

Leicester  
City Council

**WARDS AFFECTED:**  
Corporate issue – All wards

**CABINET  
COUNCIL**

**13<sup>th</sup> March 2006  
16<sup>th</sup> March 2006**

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## **THE STRATEGY FOR LEICESTER**

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### **Report of the Assistant Chief Executive**

#### **1. Purpose of Report**

- 1.1 This report seeks Cabinet endorsement of a replacement Community Strategy and Neighbourhood Renewal Strategy for Leicester, in the form of a unified document 'The Strategy for Leicester' (Appendix A). Cabinet are recommended to recommend to Council that it formally approve the Strategy.

#### **2. Summary**

- 2.1 For reasons outlined in the supporting information for this report, a review of Leicester's Community Strategy and Neighbourhood Renewal Strategy has been undertaken.
- 2.2 Leicester's first Community Strategy (known as the Community Plan) was published in 2000, and modified and updated in 2003. The Council and the Leicester Partnership launched the first Neighbourhood Renewal Strategy for Leicester in 2003.
- 2.3 The development of the Strategy for Leicester has been based on a community consultation programme and stakeholder debate within the Leicester Partnership and its thematic components.
- 2.4 The Strategy sets out a vision of Leicester in 2025.

*By 2025 Leicester will be:*

- The most cohesive city in Europe, with safe and strong communities where people successfully live work and learn together, new arrivals are made welcome, and where diverse cultural traditions enrich one another and the lives of all of its citizens*
- A city at the heart of a thriving sub-region that has mobilised the skills and economic potential of its diverse population to become a major driver of wealth creation in the East Midlands;*

- *A sustainable city, recognised as a model of excellence internationally, which minimizes its impact on the local and global environment, and where no-one suffers from serious economic or social disadvantage;*
- 2.5 The Strategy is then broken into four themes: Economic Prosperity; Cohesive, Safe, Strong and Sustainable Communities; Children and Young People; and Healthier Communities and Older People. These themes mirror the four delivery groups of the re-structured Leicester Partnership and the four blocks of our Local Area Agreement.
- 2.6 Within these themes, 21 high level 'aims' designed to achieve the vision for Leicester, have been established. For each aim a number of key actions to be undertaken have been identified.
- 2.7 The City Council and its partners, through the Leicester Partnership, will deliver the Strategy. Indicators designed to measure our progress towards achieving the aims of the Strategy (with short to mid-term targets) are set out in both partner's organisational plans (e.g. the Council's Corporate Strategy), a number of partnership plans (e.g. Safer Leicester Partnership's Community Safety Strategy) and significantly, Leicester's first Local Area Agreement. Indeed, the Local Area Agreement will not only drive the delivery of the majority of the strategic aims in the Strategy for Leicester, but will enhance delivery through improved integration of service delivery.
- 2.8 By taking responsibility for the development and implementation of both community strategies and the deprivation-focused neighbourhood renewal strategies, local authorities and local strategic partnerships are able to make vital links between neighbourhood-level action to tackle social exclusion and initiatives taken at a broader strategic level.

### **3. Recommendation**

- 3.1 Cabinet is recommended to endorse The Strategy for Leicester and recommend that it is formally approved by Council.

### **4. Financial Implications** Steve Charlesworth, Head of Strategy and Development (Ext. 7495)

- 4.1 There are no financial implications arising directly from this report. However future budgets will need to reflect The Strategy for Leicester, which may involve a re-prioritisation of resources.

### **5. Legal Implications** Peter Nicholls, Head of Legal Services (Ext. 6302)

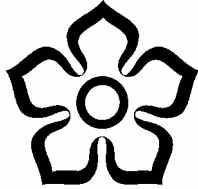
- 5.1 Section 4 of the Local Government Act, 2000 requires that every local authority must prepare a Community Strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom.
- 5.2 A local authority may from time to time modify their Community Strategy.
- 5.3 In preparing or modifying their Community Strategy, a local authority:
- must consult and seek the participation of such persons as they consider appropriate, and

- must have regard to any guidance for the time being issued by the Secretary of State.

5.4 The Community Strategy falls within the Council's Policy Framework and is a matter reserved to full Council by law

## **6. Report Author**

Adam Archer  
Extension: 6091



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### **Report of the Assistant Chief Executive**

## **SUPPORTING INFORMATION**

### **1. Background**

- 1.1 The Local Government Act 2000 places a duty on local authorities to prepare 'community strategies' to improve the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development.
- 1.2 Government guidance indicates that any community strategy should meet four objectives. It must:
  - 1.2.1 Allow local communities (based upon geography and/or interest) to articulate their aspirations, needs and priorities.
  - 1.2.2 Co-ordinate the actions of the council, and of the public, private, voluntary and community organisations that operate locally.
  - 1.2.3 Focus and shape existing and future activity of those organisations so that they effectively meet community needs and aspirations.
  - 1.2.4 Contribute to the achievement of sustainable development both locally and more widely.
- 1.3 The National Strategy for Neighbourhood Renewal aims to bridge the gap between the most deprived neighbourhoods and the national average. A major funding programme, the Neighbourhood Renewal Fund (NRF), supports the implementation of the strategy. Local Authorities in receipt of NRF are required to both have a Local Strategic Partnership and develop a Local Neighbourhood Renewal Strategy.
- 1.4 Leicester's first Community Strategy (known as the Community Plan) was published in 2000, and modified and updated in 2003. The Council and the Leicester Partnership launched the first Neighbourhood Renewal Strategy for Leicester in 2003.

## 2. Report

- 2.1 There are a number of reasons why a review of the Community Strategy and Neighbourhood Renewal Strategy was necessary. These include:
  - 2.1.1 To achieve clarity about the Partnership's purpose and priorities through the integration of the Community Plan and the Local Neighbourhood Renewal Strategy into a single, cohesive strategy, whilst encompassing a number of other key strategies such as the Community Cohesion Strategy, the Cultural Strategy, and the Supporting People Strategy.
  - 2.1.2 To establish and maintain ownership of the Community Strategy and Neighbourhood Renewal Strategy across the revised membership of the Leicester Partnership and the thematic partnerships.
  - 2.1.3 To achieve consistent levels of 'buy-in' to the Community Strategy and Neighbourhood Renewal Strategy by assigning delivery responsibilities to partners.
  - 2.1.4 To respond to the recommendations of the District Audit review 'Implementing the Community Strategy – a review of Progress (July 2002)'.
  - 2.1.5 To ensure that the Partnership has a Community Strategy and Neighbourhood Renewal Strategy that will exert real influence and impact on mainstream spending decisions and priorities.
  - 2.1.6 To define plausible, achievable, and measurable objectives and targets that the Leicester Partners and the Partnership as a whole are able to 'performance manage'.
  - 2.1.7 To develop closer synergies with National, Regional and Sub-Regional strategies, and to encompass thematic and neighbourhood level 'sub-strategies'.
  - 2.1.8 To establish clear, crosscutting priorities verified by an updated evidence base.
  - 2.1.9 To link the Neighbourhood Renewal Strategy with the development of engagement mechanisms, including the Leicester Community Network, to ensure that the Strategy is informed and influenced by neighbourhood views.
- 2.2 The Neighbourhood Renewal Strategy is to be included within the new Community Strategy. It is essential that the neighbourhood renewal dimension is made explicit within the new strategy. The overall vision for neighbourhood renewal is that *"By 2025 no-one will be seriously disadvantaged by reason of where they live"*.
- 2.3 The development of the Strategy for Leicester has been based on a community consultation programme and stakeholder debate within the Leicester Partnership and its thematic components.

2.4 The Strategy sets out a revised vision of Leicester in 2025.

*By 2025 Leicester will be:*

- *The most cohesive city in Europe, with safe and strong communities where people successfully live work and learn together, new arrivals are made welcome, and where diverse cultural traditions enrich one another and the lives of all of its citizens*
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2.6 Within these themes, 21 high level 'aims' designed to achieve the vision for Leicester, have been established. For each aim a number of key actions to be undertaken have been identified.

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2.8 By taking responsibility for the development and implementation of both community strategies and the deprivation-focused neighbourhood renewal strategies, local authorities and local strategic partnerships are able to make vital links between neighbourhood-level action to tackle social exclusion and initiatives taken at a broader strategic level.

### **3. Financial Implications**

3.1 There are no financial implications arising directly from this report. However future budgets will need to reflect The Strategy for Leicester, which may involve a re-prioritisation of resources.

### **4. Legal Implications**

4.1 Section 4 of the Local Government Act, 2000 requires that every local authority must prepare a Community Strategy for promoting or improving the economic,

social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom.

- 4.2 A local authority may from time to time modify their Community Strategy.
- 4.3 In preparing or modifying their Community Strategy, a local authority:
- must consult and seek the participation of such persons as they consider appropriate, and
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## 5. Other Implications

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	Yes	Addressing inequalities is a cross-cutting element of The Strategy for Leicester, not least in the Neighbourhood Renewal elements.
Policy	Yes	The Strategy for Leicester both reflects and informs key policies across the City Council and its partners.
Sustainable and Environmental	Yes	Sustainability and environmental protection are key elements of the Strategy for Leicester.
Crime and Disorder	Yes	Tackling crime and the fear of crime is a major feature of The Strategy for Leicester.
Human Rights Act	No	
Elderly / People on Low Income	Yes	Improved outcomes for older people will be delivered through the Healthier Communities and Older People theme of the Strategy with poverty issues addressed through the Economic Prosperity theme.

## 6. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
Partners fail to undertake action outlined in The Strategy for Leicester and/or fail to monitor impact.	M	M	A robust performance management system is being developed. The creation of the Leicester Partnership Executive Board, chaired by the Leader of the Council, was designed to provide a focus for delivery.
Continued development of partnership working in the city will require an appropriate level of officer support.	M	M	The current review around the merger of RAD and the CXO including the creation of a 'partnership' team needs to consider this issue.

L – Low

M - Medium

H – High

L – Low

M - Medium

H – High

## 6. Background Papers – Local Government Act 1972

'Strategy for Leicester and Local Area Agreement' - Resources and Equal Opportunities Scrutiny Committee and Health Scrutiny Committee - 2nd February 2006

## 7. Consultations

Nearly 150 people of differing ages and ethnicities were involved in a consultation programme, including children and young people. There were a range of consultation events including three citizens' juries plus focus groups, workshops, meetings, outdoor activities and an open-ended questionnaire in *Link*, the Leicester City Council newspaper.

Consultees	Date Consulted
Steve Charlesworth, Head of Strategy & Development	2 <sup>nd</sup> March 2006
Peter Nicholls, Head of Legal Services	2 <sup>nd</sup> March 2006
Leicester Partnership	May, July,



**8. Report Author**

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