase. The SLP has a target within the local area agreement for the national indicator 16, SAC, of a 3% reduction per annum. If the current upward trend is maintained and taking into account seasonal adjustments there is every likelihood that the SLP will not achieve the 3% reduction target.
- 1.2 In order to meet this challenge and address the issue of under-performance; the SAC Delivery Group held a stakeholder event and a number of responses were discussed, one of which was to set-up individual task and finish sub-groups around each of the components in NI16. Outlined below, as some of the ways in which the SLP will address this situation.

2. Infrastructure Changes

- 2.1 The SLP is gearing itself to be more dynamic around mobilising resources (both finance and human); in order to meet the needs of those areas of work where there is under-performance. An example of this is around the partnership's decision to prioritise work on Serious Acquisitive Crime – development officers and police have been moved from other activities and are now engaged in dealing with robberies, burglaries and vehicle crime.
- 2.3 The police have moved officers from neighbouring local police units (LPUs) and operational staff from Force Headquarters in order to provide added support/ capacity to the Hinckley Road LPU. These officers are tackling burglary around Westcotes in particular, under operation "Echo". Detailed at point 4 below are some of the actions taken by the police.
- 2.2 Within the SLP Team, the following restructuring has taken place in order to ensure that more human resources are made available to combat and deal with SAC;
 - Team Leader is now working full-time on SAC (previously part-time).
 - Development Officers have been moved from other areas of work to focus on SAC (from 1 part-time member to now 2 part-time members of staff).
 - A new full-time development officer post has been created temporarily to work on the cross cutting issues of SAC and re-offending.

3. Resource Allocation

3.1 Capital - Area Based Grant Funding

The Safer Leicester Partnership has also been allocated £132,158 directly from the Home Office in the form of capital monies for 2008/09. The Performance Management & Commissioning Group (PM&CG) has agreed that that this capital can be utilised fully to address acquisitive crime, in this instance funds will be used to address issues of burglary. Outlined below is the breakdown of the commitments;

Proposal supported	National Indicator	ABG Funding
Security Sensor lighting	NI 16	£15,000
Target Hardening		£40,000
Alley Gates		£15,000
Smartwater		£15,000
Sherpa Mobile CCTV		£20,000
Improve Street Lighting		£25,000
Hire of equipment for additional police ops		£2,158
Total		

3.2 PSA reward funding & BCU fund

The delivery group have £26,000 from the PSA reward funding & BCU fund to assist the SLP to reach its target for NI 16, in this instance funds will be used to address issues of robbery and vehicle crime. Outlined below is the breakdown of the commitments;

Proposal supported	National Indicators	Funding
Purchase & Fit special number plate screws to stop the theft of vehicle number plates (10,000)	NI 16	£3,000
Chamber of Commerce Funds to remove & install the retail mobile CCTV systems in small retailers		£3,000
Additional patrols for PCSO in London Road & Victoria Park		£4,000
Additional CCTV operator in control room at peak times		£22,500
Additional police patrol in high vehicle crime locations		£3,000
Vehicle Crime Information Events		£ 500
Total		

3.3 GOEM Funding

The Safer Leicester Partnership applied to the National Partnership Performance Improvement Fund (NPPI Fund) for support to target harden vulnerable properties in high burglary areas, including householders that have become victims of domestic burglary.

Proposal supported	National Indicators	Funding
Target Harden vulnerable properties in high burglary areas (65 completed, 25 need completing)	NI 16	£40,000

4. Partnership Response/ Action Plan

4.1 The Westcotes Ward has been identified through analysis of data to have a large increase in domestic burglary and the following proposed work to reduce burglary in the area has been identified:-

- High profile additional Police patrols in the area at identified times & locations, continually reviewed.
- Public consultation.
- Installation of security equipment to domestic properties to cocoon whole streets by fitting alley gates, installing security sensor lighting and target hardening individual properties.
- Streets to receive the cocoon work.
 - Bruce Street
 - Noel Street
 - Stuart Street
 - Walton Street
- Leaflet campaign & advice to household on home security
- Covert Police patrols
- Targeting know offenders, living in the area, that police intelligence have identified as possibly committing burglary.
- Installation of SmartWater* forensic property coding

4.2 Two other areas in the city, parts of Spinney Hill and Beaumont Leys have above average domestic burglaries and it is proposed to carry out the following initiatives:-

- Leaflet campaign & advice to household on home security
- Installation of SmartWater* forensic property coding to all households in the area (SmartWater property coding will be a multi-agency programme of installation by the police and city council to individual properties in selected areas, Warning signage and labels are used to advertise the usage of SmartWater).

Nb SmartWater - Each bottle of SmartWater carries a unique chemical code which is registered to an address, the colourless liquid is simple to apply and once dry it is virtually impossible to remove. Recovered property can be tracked to repeat offenders/ owners.*

4.3 To reduce robbery around London Road and Victoria Park the Robbery Tasking Group have proposed a number of initiatives;

- Sherpa Mobile CCTV to install on a street lighting standard can be move to different locations around London Road & Victoria Park.
- Street lighting to change London Road to white lights

- Additional CCTV operator in control room at peak times
- Link Bar security staff to City Watch radios and high visibility clothing.
- Police to plan additional patrols for PCSO in London Road & Victoria Park (the area borders onto three police LPU, Welford Road, Mansfield House & Spinney Hill)
- Police to have additional operations, in unmarked vehicles, to target offenders who are committing robbery.

5. Officer to Contact

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