

Leicester City Council

“Transforming Leicester and Improving the Lives of its People”

Interim Corporate Plan

**For Consultation
March 2003**

Part 1
Purpose, Values and Strategic Aims of Leicester City Council

Introduction

This is the council's first corporate plan and is the result of discussions that have taken place at all levels of the council. It sets out what we need to do if we are to make a difference to the lives of the people of Leicester, helping us to work together towards our overall aim of...

...transforming Leicester and improving the lives of its people.

The plan brings together all of the important strategic work that we're undertaking over the coming years and contains both our overall strategic direction and our key priorities until March 2006.

Purpose of Leicester City Council

As the only democratically elected organisation in the city, Leicester City Council has a unique responsibility to the people of Britain's most diverse city to...

...deliver high-quality, essential services

...provide strong community leadership and

...champion equality and justice

We do this by...

...working with organisations and people from across Leicester, and beyond, to create and bring about a shared vision for a better city

...listening to what all of our citizens want from us and then delivering the best and most appropriate services we can

...using our influence to look after the interests of Leicester and its people

...encouraging and supporting people to improve their own lives and that of the city

...improving the way we work, making Leicester City Council a well-managed and respected organisation.

Values

To keep on improving what we do, we must all share the common values that guide the way we go about our jobs. Leicester City Council aspires to the values shown below. They already exist in parts of the council – our task now is to ensure that they become more than aspirations – the reality for everyone. That way, we'll make Leicester City Council a council that people are proud to work for and respect.

Consultation with both councillors and staff identified some main areas for action and those in the top half of the list feature strongly in our culture change programme introduced in January 2003.

| | |
|---------------------------|--|
| Dialogue... | <i>... encouraging discussion and listening carefully to everyone's point of view before making decisions.</i> |
| Partnership... | <i>...working together constructively – both within the council and with others – in the best interests of the people of Leicester.</i> |
| Trust... | <i>... trusting each other to do our jobs, showing confidence in each other's ability to do what is asked and offering praise when things are done well.</i> |
| Quality service... | <i>... ensuring that all of the important things get done to the highest possible standards.</i> |
| Ambition... | <i>...valuing innovation and creativity and continually looking at how we can do better, developing an environment where improvement can happen.</i> |
| Accountability... | <i>...taking clear responsibility for what we do and why we do it</i> |
| Leadership... | <i>...having a clear direction and purpose and working together as a single organisation for the benefit of the people of Leicester.</i> |
| Equality... | <i>...treating everyone equally and being fair and just in everything we do.</i> |
| Learning... | <i>... learning from our own experiences and the success of others and encouraging and supporting the continual development of our staff.</i> |
| Valuing staff... | <i>...trying to make Leicester City Council a place where our staff enjoy coming to work, encouraging and rewarding enthusiasm and commitment.</i> |

What we do and how we work

Our work is driven from four main directions:

- ◆ **Leicester's Community Plan** – what is important to our citizens
- ◆ **Local political priorities** – what is important to Leicester City councillors
- ◆ **National priorities** – what is important to the Government
- ◆ **Statutory requirements** – what we have to do by law

There are large areas of overlap in these categories. For example, raising educational standards falls into all four headings.

These four “drivers” have provided the main direction and basis for this corporate plan. This is set out in the diagram opposite.

Making our services better for the people of Leicester is fundamental to everything we do. In many areas, this means we must change the way we work. To help us do this, we all need to look at how we can find better ways of delivering our services.

The culture change programme was introduced in January 2003. We are implementing a wide-ranging programme to change attitudes and behaviours in the council to create an environment where the authority – and its staff – can thrive.



Leicester City Council – Corporate Plan

Purpose, Values and Aims of City Council

What LCC will do

How it will operate



Performance
Management
Framework

Culture Change
Programme

Over the coming years we will be working right across the council to improve our services. This is essential if we are to turn our aspirations into reality and provide a council that is well managed and respected by the people of Leicester. Working with our partners, we will make the best use of the resources available to us and provide the best services we can.

Our Strategic Aims

The council is a complex organisation and we provide many services which the people of Leicester need and rely on, for example refuse collection, street lighting and cemeteries.

To plan for the longer term we have a number of strategic aims. These aims are intended to cover a period of 5 years taking us to 2008. The first six relate to the themes of Leicester's Community Plan, the next three to local priorities. The final aim relates to how we want to improve as an organisation.

◆ Diversity

We want to build a city where everyone has a place at the table, a city that is viewed and experienced as "home" for everyone.

◆ Community Safety

Tackling crime and the fear of crime to make our homes, communities and city safer.

◆ Education

Raising standards in all our schools to improve life for our children and young people in the future.

◆ Social Care and Health

To improve the health and well being of Leicester people and provide help and support to people when it is needed.

◆ Environment

We are committed to sustainable development to improve the quality of life for all Leicester people.

◆ Jobs and Regeneration

To invest in our biggest asset, the people of Leicester, to develop jobs and new modern industries to ensure that everyone prospers in the 21st Century.

◆ Culture

Ensuring the provision and use of quality cultural and leisure services, events and activities which reflect the rich diversity of the city's communities and people and contribute to people's quality of life.

◆ Housing

A decent home for every citizen.

◆ Safeguarding the Rights and Interests of Citizens

Enforcing legislation for environmental health, trading standards, planning, licensing and building control.

◆ Continuous Improvement

Continuously improving the way that Leicester City Council works; creating a well managed, responsive organisation characterised by dialogue, innovation, trust, ambition and quality services.

Priorities

To help us meet our strategic aims we have identified a number of priorities for the next 3 years until 2006. They are reflected in the Revenue Budget Strategy. Of these, raising education standards is our key priority. These priorities are set out in the following pages and show how we will transform Leicester and improve the lives of its people.

Part 2
Priorities for the next 3 years to 2006

We want to build a city where everyone has a place at the table, a city that is viewed and experienced as home for everyone.

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim 2004 | Benefits to Citizens |
|-----|--|---|---|-------------------------|---------------------|--|
| D.1 | Improve and promote community cohesion in Leicester. | <p>Work with our partners to pursue equality and diversity objectives across the city.</p> <p>A programme of cultural activities aimed at young people supported by the pathfinder programme (involving Education, Cultural Services and Youth Services).</p> | <p>To have the Community Cohesion strategy in place by December 2003 and incorporated in the Community Plan by 2006 around the 4 themes of:</p> <ul style="list-style-type: none"> ▪ Vision and Leadership ▪ Young People ▪ Engaging Outer Areas Communities ▪ Black and Minority Ethnic Communities. | | | <p>Living in a more harmonious and welcoming city.</p> <p>Fewer tensions within and between communities.</p> |
| D.2 | Create equality of opportunity in services we provide to our citizens, service users and those who visit the city | All services that are delivered on behalf of the council will reflect the diverse needs of the population. | To achieve level 5 of the equality standard for local government by 2006 (BV 2). | Level 2 | Level 3 | <p>Greater access to employment opportunities resulting in a workforce which is representative of Leicester.</p> <p>Access to more diverse cultural experiences.</p> |
| D.3 | To celebrate the fact that the city's culture is defined by the diversity of its people's cultures and to increase respect and understanding for the integrity of each of those cultural traditions | Develop activities and events, which celebrate the city's cultures and also encourage intercultural understanding. | To increase satisfaction levels across all cultural services by 10% (LCAL38). | | | |

Tackling crime and the fear of crime to make our homes, communities and city safer

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|-------|---|--|---|--------------------------------------|--------------------------------|---|
| CSY.1 | Contribute to the crime and disorder strategy targets. | Through the local action plans of the network of 10 area based multi-agency crime and disorder action groups. City wide initiatives include: <ul style="list-style-type: none"> ◆ Installing security equipment ◆ Diversion projects with young people at risk. ◆ Improved street lighting and shrub planting. <i>Supported by:</i> Greater focus on the prevention of crime through supporting children and families (YOT and partner agencies). Initiatives to reduce crime on parks. | To reduce domestic burglary by 7% in 2004/05 (PSA7) To reduce the overall levels of crime committed in the city centre by 7%. | 29.9 per 1000 9291 offences | 23.6 (04/05) 3% (03/04) | A reduction in crime and disorder will improve the quality of life for citizens of Leicester. Reduced crime will assist in the regeneration of the city. |
| CSY.2 | To improve support to individuals suffering/ surviving domestic violence and racial harassment. | Develop and maintain a multi-agency database of incidents to improve information sharing and to identify gaps in provision. | Targets to be developed by service areas | | | Improve the quality of life for citizens of Leicester and in particular, support vulnerable members of the community. |
| CSY.3 | To reduce the number of anti-social behaviour incidents across the city. | Develop a comprehensive common recording and monitoring system for incidents of anti-social behaviour. | All service areas to contribute to improved data collection mechanisms. | 0 | 0 | Reduced anti-social behaviour will improve the quality of life for citizens of Leicester and will enhance social inclusion. |
| CSY.4 | To protect people from drug and alcohol related anti-social and criminal behaviour; stifle the availability of illegal drugs on our streets. | Develop routes to treatment for those committing drug related crime. Consistent detection of drug dealers and suppliers and the disruption of their markets. Increase take up rate by former addicted criminals of further education and employment for drug users. | To reduce levels of repeat offending amongst drug using offenders. To increase the number of offenders referred to, and entering, treatment. To reduce levels of crime committed to fund drug misuse. | Baseline data still being collected. | 0 | Reducing drug use will improve the quality of life for citizens of Leicester and will reduce the level of crime committed to fund drug habits. |

Raising standards in our schools to improve life for our children and young people in the future

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim 2004 | Benefits to Citizens |
|------|--|---|---|------------------|--------------|--|
| ED.1 | Raise attainment of all pupils. | <p>Improve the quality of teaching and motivation of learners.</p> <p>Transform City schools so all schools can express their uniqueness and thereby be in the best position to respond positively to local challenges.</p> <p>Provide out-of-school learning and development opportunities, and cultural activity.</p> <p><i>Supported by</i> Housing investment providing a warm home where children are more encouraged to study "Safer routes to schools scheme" Well maintained schools.</p> | <p>To increase the percentage of students achieving 5 GCSE grades A*-C by to XX% by 2006 (BV 38).</p> <p>To reduce the number of City schools subject to special measures to be in line with national statistics by 2006 (BV48).</p> | 40.7% | 46% | <p>Increasing number of young people moving to further education and contributing to the economic and social regeneration of the City.</p> <p>Safer and healthier environment for children.</p> |
| ED.2 | Improve outcomes for children and young people who are disadvantaged, socially excluded or otherwise at risk. | <p>Consolidate and extend practice across all schools on meeting individual needs.</p> <p>Support schools in behaviour management, in maintaining attendance and in reintegrating excluded pupils.</p> <p>Work with partners to develop new ways of meeting the needs of vulnerable and at risk children and young people.</p> <p><i>Supported by</i> Projects dealing with child behaviour to promote education.</p> | <p>To increase the number of Looked After Children achieving 5 GCSE grades A*-C to 11. (QP8).</p> <p>To reduce the number of permanently excluded pupils to less than 0.2% of the school population (BV44).</p> | 0 | 2 | <p>Increased life chances of individual children and young people enabling them to play a full and active part in their communities.</p> <p>Improvements in levels of behaviour in schools and in the community.</p> |
| ED.3 | Widen participation in learning and community development. | <p>Work with partners, including grant-aided voluntary sector projects, to provide a range of adult and family learning opportunities, youth activities, children's play and childcare.</p> <p><i>Supported by:</i> Cultural learning opportunities. Greater range of accessible learning support within libraries.</p> | <p>To increase the percentage of the 13-19 population using youth services to XX% by 2006(PI).</p> <p>To increase the number of learners enrolled on Adult Community Learning And Further education courses to XX,000 by 2006 (LCED13).</p> | | 14.7% (2003) | <p>Rising skill levels and improving employment prospects.</p> <p>More schools being used out of hours as focal point for community activities.</p> |

To improve the health and well being of Leicester people and provide help and support to people when it is needed

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|-----|--|--|--|------------------|---------|--|
| SC1 | Work in partnership with users, carers, communities and universal services (e.g. Health, Housing, Education). | By planning and delivering children's and adult services in partnership with other agencies. | To develop multi disciplinary teams, co-location of staff and pooled budgets. To provide up to 3 Health and Social Care centres open in the City by 2006. | | | Offering one stop shop services giving easy access to our services. Improved health and well being of local people. |
| SC2 | Make effective use of additional resources in the City (e.g. Sure Start, Children's Fund, Intermediate Care). | In partnership with Eastern Leicester PCT and City West PCT, increase the range & availability of preventative & rehabilitation services in line with the strategies for children's and adults services. <i>Supported by:</i> Housing support for people discharged from hospital Rehabilitation of homeless people which improves health and reduces demands on health and social care services. | To increase the number of intermediate care beds from 12 to 20 and provide 20 nurse-led beds available as a 'step-up, step' down facility. (PSA) To reduce the number of children who have been on the child protection register for 2+ years (PAF C21) To reduce the percentage of child protection re-registrations per year (PAF A3). | 7.1% 27% | | Reduce the need for hospital stays and allow people to return home quicker. Resources targeted to acute need. More children and families receive support at an earlier stage, reducing acute needs. |
| SC3 | Support users of services, parents and carers with a view to reducing family breakdowns. | Review Carer's Strategy with the Primary Care Trusts, voluntary sector and carers by Nov. 2003 Complete the Review Family Support services. What will this review do? <i>Supported by:</i> Education for foster carers leading to accreditation. | To increase the range & choice of breaks and carer specific services. To increase the number of Carers that benefit from the service to 1130 in 2005/06. To increase the number of Carers receiving support, breaks and services. | 963 | | Supporting Carer's their role leading to: <ul style="list-style-type: none"> ▪ less family breakdown and stress ▪ improved health and well being for parents and carers ▪ improved choice & control over services. |
| SC4 | Develop our services to vulnerable adults and children in the community. | To provide integrated services with all partner agencies through a children's trust to reduce the need for acute services. Improve the work with Looked after Children – Improve the number of those returning to their families. Modernising day services for people with learning disabilities into mainstream opportunities in their local communities. <i>Supported by:</i> Raising Attainment of Looked After Children team Mentoring. Access to cultural services for LAC and people with learning disabilities. Develop new patterns of day services in line with the principles of Valuing People through the use of new and innovative training and employment programmes. | To reduce the number of looked after children to 6 per 1,000 (LCSS 2). To achieve 200 people getting to access community based settings and projects to meet their needs - 60 of these to be people from Leicester's black and Asian population. 12 written partnership agreements for community based projects to be established. | 7 per 1,000 | | Enabling social inclusion for people to develop their social & community based opportunities. |

We are committed to sustainable development to improve the quality of life for all Leicester People

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim 2004 | Benefits to Citizens |
|------|---|--|--|-------------------------|---------------------|---|
| EN.1 | To improve the quality of the environment we live in by ensuring sustainable planning and development. | <p>Enhance the quality of parks and green spaces.</p> <p>Provide a planning system, which enhances the built environment through innovative design.</p> <p>Improving the air quality standards.</p> <p><i>Supported by:</i></p> <ul style="list-style-type: none"> ▪ Affordable housing ▪ More energy efficient housing stock ▪ Regeneration of brownfield sites ▪ Optimum use of assets | <p>To increase the number of parks which have Green Flag status from 2 to 8 (LIB 036).</p> <p>To meet government targets of planning applications (BV109).</p> <p>To reduce the number of days air pollution exceeds national standard (LCEN21).</p> | 2 | 5 | <p>Being healthier and feeling good about living in the city.</p> <p>Improve Public health and safety and reducing health inequalities.</p> |
| EN.2 | To develop a transport system, which enables everyone to take part in all aspects of everyday life at a reasonable cost. | <p>Improve access via public transport; promote alternative transport leading to reduced car use.</p> <p>Improve all aspects of transport safety and security.</p> <p>Improve road maintenance procedures.</p> <p>Develop safer routes to schools schemes.</p> <p>Traffic calming initiatives.</p> | <p>To reduce car use by 4% in peak periods to the city centre.</p> <p>To increase bus trips by 20% to the city centre by 2006.</p> <p>To reduce the number of road casualties to 89 by the year 2006 (LCEN PSA43).</p> | 1.3m | 102 | <p>Cleaner air leading to improvements in health.</p> <p>Enabling people to move around the city more easily and participate in society.</p> <p>Safer roads and less casualties and fatalities.</p> |
| EN.3 | <p>Increase recycling of waste.</p> <p>Improve the cleanliness of the City Centre.</p> | <p>Develop an Integrated waste management facility to reduce the amount of household waste going to landfill.</p> <p>Increase the frequency of cleaning in the city centre out of hours.</p> <p>Improve awareness as a prevention measure.</p> <p>Enforcement action including employment of litter wardens.</p> | <p>To increase the % of household waste which is recycled to 40% in 2005 (BV82a).</p> <p>To increase the street inspections meeting the grade "acceptable" or above to 75% by 2005 (LCEN PSA 47).</p> | 9.7% | 69.3% | <p>Improve public health and sustainability of resources, less tax paid on landfill.</p> <p>Increasing the prosperity of the city by making the centre more attractive to residents, visitors, shoppers and businesses.</p> |

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim 2004 | Benefits to Citizens |
|------|---|-------------------------------|---|-------------------------|------------------------|--|
| EN.4 | Wherever possible we will make continuous, measurable progress in our environmental performance and reduce our environmental impact. | Maintain EMAS registration. | To meet the EMAS targets for environmental improvement. | targets being achieved | targets being achieved | Improve quality of environment for Leicester people. |

To invest in our biggest asset, the people of Leicester, develop jobs and new modern industries to ensure that everyone prospers in the 21st Century

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|------|---|--|---|---|----------------|--|
| JR.1 | To contribute to neighbourhood renewal through revitalising neighbourhoods, and community led regeneration programmes. | <p>By implementing the revitalising neighbourhoods programme:</p> <p>By establishing neighbourhood forums to enable greater community participation in delivery services.</p> <p>Improving the co-ordination of local services i.e. Leisure and community services, street environmental services, customer access and advice, social care and health.</p> <p>By working with partners and the community to deliver targeted regeneration in deprived areas of the city.</p> <p>Supporting the establishment of community enterprises.</p> | <p>To complete Neighbourhood Community Plans by March 2004.</p> <p>To improve overall satisfaction ratings in the Residents Survey 2004, e.g.</p> <ul style="list-style-type: none"> ▪ Overall satisfaction with LCC ▪ Image of LCC ▪ Service satisfaction ▪ Satisfaction with neighbourhood ▪ Ratings of staff ▪ Participation <p>BVPIs 3,4,6,157,12,34(a&b) 35(a&b), 75</p> | BV 3 – satisfaction with LA 55% (2000 survey) | | <p>Reduction in social exclusion, better housing, more participation in local affairs by members of local communities for local communities.</p> <p>Local facilities/services which better reflect the aspirations of local communities.</p> |
| JR.2 | To help disadvantaged people into sustainable employment. | <p>Work with partners to create new jobs and retain existing sustainable employment and ensure access to employment opportunities for disadvantaged groups.</p> <p><i>Supported by:</i></p> <ul style="list-style-type: none"> ▪ creating a stable home environment ▪ adult learning to skill people for employment ▪ vocational learning packages in secondary education | <p>Work with partners to develop an employment strategy for Leicester, and establish intermediate labour market initiatives.</p> <p>Develop training schemes in partnership with Job Centre Plus.</p> <p>To assist 180 refugees helped into employment by 2005 (LCEN PSA 46)</p> | 0 | | <p>Reduce number of people unemployed.</p> <p>Improve social inclusion.</p> |

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|------|--------------------------------|--|---|-------------------------|----------------|---|
| JR.3 | To regenerate the City. | <p>Work with our partners to deliver regional and sub-regional action plans and targets.</p> <p>To work towards delivering the Leicester Regeneration Company Masterplan's strategic framework.</p> <p>Delivering Phase 1 of the Cultural Quarter in the St George's area by 2006.</p> | <p>To achieve the targets set out in the SRB programme and the LSEP Action Plans.</p> <p>To establish 5 project teams to implement The Leicester Regeneration Framework Masterplan by April 2003.</p> <p>a) Prime Office b) The Science & Technology Park, c) New Waterside d) City Living e) Retail Core /Circuit</p> <p>Milestones within each area to be agreed by the Project Teams by mid 2003 and will inform subsequent corporate plans.</p> <p>To establish the Creative Industries Resource Team by Autumn 2003.</p> <p>To build the Creative Incubator Centre by April 2004 (linked to LCEN 041).</p> <p>To create 94 jobs 2004-2006 in 88 enterprises.</p> | | | <p>Employment creation, making the city more attractive for citizens, making the city more attractive to investors, creating a vibrant sustainable city.</p> <p>Creation of local jobs and training in the creative sector, as well as increased cultural opportunities</p> <p>Creates an environment, which reflects the makeup of Leicester's community and assists in developing a sense of the City Centre as belonging to all.</p> |

Ensuring the provision and use of quality cultural and leisure services, events and activities which reflect the rich diversity of the city's communities and people and contribute to people's quality of life.

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|------|---|---|--|-------------------------|----------------|---|
| CS1 | To provide cultural activity which contributes to the economic, social and personal well-being of individuals and to increase access to and participation in cultural activity. | Identify and target specific groups improve diversity of programming. Work with partners to improve targeting in the most deprived areas. | To increase participation from 4,422,432 in 2000/01 to 4,963,320 by 31 st March 2005. (NB this includes Libraries) PSA target/LCAL22 | 4,333,587 | | Personal, social and economic well-being of individuals. Promotes a harmonious community. |
| CS.2 | To provide cultural activity and opportunity which contributes to the sustainable development of our neighbourhoods by empowering individuals and communities. | Developing facilities/programmes in neighbourhoods in line with local aspirations. Increased delivery of activities in partnership with communities and in line with identified community needs. | To open Braunstone Leisure Centre by Autumn 2004. To reconfigure cultural services to better meet the needs of local communities. | | | Empowerment of individuals and communities contributing to sustainable development of neighbourhoods. |
| CS.3 | To develop the quality and range of cultural activity and opportunity in Leicester in sustainable ways. | Working with partners, particularly those in the Cultural Strategy Partnership. Develop and agree cultural strategy action plan (April 2003). | To achieve all the council's targets in the cultural strategy action plan by 2005. | | | Increased cultural opportunities at city and neighbourhood level. Improved paths from participation to excellence for those who wish to pursue them. |
| CS.4 | To protect and make the best use of existing resources for cultural opportunities and to attract new investment through which to improve and expand Leicester's cultural sector. | Through the development of the Cultural Strategy Partnership and use of its collective capacity to channel and draw down resources. | To prioritise and realign cultural services in accordance with the resources available to the council. Targets to be included in final version. | | | The widest possible range of cultural activity available for Leicester citizens. |

A decent home for every citizen

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|------|--|--|--|-------------------------|---------|--|
| HS.1 | To meet the needs for affordable housing in Leicester through the encouragement of new provision and the reduction of empty and under occupied homes. | Increase the supply of affordable housing (and large family homes). | To provide a minimum of 133 affordable homes each year. To include 30% affordable housing in new private sector developments. To bring back into use 4.5 % of empty dwellings (BV 64). | 5.63% | | Reducing the tension in society caused by unsuitable housing leading to more stable communities. |
| HS.2 | To improve Leicester's Housing Stock to Decent Homes Standards in all sectors. | Carry out programme of refurbishment to council dwellings - £24m capital programme. (capital/revenue). Private sector renewal grants and home maintenance advice to owner-occupiers. | To meet the Decent Homes Standard with at least 70% of Council Stock (BV 184). | New PI | | Safe secure attractive and warm homes helping to establish stable and sustainable communities. |
| HS.4 | Enable citizens to have access to affordable warmth and a health living environment | Reduce heating costs by improving energy efficiency measures in private households for vulnerable people (PSA) Continue to improve the energy efficiency rating of the Councils Stock | To assist 2,250 vulnerable households by 2005(LCHS 8) To improve the SAP rating by 4.5 points (BVPI63) | 750 (02/03) 57.5 | | Reducing health inequalities, environmental benefits |

Enforcing legislation for environmental health, trading standards, licensing and building control.

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|------|--|---|--|------------------|---------|---|
| RS.1 | To provide effective regulatory services, in accordance with our statutory responsibilities, in the areas of: Environmental Health, Consumer Protection, Licensing and Building Control | By ensuring that: <ul style="list-style-type: none"> emissions from industry, vehicles and contaminated land comply with legal standards; food premises comply with food safety legislation; private sector housing provision complies with legislation and standards; workplaces comply with health and safety legislation; noise and other nuisances are abated; | To develop and implementation of statutory strategic plans: <ul style="list-style-type: none"> Air Quality Action Plan Food Service Plan Consumer Protection Service Business Plan (incorporating Trading Standards Service Framework) <u>Pro-active enforcement:</u> To strive to achieve 99% of inspection targets on all regulated premises, land and vehicles will be subject to effective, risk-based inspection regimes. | | | Reduced pollution and improved air quality and respiratory health Improved quality of life, free from noise and other nuisances. Control of pests and dog-related problems in the city, minimising risks to public health and safety. Food will be wholesome and safe to eat and the incidence of food-borne and infectious diseases will be minimised. Workplaces will be safe, accident levels reduced and the welfare of employees improved. Taxis, places of public entertainment, sports stadia and other licensed premises |

| | Our priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim | Benefits to Citizens |
|------|--|---|--|-------------------------|----------------|---|
| | | <ul style="list-style-type: none"> all other relevant legislation is complied with; licensed vehicles and premises comply with legislation and standards; businesses comply with trading standards legislation; and Building Regulations are complied with. | | | | <p>will be safe and properly controlled. Living conditions in private sector housing accommodation will be improved and the health, safety and well-being of tenants will be protected. Consumers will be protected from unfair or illegal trading. Buildings will be safe and constructed in accordance with the Building Regulations.</p> |
| RS.2 | To be responsive to the needs of citizens and stakeholders who may benefit from these regulatory services | By providing an efficient response to all complaints, service requests and notifications received, and by undertaking investigations where appropriate. | <p><u>Reactive enforcement:</u></p> <p>To respond to 90% of complaints, service requests and notifications within target time.</p> <p>To resolve and complete 75% of complaints and service requests within target time.</p> <p>To achieve 75% customer satisfaction levels (public)</p> | | | <p>As above.</p> <p>Citizens and other stakeholders who may benefit from these regulatory services will receive an efficient and effective response to their complaints/service requests</p> |
| RS.3 | To undertake our regulatory and enforcement responsibilities in a fair and efficient manner | <p>All enforcement activities will be fair and transparent and comply with the Enforcement Concordat and the Council's Enforcement Policy</p> <p>All statutory licenses, authorisations and applications will be processed efficiently.</p> | <p>To score 90% against enforcement checklist of best practice for environmental health and trading standards (BVPI 166)</p> <p>To meet 99% of applications determined/processed within statutory deadlines.</p> <p>To achieve 75% customer satisfaction levels (business)</p> | | | <p>As above.</p> <p>Businesses and citizens who are subject to our regulatory services will receive fair and efficient treatment.</p> |

Continuously improving the way that Leicester City Council works; creating a well managed, responsive, learning organisation characterised by dialogue, innovation and trust.

| | Our Priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim 2004 | Benefits to Citizens |
|-------|--|---|---|-------------------------|---------------------|---|
| CI.1 | To change how the Council works. | The culture change programme will be developed around 5 themes: <ul style="list-style-type: none"> • Creating organisational clarity and vision • Changing personal behaviour • Changing the way groups work • Creating systems that support positive behaviour • Communication and enrolling others | To develop a detailed action. | | | A more responsive council. |
| CI. 2 | Sound Corporate Governance. | To have in place a local code and processes of corporate governance which are regularly reviewed by the Council within the themes of: <ul style="list-style-type: none"> • Management Processes • Risk Management and Internal Control • Standards of Conduct | To carry out an annual review and reporting of corporate processes, highlighting areas for improvement. To achieve a satisfactory external assessment of the annual report. | | | Reassurance of good governance and use of public resources with regard to: <ul style="list-style-type: none"> • Openness and inclusively • Integrity • Accountability |
| CI. 3 | Ensure optimum use of Council resources in support of Service delivery. | A robust Financial Strategy (revenue and capital), which matches available resources to Council priorities. An Asset Management Strategy which supports the Council's regeneration objectives and ensures the timely and cost effective acquisition and disposal of property and the best use of premises at minimum cost. An effective Procurement Strategy, which leads to more efficient and cost-effective procedures for procuring goods and services. A robust ICT Strategy which aligns ICT investment with Council priorities. | To maintain a rolling three year revenue and capital strategy in place, as a basis for annual budget setting. To increase the rent from properties by 3% by 2004. To carry out 20% of asset valuations and property reviews by April 2004 and an annual rolling programme established for all properties. To save £4M by 2006 compared with expenditure in 2001/02 | | | The most effective and efficient use of the Council's resources, based on knowledge of what the community wants. Contribution to the prosperity and environmental quality of the City by supporting regeneration in partnership with stakeholders and the community. |

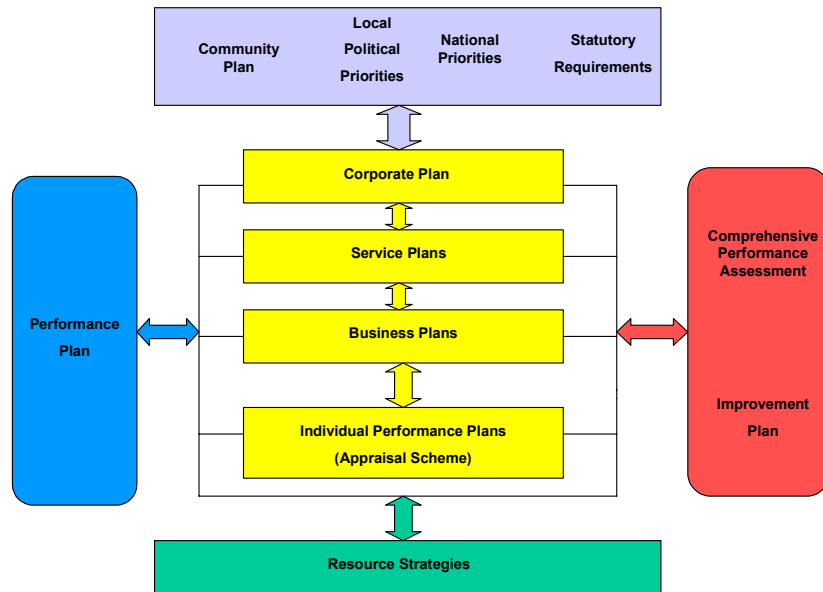
| | Our Priorities | How we will achieve it | Headline Milestones and Targets | Baseline 2001/02 | Interim 2004 | Benefits to Citizens |
|-------|--|--|---|--------------------------------|---------------------|--|
| CI. 4 | Effective investment in employees to enable the Council priorities to be met and setting a positive example to other employers. | <p>A Human Resources Strategy which ensures the right quantity and quality of employees to meet future service needs.</p> <p>Effective employment practices to attract, retain and develop employees, and to appraise their performance in delivering services to the right standard.</p> | <p>To improve employee turnover to within the top quartile of comparable authorities.</p> <p>To reduce the number of working days lost to sickness to within the top quartile of comparable authorities (BV 12).</p> | 9.7 days sickness top quartile | | <p>Skilled staff providing quality services to meet users needs.</p> <p>Employment opportunities for local people with a recognised good practice employer.</p> |
| CI. 5 | Improve access to Council, and other public sector, services. | <p>A Telephone Contact Centre giving a single point of contact for general services inquiries.</p> <p>A website (www.leicester.gov.uk) which offers increasing kinds of self service functions (e.g. on line payments).</p> <p>A range of local Council access points (telephone, face to face and self-help), working in partnership with other agencies where possible, to give the same level of integrated access.</p> | <p>To increase the % of residents who find it easy to access our services from 27% in 2001 to 40% in 2004.</p> <p>To make all relevant Council services accessible electronically by 2005.</p> <p>To provide a Council customer access point within 1 mile of every home in the City (subject to local demand) by 2006.</p> | | | <p>Easy access to services and information (whether at home, at work or on the move) 24 hours a day, 7 days a week.</p> <p>Less confusion – no need to understand departmental or agency structures and roles.</p> |

Part 3
Delivering Priorities by Raising Performance

Delivering Priorities by Raising Performance

Since 2000 we have used the council's performance management framework to ensure that we have a corporate approach to service planning and delivery. This framework was revised in 2003 to take account of lessons learned and our first Comprehensive Performance Assessment (CPA). The Corporate Plan now clearly establishes our corporate aims and priorities and forms a key element of how we will monitor and raise our performance.

Performance Management Framework For Service Improvement



Revised March 2003

From the Corporate Plan, the council's strategic aims and priorities feed into specific service plans. Each business unit of the council then generates a business plan. Each member of staff is engaged in the delivery of the plans through the appraisal process. This means that there is consistency and understanding of the key issues we face and the priority we place behind each area of our activity.

At each stage, we set targets against performance measures to improve year on year and in comparison with other councils. We monitor our performance regularly and take action if we are not meeting our targets. Cabinet monitors the progress made on targets within this plan. Scrutiny and Senior Managers monitor other targets. We report our progress annually to the people of Leicester in our Best Value Performance Plan.

We will review our Corporate Plan each year in the light of our performance and any emerging new priorities to make sure we remain focused on what is important. This review will be integrated with the council's budget making process to ensure resources are focused on the same priorities and what needs to be improved.

Our first CPA assessment in 2002 rated us as a "fair" performing Council. We aim to improve this score; our ultimate goal is to see Leicester City Council rated "excellent". The priority areas for improvement are set out each year in our CPA Improvement Plan.

We aim to raise our performance to improve what the council does for the benefit of citizens – something everyone can take pride in.

CONSULTATION ON THIS DOCUMENT

This is an interim corporate plan and will be consulted on widely over the next few months. A series of events and activities will be held for members and officers across the council have a say in the final document. The final plan will be launched in the autumn.

If you have any comments on this plan please e-mail them to Liz Reid Jones, Acting Head of Policy & Performance, CXO at reidl001@leicester.gov.uk