

Leicester City Council

***“Making Leicester more attractive for our diverse communities  
to live, work and invest in”***

**CORPORATE PLAN 2003/2006**

**October 2003**

## Introduction

### **NOTE: TO BE EXPANDED IN FINAL VERSION**

As the largest employer in the city providing a wide range of services, the City Council needs to set a clear direction to achieve its aim. This public statement is particularly significant for the Council's political and professional leadership and accountability at all levels. It is also commended to our stakeholders with whom the statement has been developed and without whom the outcomes, described in more detail in Part 2, cannot be delivered.

## ***Part 1***

# ***Aim, Strategic Objectives, Key Priorities, Values and Style of Leicester City Council***

## **CORPORATE DIRECTION**

### Aim

Make Leicester more attractive for our diverse communities to live, work and invest in.

### Strategic Objectives

- Raise educational standards and skills irreversibly so that all schools are good schools and individuals are committed to learning throughout life.
- Improve our environment to make local neighbourhoods and the city centre places for people to be proud of.

### Key Priorities

We are ambitious about the future and will respond dynamically to the new realities that face cities and regions across Europe. To achieve our strategic priorities we will: -

- Build on Leicester's history of including people from all backgrounds in a cohesive community free to pursue peace and prosperity;
- Make our city's developments sustainable so that we do not close down choices for our children and grandchildren;
- Improve quality and equality in teaching and learning;
- Support children and parents, especially protecting the most vulnerable children;
- Help people with disabilities and the growing number of older people to experience more independence;
- Develop a safe, clean and creative city with wider access to culture and recreation;
- Regenerate the city's housing, open spaces, public transport and access to work and services;
- Promote prosperity and new jobs, while safeguarding people's health and development interests;
- Invest in continuous improvement in a well-managed organisation.

## Values

- **Building trust:** dealing with each other and partners, respectfully and transparently in the pursuit of the public interest;
- **Valuing staff:** offering praise in a fair working environment that encourages highly skilled performance, learns from dialogue and clarifies accountability;
- **Cultivating leadership:** setting an ambitious direction as a single democratic organisation that serves the people of Leicester with integrity;
- **Delivering quality:** taking responsibility for getting things done innovatively and exceeding the expectations of service users within managed risk.

## Style

- Finding solutions, making decisions and getting things done excellently at all levels;
- Working with organisations and people across Leicester and beyond to bring about a shared Community Plan for a better city;
- Listening to all individuals, stakeholders and staff to improve equality of opportunities;
- 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 their neighbours.

## ***Part 2***

### ***Key Priorities and how we will achieve and measure them***

**A. Build on Leicester's history of including people from all backgrounds in a cohesive community free to pursue peace and prosperity**

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim 2004</b>	<b>Outcomes</b>
A1	<b>Improve and promote community cohesion in Leicester.</b>	<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>Focus Advice Services on specific projects with specific groups.</p> <p><i>Supported by:</i> Full service provision through children's centres and extended schools.</p>	<p>To have the Community Cohesion strategy in place by April 2004 and incorporated in the Community Plan by 2006 around the 4 themes of:</p> <ul style="list-style-type: none"> <li>▪ Vision and Leadership</li> <li>▪ Young People</li> <li>▪ Engaging Outer Areas Communities</li> <li>▪ Black and Minority Ethnic Communities.</li> </ul>	N/A	N/A	<p>Living in a more harmonious and welcoming city.</p> <p>Fewer tensions within and between communities.</p> <p>Greater access to employment opportunities resulting in a workforce, which is representative of Leicester.</p>
A2	<b>Create equality of opportunity in services we provide to our citizens, service users and those who visit the city</b>	All services that are delivered on behalf of the council will reflect the diverse needs of the population.	To achieve level 3 of the equality standard for local government by October 2004(BV 2).	Level 2	Level 3	<p>Access to more diverse cultural experiences.</p> <p>Ensuring all citizens are able to access information and advice<sup>1</sup></p>

**N/A = Not Applicable**

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim 2004	Outcomes
A3	<b>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</b>	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).	55%	*	services on their rights, entitlements, and responsibilities.

***B. Make our city's developments sustainable so that we do not close down choices for our children and grandchildren***

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
B1	<b>Improve the quality of the environment we live in by ensuring sustainable planning and development.</b>	<p>Enhance the quality of parks and green spaces.</p> <p>Provide a planning system, which enhances the built environment creating jobs and homes for people.</p> <p><i>Supported by:</i></p> <ul style="list-style-type: none"> <li>▪ Affordable housing</li> <li>▪ More energy efficient</li> </ul>	<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>1</p> <p>66.9%</p>	<p>5</p> <p>*</p>	<p>Being healthier and feeling good about living in the city.</p> <p>Improve Public health and safety and reducing health inequalities.</p>



	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
		<ul style="list-style-type: none"> <li>housing stock</li> <li>▪ Regeneration of brownfield sites</li> <li>▪ Optimum use of assets</li> </ul>				
B2	<b>Make continuous, measurable progress in our environmental performance and reduce our environmental impact.</b>	Maintain EMAS registration.	To meet the EMAS targets for environmental improvement.	Targets being achieved	Targets being achieved	Improve quality of environment for Leicester people.
B3	<b>Provide cultural activity and opportunity, which contributes to the sustainable development of our neighbourhoods by empowering individuals and communities.</b>	<p>Developing facilities/programmes in neighbourhoods in line with local aspirations.</p> <p>Increased delivery of activities in partnership with communities and in line with identified community needs.</p>	<p>To open Braunstone Leisure Centre by Autumn 2004.</p> <p>To reconfigure cultural services to better meet the needs of local communities from 1<sup>st</sup> April 2004</p>	N/A	2 weeks slippage on target date	Empowerment of individuals and communities contributing to sustainable development of neighbourhoods.
B4	<b>Develop the quality and range of cultural activity and opportunity in Leicester in sustainable ways.</b>	Working with partners, particularly those in the Cultural Strategy Partnership.	To achieve all the council's targets in the cultural strategy action plan by 2005.	*	*	<p>Increased cultural opportunities at city and neighbourhood level.</p> <p>Improved paths from participation to excellence for those who wish to pursue them.</p>

### C. Improve quality and equality in teaching and learning

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
C1	<b>Raise educational standards for all children and young people.</b>	<p>Raise attainment of pupils, especially at Key Stage 2 and key stage 4.</p> <p>Improve attendance and address behaviour in school, which detracts from effective learning.</p> <p>Improve school effectiveness.</p> <p><i>Supported by</i>            Out-of-school learning and development opportunities, and cultural activity.            Family learning and youth work.            Housing investment providing warm homes for better study.            School travel planning and 'Safer Routes To School'.            Healthy Schools Initiative.</p>	<p>78% of pupils achieving level 4 or above in the KS2 Maths test by summer 2005 (BV40).</p> <p>80% of pupils achieving level 4 or above in the KS2 English test by summer 2005 (BV41).</p> <p>48% of students achieving 5 GCSE grades A*-C by summer 2005 (BV 38).</p> <p>Only 1 pupil per 1000 permanently excluded during the year by 2006 (BV44).</p> <p>Schools subject to special measures and serious weaknesses reduced to the national average.</p>	<p>61% (summer 2001)</p> <p>65% (summer 2001)</p> <p>37% (summer 2001)</p> <p>2.94</p> <p>N/A</p>	<p>75% (summer 2003)</p> <p>74% (summer 2003)</p> <p>44% (summer 2003)</p> <p>1.97</p> <p>N/A</p>	<p>Confident readers and skilled users of language, number and ICT.</p> <p>Improvements in levels of behaviour in schools and in the community.</p> <p>Increasing number of young people moving to further education and contributing to the economic and social regeneration of the City.</p>

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
C2	<b>Transform and modernise provision across the city</b>	<p>Develop secondary schools fit for the future.</p> <p>Develop a strategy for West Leicester with a focus on New College.</p> <p>Reconfigure special education provision.</p> <p>Review key issues facing primary schools including class size, budget and school place planning.</p>	<p>At least 2 new schools created by 2007.</p> <p>Rate of improvement of attainment at KS2 and KS4 greater than the City rate of improvement.</p> <p>Special schools reconfigured with 4 secondary schools with additional resources (SARs) implemented plus 12 primary SARs by 2006/07</p> <p>No primary schools with 25% of surplus places by 2007 (BV34a)</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>18.6%</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>20.9%</p>	<p>Schools, libraries and lifelong learning provision that people want.</p> <p>Greater collaboration and inter-dependence between providers to ensure access and equity and to prevent exclusion.</p> <p>More choice for learners and clearer routes for progression.</p>
C3	<b>Improve outcomes for children, young people and families who are disadvantaged, socially excluded or otherwise at risk</b>	<p>Narrow attainment gaps and tackle underachievement for particular groups of pupils</p> <p><i>Supported by</i> Projects dealing with child behaviour (for example BIP) to promote education.</p>	<p>19 children leaving care aged 16+ achieving 5 GCSE grades A*-C by 2006. (QP8).</p> <p>100% of permanently excluded pupils provided with alternative tuition of 20 hours or more.</p> <p>96% of statements of special educational need are prepared within 18 weeks by 2006 (BV43a)</p>	<p>0</p> <p>N/A</p> <p>85%</p>	<p>2</p> <p>N/A</p> <p>89%</p>	<p>Improved life chances of individual children and young people enabling them to play a full and active part in their communities.</p>

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
C4	<b>Widen participation in, and increase commitment to, learning and community development.</b>	<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, childcare and library services.</p> <p>Develop full service provision through children's centres and extended schools.</p> <p><i>Supported by:</i> Cultural learning opportunities. Greater range of accessible learning support within libraries.</p>	<p>1184 childcare places including childminders and a further 670 childcare places as part of the Children's Centre strategy by 2006.</p> <p>25% of the 13-19 population using youth services by 2006 (LCED22).</p> <p>24,000 learners enrolled on Adult Community Learning And Further Education courses by 2006 (LCED23).</p> <p>10% of adult learners studying basic skills.</p> <p>220,000 accesses to computers in public libraries by 2006 (LCED18)</p> <p>A network of children's centres based on the hub-and-spoke model created by 2006.</p> <p>Network of extended schools in place by 2006.</p>	<p>N/A</p> <p>10.7%</p> <p>21,373</p> <p>N/A</p> <p>75,090</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>15%</p> <p>22,000</p> <p>N/A</p> <p>215,000</p> <p>N/A</p> <p>N/A</p>	<p>Rising skill levels and improving employment prospects.</p> <p>Cohesive communities with the capacity to develop themselves.</p>

## D. Support children and parents, especially protecting the most vulnerable children

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
D1	<b>Make effective use of additional resources in the City (e.g. Sure Start, Children's Fund, Intermediate Care).</b>	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 services.	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%	*  *	More children and families receive support at an earlier stage, reducing acute needs.
D2	<b>Support users of services, parents and carers with a view to reducing family breakdowns.</b>	Review Carer's Strategy with the Primary Care Trusts, voluntary sector and carers by Nov. 2003 Complete the modernisation of Family Support services. To develop the model of children's centre networks within the city.  <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"> <li>▪ less family breakdown and stress</li> <li>▪ Improved health and well being for parents and carers</li> <li>▪ Improved choice &amp; control over services.</li> </ul>
D3	<b>Develop our services to vulnerable children in the community.</b>	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.	To reduce the number of looked after children to 6 per 1,000 (LCSS 2).	7 per 1,000	*	Enabling social inclusion for people to develop their social & community based

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
		<i>Supported by:</i> Corporate Parenting Raising Attainment of Looked After Children team Mentoring.				opportunities.  Reduction in children at risk.
D4	<b>Develop our services to ensure children are safeguarded from significant harm</b>	Establish clear lines of accountability of all staff.	Increase in preventative services.	*	*	

**E. Help people with disabilities and the growing number of older people to experience more independence**

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
E1	<b>Work in partnership with users, carers, communities and universal services (e.g. Health, Housing, Education).</b>	By planning and delivering 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.
E2	<b>Make effective use of additional resources in the City (e.g. Intermediate Care).</b>	In partnership with Eastern Leicester PCT and City West PCT, increase the range & availability of preventative & rehabilitation services in line with the strategies for 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. Welfare benefits advice to the users of primary care services, particularly the elderly.	To increase the number of intermediate care beds to 20 and provide 20 nurse-led beds available as a 'step-up, step' down facility. (PSA)	12	*	Reduce the need for hospital stays and allow people to return home quicker.  Resources targeted to acute need.

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
E3	<b>Support users of services, and carers with a view to reducing family breakdowns.</b>	Review Carer's Strategy with the Primary Care Trusts, voluntary sector and carers by Nov. 2003 Complete the Review Family Support services.	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.	*	*	Supporting Carer's their role leading to: <ul style="list-style-type: none"> <li>▪ Less family breakdown and stress</li> <li>▪ Improved health and well being for parents and carers</li> <li>▪ Improved choice &amp; control over services.</li> </ul>
E4	<b>Develop our services to vulnerable in the community.</b>	Modernising day services for people with learning disabilities into mainstream opportunities in their local communities.  <i>Supported by:</i> 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 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.	*	*	Enabling social inclusion for people to develop their social & community based opportunities.



## ***F. Develop a safe, clean and creative city with wider access to cultural and recreation***

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
F1	<b>Help to improve levels of crime and remove the fear of crime.</b>	<p>Through the local action plans of the network of 10 area based multi-agency crime and disorder action groups.</p> <p>City wide initiatives include:</p> <ul style="list-style-type: none"> <li>◆ Installing security equipment</li> <li>◆ Diversion projects with young people at risk.</li> <li>◆ Improved street lighting and shrub planting.</li> </ul> <p><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.</p>	<p>To reduce domestic burglary by 7% in 2004/05 (PSA7)</p> <p>To reduce the overall levels of crime committed in the city centre by 7%.</p> <p>To produce a victims and witnesses strategy by February 2004.</p>	<p>29.9 per 1000</p> <p>9291 offences</p>	<p>23.6 (04/05)</p> <p>3% (03/04)</p>	<p>A reduction in crime and disorder will improve the quality of life for citizens of Leicester.</p> <p>Reduced crime will assist in the regeneration of the city.</p>
F2	<b>Improve support to individuals suffering/ surviving domestic violence and racial harassment.</b>	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	N/A	To be developed	Improve the quality of life for citizens of Leicester and in particular, support vulnerable members of the community.
F3	<b>Reduce the number of incidents of anti-social behaviour across the city.</b>	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.

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
F4	<b>Protect people from drug and alcohol related anti-social and criminal behaviour; stifle the availability of illegal drugs on our streets.</b>	<p>Develop routes to treatment for those committing drug related crime.</p> <p>Consistent detection of drug dealers and suppliers and the disruption of their markets.</p> <p>Increase take up rate by former addicted criminals of further education and employment for drug users.</p>	<p>To reduce levels of repeat offending amongst drug using offenders.</p> <p>To increase the number of offenders referred to, and entering, treatment.</p> <p>To reduce levels of crime committed to fund drug misuse.</p>	<p>36% of offenders on order</p> <p>216 offenders referred.</p> <p>99 offenders entering treatment</p> <p>158 further offences</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>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.</p>
F5	<p><b>Increase recycling of waste.</b></p> <p><b>Improve the cleanliness of the City Centre.</b></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>	<p>9.7%</p> <p>69.3%</p>	<p>*</p> <p>*</p>	<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>

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
F6	<b>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.</b>	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 <sup>st</sup> March 2005. (NB this includes Libraries) PSA target/LCAL22	4,333,587	4,807,035	Personal, social and economic well being of individuals.  Promotes a harmonious community.
F7	<b>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.</b>	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.	N/A	N/A	The widest possible range of cultural activity available for Leicester citizens.

## ***G. Regenerate the city's housing, open spaces, public transport and access to work and services***

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
G1	<b>Regenerate the City.</b>	By co-ordinating the work of partners in the Leicester Economic Regeneration Partnership with the Leicester Regeneration Company, Leicester Partnership, and the Leicester Shire Economic Partnership, including external funding (primarily Objective 2 schemes, SRB Programmes, and NRF projects) and LCC Employment Initiatives Team  Delivering Phase 1 of the Cultural Quarter in the St George's area by 2006.	Create 18 new Social Enterprises in the City within target wards by March 2010.  Establish with partners the target number of sustainable businesses to be achieved by March 2010 in the most deprived neighbourhoods  Create and sustain 250 new jobs per annum in the most deprived neighbourhoods until at least March 2006.  To establish the Creative Industries Resource Team by Autumn 2003.  To build the Creative Incubator Centre by April 2004  To create 94 jobs 2004-2006 in 88 enterprises.  To build a new Performing Arts Centre by Autumn 2004.	N/A  To be agreed  *  N/A  N/A  N/A  N/A	To be agreed  To be agreed  250 per annum  *  *  *  *	Employment creation, making the city more attractive for citizens, making the city more attractive to investors, creating a vibrant sustainable city.  Promote economic growth so tackle economic and social disadvantage.  Creation of local jobs and training in the creative sector, as well as increased cultural opportunities 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.

	<b>What we will do</b>	<b>How we will do it</b>	<b>Headline Milestones and Targets</b>	<b>Baseline 2001/02</b>	<b>Interim</b>	<b>Outcomes</b>
G2	<b>Meet the needs for affordable housing in Leicester through the encouragement of new provision and the reduction of empty and under occupied homes.</b>	Increase the number of houses built (including conversions to residential use).  Increase the supply of affordable housing (and large family homes).	To provide 19,000 new homes by 2016  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.
G3	<b>Improve Leicester's Housing Stock to Decent Homes Standards in all sectors.</b>	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).	N/A	*	Safe secure attractive and warm homes helping to establish stable and sustainable communities.
G4	<b>Enable citizens to have access to affordable warmth and a health living environment</b>	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)	*  57.5	750 (02/03)  *	Reducing health inequalities, environmental benefits
G5	<b>Develop a transport system, which enables everyone to take part in all aspects of everyday life at a</b>	Improve access via public transport; promote alternative transport leading to reduce car use.  Develop safer routes to schools schemes	To reduce car use by 4% in peak periods to the city centre.  To reduce the number of road casualties to 89 by the year 2006	*  *	*  *	Enabling people to move around the city more easily and participate in society, particularly improve

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
	reasonable cost.	To implement traffic calming initiatives	(LCEN PSA43).			accessibility for the disabled and other groups  Safer roads and less casualties and fatalities.
G6	<b>Improve access to Council, and other public sector, services.</b>	<p>A Telephone Contact Centre giving a single point of contact for general services inquiries.</p> <p>A website (<a href="http://www.leicester.gov.uk">www.leicester.gov.uk</a>) 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 to 40% in 2004.</p> <p>To make all relevant Council services accessible electronically by 2005.</p>	27%  *	40%  *	<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>
G7	<b>Provide local services that respond to local peoples needs and priorities</b>	<p>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>Engaging local people in the issues that affected them.</p>	<p>Establish area committees across the city by July 2004</p> <p>Increase overall satisfaction with services (BV3) to 62%</p> <p>Increase satisfaction with Leicester as a place to live to 84%</p>	0  55% (2000 survey)  80% (MORI 2001)	To be agreed  *  *	<p>Reduction in social exclusion, better housing, more participation in local affairs by local communities.</p> <p>Local facilities/services which better reflect the aspirations of local communities.</p>

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
		By working with partners and the community to deliver targeted regeneration in deprived areas of the city.	Increase satisfaction with council communications to 58%	53% (MORI 2001)	*	Greater participation in local democracy

## ***H. Promote prosperity and new jobs, while safeguarding peoples health and development interests***

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
H1	<b>Help disadvantaged people into sustainable employment.</b>	<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"> <li>▪ Creating a stable home environment</li> <li>▪ Adult learning to skill people for employment</li> <li>▪ Vocational learning packages in secondary education</li> <li>▪ Advice and assistance to claim in-work benefits and knowledge of rights at work</li> </ul>	<p>Work with partners to develop an employment strategy for Leicester by January 2004, 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>	N/A	*	<p>Reduce number of people unemployed.</p> <p>Improve social inclusion.</p> <p>Improved incomes</p>
H2	<b>Provide effective regulatory services, in</b>	By compliance with legislation, standards and regulations regarding:	To develop and implement strategic plans:	*	*	Reduced pollution and improved air quality and respiratory health.

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
	<p>accordance with our statutory responsibilities, in the areas of:</p> <p><b>Environmental Health, Consumer Protection, Licensing and Building Control</b></p>	<ul style="list-style-type: none"> <li>Emissions from industry</li> <li>Vehicles</li> <li>Contaminated land</li> <li>Food premises</li> <li>Private sector housing provision</li> <li>Workplaces</li> <li>Abatement of noise and other nuisances</li> <li>Licensed vehicles and premises</li> <li>Businesses comply with</li> <li>Building Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Air Quality Action Plan</li> <li>Food Service Plan</li> <li>Consumer Protection Service Business Plan (incorporating Trading Standards Service Framework)</li> </ul> <p>To strive to achieve 99% of inspection targets on all regulated premises, land and vehicles will be subject to effective, risk-based inspection regimes.</p>	*	*	Improved quality of life in a safe clean environment.
H3	<p><b>Be responsive to the needs of citizens and stakeholders who may benefit from these regulatory services</b></p>	By providing an efficient response to all complaints, service requests and notifications received, and by undertaking investigations where appropriate.	<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>	*	*	As above.
H4	<p><b>Undertake our regulatory and enforcement responsibilities</b></p>	All enforcement activities will be fair and transparent and comply with the Enforcement Concordat and the Council's Enforcement Policy	To score 90% against enforcement checklist of best practice for environmental health and trading standards	*	*	As above.



	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
	<b>in a fair and efficient manner</b>	All statutory licenses, authorisations and applications will be processed efficiently.	(BVPI 166)  To meet 99% of applications determined/processed within statutory deadlines.  To achieve 75% customer satisfaction levels (business)	*	*	
				*	*	

### ***I. Invest in continuous improvement in a well managed organisation***

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
I1	<b>Optimise the use of Council resources in support of Service delivery.</b>	A robust Financial Strategy (revenue and capital), which matches available resources to Council priorities.  An Asset Management Strategy which optimises the utilisation of assets in terms of service benefits and financial return.	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 subject to rent reviews and lease renewals by 8% by 2004.  To carry out 20% of asset valuations and property reviews by April 2004 and an annual rolling programme established for all properties.	N/A	N/A	The most effective and efficient use of the Council's resources, based on knowledge of what the community wants.
				N/A	8%	Contribution to the prosperity and environmental quality of the City by supporting regeneration in partnership with stakeholders and the community.
				20%	20%	

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
		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 save £4M by 2006 compared with expenditure in 2001/02	N/A	N/A	
12	<b>To change the way we work and behave in order to have clarity of purpose within the organisation which drives improvement.</b>	The culture change programme will be developed around 5 themes: <ul style="list-style-type: none"> <li>• Creating organisational clarity and vision</li> <li>• Changing personal behaviour</li> <li>• Changing the way groups work</li> <li>• Creating systems that support positive behaviour</li> <li>• Communication and enrolling others</li> </ul>	All staff trained in the required new behaviours.  Increased engagement with key partners.  Synergy Reviews completed by spring 2004  Full communications strategy agreed for Culture Change and first phase implemented.	N/A  N/A  N/A  N/A	N/A  N/A  N/A  N/A	A better performing Council overall.  A Council which is aware of the diverse needs of Leicester's citizens.  A Council perceived by businesses as supportive of investment and economic growth.  A Council which successfully engages with Leicester's dynamic voluntary sector.
13	<b>Invest effectively in employees to enable the Council priorities to be met and set a positive example to other employers.</b>	A Human Resources Strategy which ensures the right quantity and quality of employees to meet future service needs.  Effective employment practices to	To improve employee turnover to within the top quartile of comparable authorities by 2006  To reduce the number	N/A	N/A	Skilled staff providing quality services to meet users needs.  Employment

	What we will do	How we will do it	Headline Milestones and Targets	Baseline 2001/02	Interim	Outcomes
		attract, retain and develop employees, and to appraise their performance in delivering services to the right standard.	of working days lost to sickness to within the top quartile of comparable authorities (BV 12).	11.1 days sickness top quartile (2002/03)	10.8 days sickness	opportunities for local people with a recognised good practice employer.
14	<b>Manage the council well.</b>	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"> <li>• Management Processes</li> <li>• Risk Management and Internal Control</li> <li>• Standards of Conduct</li> </ul>	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.	N/A  N/A	N/A  N/A	Reassurance of good governance and use of public resources with regard to: <ul style="list-style-type: none"> <li>• Openness and inclusively</li> <li>• Integrity</li> <li>• Accountability</li> </ul>
15	<b>To provide a prompt, accurate and accessible benefits service.</b>	Improve speed of processing claims.  Ensure 80% of visitors are seen within 15minutes of arrival.  Increase and develop monitoring procedures.	45 days by 31/03/04.  Achieved by 31/12/03  Quality checks on at least 10% of assessments pre payment.	127 days  N/A  Less than 2%	45 days  N/A  To be agreed.	Improve economic well being for customers.

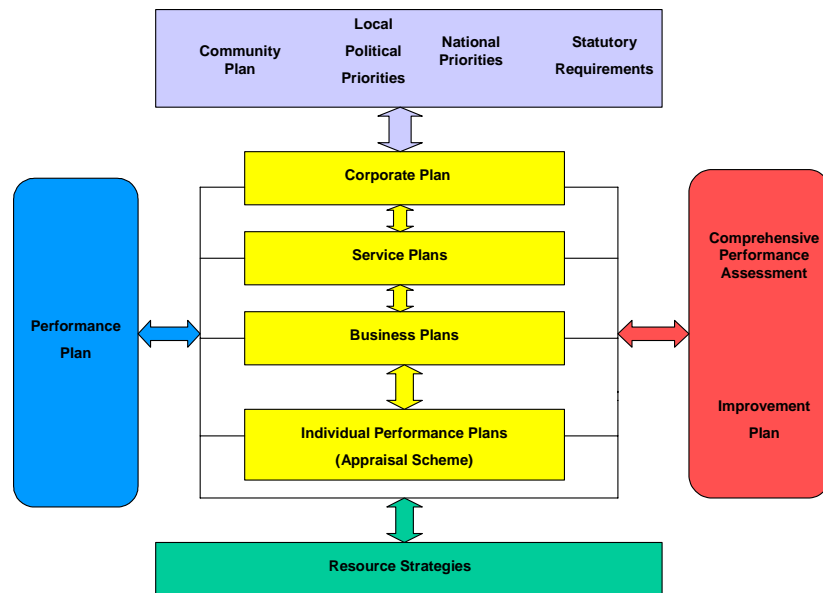
## ***Part 3***

# ***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.