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*Leicester City Council*

# **CORPORATE PLAN**

## **2006/2008**

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## FOREWORD

Message from the Chief Executive

Three years ago Leicester City Council produced its Corporate Plan. Our key aim is to make the city more attractive for all its diverse communities. We want to try to make life better for every man, woman and child in a more welcoming city. We have made significant progress. Many milestones and targets set three years ago have been achieved. It is therefore time to update the Plan with stretching targets that reflect our current policies and help us deliver continuous service improvement for all our communities.

### **So how are we doing?**

It's easy to spot the signs of the physical regeneration and economic development in the city centre - there are cranes on the skyline, a new theatre is emerging and a Britain in Bloom award proves that the city is becoming more attractive. Over £4billion public and private sector investment is planned in the City in the period 2005-2012.

But work has also been going on to make a real difference to people's lives through raising educational standards and improving local neighbourhoods, housing and open spaces.

Three years on, it's encouraging to report that we're making good progress, particularly in the area that's key to opening up new opportunities for our citizens: education. In Leicester we're seeing improvements in attainment at all key stages - above the national average in many cases. And the formation this year of two new departments has brought fresh focus on children, young people and parents - as well as to older people and those with disabilities.

This stronger focus on our citizens and our users is essential, if our performance is to continue to improve. Better communication will help ensure that our services meet our citizens' needs - and that they gain a better understanding of what we're trying to achieve.

As the pace of change gets ever faster, we must continue to innovate - finding new ways to deliver business efficiencies that drive more effective services.

But we can't make real and sustained progress on our own. Only by working with our partners and service users can we address the issues - health, crime, unemployment, community cohesion - that affect the quality of people's lives, as well as their perceptions of Leicester as an attractive city.

Our commitment to partnership working is stronger than ever, as we strive to maintain the path of continuous improvement we embarked upon since becoming a unitary authority. But maintaining our status as a top performing council is a huge challenge - and it's inevitable that there will be blocks along the way. Constant monitoring is therefore vital to ensure that potential problems are spotted early and that we get back on track again as quickly as possible.

It's a challenge, but we have a roadmap to follow: this Corporate Plan provides each of us with a direction of travel. And if we all pull in the same direction, we really can make Leicester more attractive for us all.

Rodney Green  
Chief Executive  
August 2006

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## INTRODUCTION

We have already achieved many of our commitments within our corporate plan so it's now time to roll it forward to 2008 with new activities to achieve our aim and objectives. We increasingly work with other agencies and organisations, particularly within the Leicester Partnership. Leicester Partnership agreed the Strategy for Leicester (the Strategy) in 2005 and a Local Area Agreement (LAA) that emphasises the more immediate priorities in the city. Both were developed with extensive stakeholder consultation.

This is a refreshed corporate plan that sets out how the city council contributes to the vision in the Strategy and the achievement of those priorities. It also highlights some of our achievements since 2003, how we meet our statutory requirements and how we will continue to improve the council. We have regularly reported progress on the targets in the corporate plan in the Best Value Performance Plan<sup>1</sup>. This plan should be read in conjunction with the Strategy for Leicester<sup>2</sup> and the Local Area Agreement<sup>3</sup>.

### The Council in Partnership

As a key partner in the Leicester Partnership, we are committed to realign our policy and resources to deliver the Strategy and the LAA. The vision for Leicester in 2025 is to 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 on another and the lives of all 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.

### About Leicester

Leicester Partnership knows there is a lot to change in Leicester and the vision can only be achieved by working together on several fronts. So whilst we regenerate the city centre to increase economic prosperity we must ensure our efforts to improve the lives of people in deprived areas and maintain a healthy environment for all are not compromised. In the long term we look to create sustainable communities so that:

- Life expectancy increases
- Teenage conception rates are low
- Average earnings increase
- Levels of recorded crime are low
- Air quality (measured by carbon dioxide levels) improves
- Educational achievement increases
- Fewer people live in areas of multiple deprivation
- The city centre and neighbourhoods are clean places
- Residents feel a sense of belonging to Leicester
- Leicester is an attractive place to live

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<sup>1</sup> Best Value Performance Plan published June each year

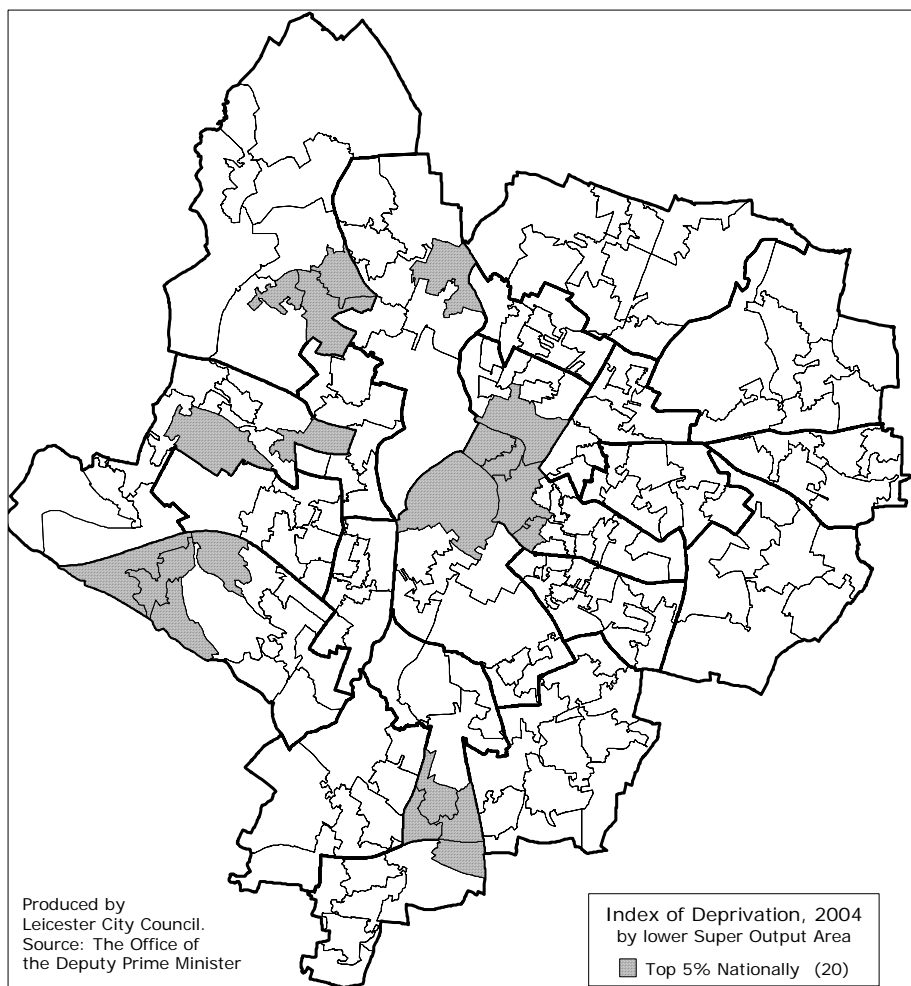
<sup>2</sup> Strategy for Leicester 2006 available from Leicester Partnership

<sup>3</sup> Local Area Agreement 2006, available from Leicester Partnership

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## Neighbourhood Renewal

41% of the population live in the most deprived super output areas in the country and 32% of children live in families that are income deprived<sup>4</sup>. Leicester Partnership is committed to tackle social exclusion and deliver neighbourhood renewal. The Partnership has prioritised the super output areas that appear amongst the 5% most deprived nationally on the Index of Deprivation, as shown on the map below.



The Partnership also agreed a second set of priority areas to focus on those that are amongst the 5% most deprived nationally on each domain of the Index of Deprivation. The council is therefore committed to focus on these areas (see Neighbourhood Renewal page 8)

## The Council's Priorities

There are four major themes within the Strategy for Leicester and the Local Area Agreement. The council's aim and strategic objectives will contribute to achieving the vision for the city in the Strategy and eight of our nine priorities contribute to delivering the four themes. The ninth is focused on improvement within the council.

We remain committed to our overall aim of "Making Leicester more attractive for our diverse communities to live, work and invest in". Major achievements against the strategic objectives have been:

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<sup>4</sup> Area Profiles, Audit Commission 2005

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- Sustained improvement in school effectiveness including a significant reduction in the number of schools causing concern and sustained improvements in attainment at all key stages.
- Cleaner streets, less graffiti and less fly posting and safer parks.
- Major investment in the regeneration of the city centre.

We remain focused on our two main challenges of raising educational standards and skills and improving our environment to make local neighbourhoods and the city centre places for people to be proud of. Educational attainment is rising but is still below most other councils; the latest Residents Survey highlights concerns of citizens about their environment<sup>5</sup>. All our corporate priorities contribute to achieving these strategic objectives and are set out in this plan within the four themes of the Strategy.

## Resourcing the Priorities

We have a three-year budget strategy and over the past 3 years we have moved resources to education and the environment in line with our strategic objectives. Educational attainment and inspection results improved, the comprehensive performance assessment (CPA) scores for education and the environment improved contributing to our 4 star rating in 2005<sup>6</sup>.

## Improving the Council

We embarked on a programme of Culture Change in 2003, conducting a staff survey and responding to views and suggestions. We are making progress with leadership training, best practice awards, cinquefoil seminars, a new internal website (insite), a new look FACE, our identity as One Council and improvements in staffs' working environment. We will conduct a second staff survey to assess whether these things are making a difference.

We are implementing two major programmes of change in 2006/2007 to make sure the council improves and delivers better services. The first is a major reorganisation with two new departments so there are now 5 council departments:

- Adults and Community Services
- Children and Young People's Services
- Housing
- Regeneration and Culture
- Resources

In addition, our role within the Leicester Partnership has been strengthened with a new Directorate of Partnerships responsible for partnership, performance and policy support.

The second is a major programme of business improvement to address efficiency and value for money. The business improvement programme encompasses:

- Support Services Review
- Property Review
- Procurement Project
- Resource Management Systems Project
- Information Management Project

More information about these programmes is on insite.

We value our staff highly and are proud of their commitment and achievements. Council managers will consult and communicate with staff during this period of change. These changes will contribute to improving services for local people and making Leicester a more attractive city in which to live, work and invest in.

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<sup>5</sup> Leicester Residents Survey, 2005

<sup>6</sup> Budget strategy report, Feb 2006

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## PART 1: OUR CORPORATE DIRECTION

**Our Aim:** To make Leicester more attractive for our diverse communities to live, work and invest in.

### Strategic Objectives

To raise educational standards and skills irreversibly so that all schools are good schools and individuals are committed to learning throughout life.

To 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 objectives we will:

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

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## 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 services 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 deliver the Strategy for Leicester 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.

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## PART 2 OUR KEY PRIORITIES

### CROSS CUTTING THEMES

The Local Area Agreement identified seven themes that cut across all our work:

- Community Cohesion
- Tackling deprivation
- Neighbourhood Working
- Sustainability
- Equalities and Diversity
- Community Engagement
- Transforming Services

Our commitment to these themes is evident throughout this plan; here we include additional information about 2 of the themes.

#### **Equality and Diversity**

Leicester City Council continues its commitment to equality of opportunity and the elimination of discrimination for all people regardless of age, colour, disability, ethnic or national origin, gender, marital status, race, religion and religious belief, sexuality, or trade union membership. We are committed to promoting equality in respect of our role as a service provider, our role as an employer, and our role as community leaders. But our duty extends beyond this to supporting the development of the city's social, cultural and economic diversity. Equalities underpin the development of community cohesion. Community cohesion relates to the relationships between different communities.

We are committed to achieving level 4 of the Equality Standard by October 2007. The priorities for improvement include; adopting a corporate approach to equalities implementation; providing better customer care; expanded scrutiny of the Council's performance against equality targets to include external stakeholders; improving communication with the Council's service users and Leicester's communities about its strategic aims for equality and its performance in achieving these aims. More information is contained in the Corporate Equalities Strategy.<sup>7</sup>

#### **Neighbourhood Working**

The Leicester Partnership has agreed that the priorities areas for neighbourhood renewal should be those Super Output Areas that appear amongst the 5% most deprived nationally on the index of deprivation 2004. To improve the quality of life for people in these neighbourhoods we must ensure service providers are more responsive to neighbourhood needs and improve their delivery.

We will work with our partners to bring decision making closer to people in their neighbourhoods, enhancing community involvement and active citizenship. We will promote effective collaboration between partners and sectors at an area and neighbourhood level, and enhance and support the role of elected Members as community leaders.

We have established neighbourhood management in the two of the five priority neighbourhoods – St Matthews/St Marks and Saffron Lane. St Peters, New Parks and Beaumont Leys will follow. Each area will have a Neighbourhood Manager, Board and Delivery Plan.

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<sup>7</sup> Corporate Equalities Strategy 2004-2007



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Strategy for Leicester Theme: CHILDREN AND YOUNG PEOPLE

## **Improve quality and equality in teaching and learning**

### **Support children and parents, especially protecting the most vulnerable children**

Our vision is to create a brighter future for Leicester's children and young people so that they are:

Physically and emotionally healthy.

Safeguarded from harm, neglect and abuse.

Able to enjoy life and achieve their best.

Encouraged to make a positive contribution to the community.

Supported to achieve economic well-being.

We want to see all children fulfil their potential and will be a good corporate parent to children looked after by the Council. We will improve life chances by safeguarding children at risk, enabling more straightforward access to essential services, and providing enriched opportunities for personal, social and economic development.

### Our Achievements

In our most recent annual performance assessment, OfSTED confirmed that the Council's service consistently delivers above minimum requirements for children and young people, has some innovative practice and is increasingly cost-effective whilst making contributions to wider outcomes for the community. In addition, our Social Care and Health Services achieved a very commendable 2\* rating.

- Sustained improvement in attainment supported by targeted interventions for particular schools and groups of pupils (including those in the west of the city);
- Sustained improvement in school effectiveness including a significant reduction in the number of schools causing concern;
- Sustained improvement in attendance at primary school supported by closer working between schools, parents/carers and the education welfare service;
- Sustained improvement in outcomes for Looked After Children supported by multi-agency working;
- A range of improvements to provision for children and young people including:
  - 10 Children's Centres which are increasing the range of services in deprived areas;
  - 38 Safer Routes to Schools so that children can walk to their schools more safely;
  - "State of the art" sports and arts facilities in 8 city schools, including the award winning Sparkenhoe Theatre;
  - A high number of schools accredited under the National Healthy Schools Standard;
  - Launch of Creative Partnership Leicester providing creative programmes in 19 city schools;
  - A multi-agency service to support care leavers (aged 16 plus) to settle into the community;
  - NEWSTART - a new service supporting families at risk because of anti-social behaviour and helping young people back into education.
- The development of many successful, cross-agency initiatives including Sure Start, Children's Fund, Excellence in Cities, the Youth Inclusion Programme, Bridges (ISA), Child Behaviour Intervention Initiative (CBII), Disabled Children Inclusion Service and Database, and Raising Achievement of Looked After Children (RALAC).

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- Effective arrangements for working in co-operation with other major service providers in the city including the Children and Young People's Strategic Partnership (Children's Trust), and the Local Children's Safeguarding Board.

## Our Challenges

An important challenge for the Council is to manage the development of more integrated services for children and young people whilst maintaining standards and safe practice.

Specific challenges to which we will respond include:

- Significant local issues of diet and lifestyle (especially the rise in obesity in the last 3 years and substance misuse, including smoking).
- Leicester's high rate of teenage pregnancies.
- The impact of domestic violence and children's own concerns about bullying.
- The variable rate of childhood accidents across the city.
- Underachievement at school, particularly:
  - Standards in communication, language and literacy at Foundation Stage
  - In primary schools (Key Stage 2)
  - Of vulnerable groups through all key stages
- Children and young people's requests for more access to sport, youth provision, culture and leisure outside of school hours.
- Children want to be involved in community decision-making and to offer and receive support through peer education/mentoring.
- The impact on the life chances of children growing up in workless households and in families experiencing long term unemployment.

## Our Next Steps

We will work with partners and focus on:

- Enabling better access to health lifestyles to reduce health inequalities.
- Safeguarding children from abuse, neglect, the impact of crime, domestic violence, substance misuse and bullying.
- Removing barriers to achievement at Key Stage Two (age 11) and Key Stage Four (age 16) in disadvantaged communities and underachieving groups, including particular minority ethnic groups.
- Developing a play strategy with a functioning play partnership, releasing investment in play developments for the city.
- Widening access to sport and culture opportunities in and out of school.
- Creating clear ways for children and young people to develop a broad range of interests and to participate in all aspects of life at home, school and the wider community.
- Reducing the numbers of young people not in education, employment or training (NEET), especially those who are socially excluded.

We will improve our management of services so that we:

- Secure better outcomes for children and young people across the city by working with partners to share information and deliver more integrated, personalised services.
- Get better at involving children and young people, and their families, in the design and delivery of services.

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- Bring new and more efficient ways of working into the mainstream through coherent, cross-agency approaches to workforce development and performance management.

Leicester is a pathfinder for Targeted Youth Services. Our programme, the Leicester Integrated Services Trial will remodel services for 0-19 year olds to deliver improved, user-friendly services for young people with additional needs. For example, learning difficulties, behavioural problems, and emotional and mental health issues. New arrangements will be piloted in New Parks.

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## Key measures

<b>Outcomes</b>	<b>Measures</b>
Physically and emotionally healthy	Increasing the number of schools accredited with the National Healthy Schools Standard Reducing the rate of teenage conceptions
Safeguarded from harm, neglect and abuse	Reducing the percentage of child protection re-registrations during the year Reducing the number of Looked After Children per 10,000 population aged under 18
Enabled to enjoy life and achieve their best in education	Increasing the percentage of 11 year olds achieving level 4 or above in English Increasing the percentage of 11 year olds achieving level 4 or above in Maths Improving attendance level at Key Stage 3 Increasing the average points score at GCSE and equivalent Reducing the percentage of Looked After Children who missed at least 25 days schooling Increase number of schools achieving the Artsmark status
Encouraged to make a positive contribution to the community	Increasing the number of young offenders in Education, Training or Employment
Supported to achieve economic stability	Increasing the number of young people up to the age of 19 who achieve a full level 2 qualification Reducing the percentage of young people not in employment, education or training

## Investment

There is significant joint-investment through key capital programmes to modernise and renew the fabric of the City's key universal services. These programmes include:

- Building Schools for the Future: all of the city's secondary schools are being remodelled or rebuilt in the Building Schools for the Future programme to be completed in 2012;
- Leicester's first City Academy, with private investment of £2m will open in 2007;
- Children's centres and extended services in and around schools;
- Sports facilities in secondary schools and a range of sports and arts facilities in primary schools.
- Development of a play strategy with a functioning play partnership, releasing investment in play developments for the city.
- Renaissance: regional investment to increase museums service to hard to reach groups and schools.
- Roll out of Creative Partnerships to all city schools to develop creativity among students, teachers and communities
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## Links

Children and Young Peoples Plan  
 Adult and Community Services Plan  
 Supporting People Strategy  
 Cultural Strategy  
 Cultural Services Divisional Implementation Plan

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Strategy for Leicester Theme: SAFER AND STRONGER COMMUNITIES

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

Leicester will be a city 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 its citizens.

### Our Achievements

- Leicester was recognised nationally as an example of good practice in community cohesion.
- There is strong community leadership and the city council is now a founding member of the Institute of Community Cohesion and funds projects through the Community Cohesion fund.
- We've changed the way we work in Arts and Museums with the world culture gallery at New Walk Museum; Belgrave Hall's busy cultural and educational facility and new outreach programmes helping communities find out about their heritage.
- Working in partnership we have developed cultural activities which increase community cohesion and develop intercultural understanding: in 2005, people participated over 5 million times in cultural activity in the city.
- We achieved Level 3 of the equality standard.

### Our Challenges

- Building on our achievements so far.
- Improving equality and reaching level 4 of the equality standard
- Bringing communities together and increasing inter-cultural understanding through cultural and educational activity.
- Improving the co-ordination and systems for new arrivals to ensure integration begins when people first arrive in Leicester.

### Our Next Steps

- We will support social interaction and social inclusion by widening access and removing barriers to participation in culture and sport.
- We will achieve Level 4 of the equality standard by October 2007.
- Implement the framework of the new arrivals strategy agreed by the Leicester Partnership.
- We will improve and develop multi-faith provision in bereavement services.
- The Disability Equality Scheme will go live from December 2006.

### Key measures

Outcomes	Measures
The city is harmonious and welcoming	Increasing the percentage of adults who regularly meet and talk with people of different ethnic origin and social class within their neighbourhood
Services meet peoples needs	Achieving level 4 of the Equality Standard

### Investment

Community Cohesion fund (till 2007)

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## Links

Community Cohesion Strategy  
Corporate Equalities Strategy/Action Plan  
New Arrivals Strategy

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

People's feeling of safety is enhanced by the cleanliness of their neighbourhood. Sport and culture make a real difference to people's quality of life. They are important to health, learning, well-being and happiness and are linked to people's identity and self esteem. Our city will be more attractive to businesses and visitors and so increase prosperity.

### Our Achievements

- Reduction in domestic burglaries, assaults associated with licensed premises, vehicle crime and arson.
- Fear of being a target of crime in city neighbourhoods dropped significantly.
- Reduction in the level of re-offending with more offenders accessing and completing drug treatment.
- Increased awareness of Anti Social Behaviour reporting, bad behaviour tackled more rigorously through the criminal justice system.
- Reduction in first-time entrants to the youth justice system due to preventative work.
- Reduced dangers to children and alcohol related crime through implementation of the new licensing legislation.
- Crimes on parks reduced following clearance of overgrowth and reduction of shrubs.
- The Dawn Centre was opened and provides one-stop shop services for homeless people.
- The risk of anti-social behaviour has been reduced through NEWSTART, a service supporting families at risk of homelessness because of Anti-social behaviour.
- Our Integrated waste management facility has improved our performance in recycling waste.
- We have increased the number of active library members. New libraries were opened in Braunstone (the BRITE Centre) and in Hamilton.
- Grove and Highfields Community Centres have been redeveloped.
- Awarded Beacon Status for Culture and Sport for Hard to Reach Groups.
- 24 of 26 Cultural Strategy Action Plan projects led by LCC met their targets.
- Saffron Lane Sports Centre reopened with synthetic track, state of the art field sports equipment and new changing facilities.
- Increased use of museums by diverse communities with New Cultures Gallery, redevelopment of Belgrave Hall, outreach and travelling exhibitions.
- We are reducing street litter, fly posting and fly tipping through the Blitz Team and Enviro-Crime team.
- The opening of Braunstone Leisure Centre has encouraged the local community to take part in healthy activities.
- The Street Scene Division has brought together services to make a key contribution to the street/local environment.
- We have implemented new licensing legislation, reducing alcohol related risks to children, and reduced alcohol related crime.

### Our Challenges

- The Residents survey indicated that cleaning up litter and dirt on the streets rates highly on the list of desired neighbourhood improvements.
- Concerns about people using or dealing in drugs have increased.
- Better and closer working arrangements are needed within community safety, so that local communities benefit from a seamless service.

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- Making sure high quality cultural activities and facilities are accessible to all Leicester's diverse communities.
- Widening access and participation to cultural activities and facilities so that everyone has the opportunity to participate.
- We need to better match our investment to our key priorities so that we can respond to the developing national agenda about waste.

## Our Next Steps

- Widen access and participation so that everyone has the opportunity to participate in cultural services.
- Provide appropriate street lighting in crime hotspot areas.
- Develop specific supported accommodation to support drug users into treatment.
- We will implement the Single Non Emergency Number (101).
- We will promote our successes in improving the cleanliness of our streets.
- We will deliver more joined-up street scene improvements through increased and appropriate use of enforcement.
- Following the appointment of a corporate champion, we will ensure that local communities are provided with the most effective service by conducting a review of how community safety services are being delivered.

## Key measures

Outcomes	Measures
Residents Feeling Safe	Increasing the percentage of Residents who feel Leicester is a safe city.
A Clean City	Increasing the percentage of Residents who feel Leicester is a clean city.
Culture: widening access to improve health, well-being, economic prosperity, achievement and community cohesion	Increasing access to cultural activity and institutions by priority groups. Increasing the percentage of Residents satisfied with leisure

## Investment

Newarke Houses Museum refurbishment to include social history and regimental galleries (£2m).

Continued development of the Cultural Quarter with an iconic Performing Arts Centre (£50m).

City Centre Development Project to improve public spaces 2006-2008 (£19.4m)

## Links

Community Safety Strategy

Cultural Strategy

## Service Plans

Cultural Services Divisional Implementation Plan

Sports Services Service Plan



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## Strategy for Leicester Theme: ECONOMIC PROSPERITY

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

Regeneration of the city is now progressing at a rapid pace. Developing the city's housing, built environment and transport arrangements will support the regeneration effort and encourage new industries and jobs resulting in greater prosperity for our citizens.

#### Our Achievements

- 343 private sector dwellings were returned to occupation and 219 additional affordable homes provided including 19 for larger families.
- Supporting improved bus services has increased passenger numbers in Greater Leicestershire by 1 million over three years and increased bus passengers satisfaction from 54% to 67%.
- We've made improvements to footways and cycle routes.
- Road safety is improving.
- New and existing creative industries supported through development of the Cultural Quarter. Leicester Creative Business Depot opened and exceeded its occupancy targets.
- 100% of relevant services, and those within our control, e-enabled by January 1<sup>st</sup> 2006.
- We won the gold medal in the Urban Regeneration category in East Midlands in Bloom 2005.

#### Our Challenges

- Meeting the decent homes standard by 2010, encouraging the provision of affordable homes, providing large family accommodation and preventing homelessness.
- Using the Local Transport Plan to tackle congestion, deliver accessibility, make the roads safer, improve air quality, provide better maintenance through a Transport asset Management Plan and improve the quality of life.
- Maintaining and managing all the Council's assets to keep them safe, attractive and fit for purpose.
- Maintaining and enforcing high design standards, and ensuring that increases in development value are used for public benefit.

#### Our Next Steps

- We will meet the decent homes standard, encourage the building of affordable homes and implement a choice based letting system to tackle homelessness.
- Improve accessibility to transport for all, particularly deprived groups, at a reasonable cost and reduce road casualties.
- Develop a new Open Spaces Strategy and improve the attractiveness and accessibility of parks and green spaces ensuring that services are relevant to local communities.
- Set up Area Committees across the city to empower local people to have a greater voice and influence over local decision-making and delivery of services
- Continue development of the Cultural Quarter, with Depot 2 and the new Digital Media Centre.

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## Key measures

Outcome	Measure
Regeneration of city centre	Increasing residents satisfaction with the city centre Increasing residents satisfaction with Leicester as a place to live.
Housing	Increasing the proportion of council and private homes meeting the Decent homes standard
Transport	Increasing the numbers of people using public transport
Open spaces	Increasing residents satisfaction with public open spaces
Community Engagement	Increasing the satisfaction of residents with their Neighbourhood.

## Investment

20 hectare Shires extension – £350m private sector investment (2000 jobs), to be named the Highcross Quarter.

New Business Quarter to start with Charles Street site (600 jobs)

Science Park to start by March 2007, a £2m council investment bringing in £14m other investment

Performing Arts Centre will open in 2008

Cultural Quarter investment will continue with Depot 2 and the Digital Media Centre

Street Environment in St Georges - £3m government grant

Over £20 million in the City Centre to improve public streets and spaces between 2006-2008

## Links

Housing Strategy 2005-2010

Homelessness Strategy 2003-08

Central Leicestershire Local Transport Plan 2006-2011

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## **Promote prosperity and new jobs, while safeguarding people's health and development interests**

We must ensure everyone benefits from the new prosperity. Better employment opportunities for parents will impact on the lives of children. Prosperity will enhance the quality of people's lives and contribute to social cohesion.

### Our Achievements

- Job Interview guarantee schemes with 25 private employers
- 45 new jobs were created in the Leicester Creative Business Depot supporting 37 creative businesses.
- 88 people from disadvantaged wards were supported into sustainable employment by the job service partnership.
- Setting up the Citywide Construction project to help local people get construction industry training and jobs in the new developments (LSEP funded)
- Agreement with the owners and developers of the Shires West shopping centre for local people to be helped to access new jobs.
- Selection as a DWP Cities Strategy Pathfinder to help people get off benefits and into work.
- Increasing use of community facilities to host Small Medium enterprises.
- 10% of adult learners are now studying basic skills.

### Our Challenges

- Despite recent improvements, Leicester's economy remains too reliant on low-skill wage occupations.
- The employment rates of disadvantaged groups are lower than average, the number of workless households and low levels of entrepreneurial activity, particularly within deprived areas. This has an impact on crime, anti-social behaviour and the achievement of children within these households.
- The benefits of major investment in Leicester need to translate into more and higher quality employment opportunities for all residents, especially those living in the priority deprived areas.
- Meeting the challenges set out in the Regional Economic Strategy.
- The Learning and Skills Council have changed the priorities for the Adult Learning Service.

### Our Next Steps

- Continue the citywide construction project until March 2008.
- Support creative industries and optimise the impact of Leicester Creative Business depot to encourage creative businesses.
- Improve the supply and quality of employment land and protect the best quality sites using the planning process.
- Promote Leicester to Public Sector organisations that are relocating.
- Improve the skills levels of residents, particularly those in deprived neighbourhoods and ethnic minorities.
- Support the provision of starter and follow-on units to encourage enterprise start-ups.
- Working with partners to improve business survival rates.
- We will review the Adult Learning Service.

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## Key measures

Outcomes	Measures
Business within the city	Increasing the number of registered businesses Improving the 3 year business survival rate
Employment	Increasing employment rates

## Investment

Obtaining more Government Investment in the transformation of Leicester's economy – for example Local Enterprise Growth Initiative

## Links

Leicester Partnership's Employment Strategy "Leicester Works"  
Regional Economic Strategy "A Flourishing Region"

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Strategy for Leicester Theme: HEALTHY COMMUNITIES AND OLDER PEOPLE

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

We will improve the environment and encourage people to participate in activities and decisions in their neighbourhood. This will improve health, social cohesion, economic prosperity, general well-being and sustainable communities. All our regeneration projects will abide by these principles to create a city for future generations.

### Our Achievements

- The Local Development Scheme was approved in 2005 and the Replacement Local plan agreed in 2006.
- We won 4 green flag parks for the quality of our parks.
- We started the Environmental Awards Scheme to highlight success and encourage good environmental practice.
- We've improved our transport infrastructure, with level access bus stops, real time bus information and improved pedestrian crossings.
- A new Local Transport Plan was adopted in March 2006, incorporating the Air Quality Action Plan.
- More people took part in cultural activity, particularly by hard to reach groups.
- Reduction in car use in two wards through the "Breathe Easy on Your Streets" project with primary schools.
- We implemented new standards in conservation of fuel and power use.
- We increased our recycling and composting of waste.
- The Council won re-registration for EMAS.

### Our Challenges

To improve what is already here and ensure new developments are sustainable involves:

- Adhering to the Local Plan, agreed in January 2006 and the Local Development Framework.
- Making people aware of their responsibility to the environment and the council being an example to other employers.
- Reducing greenhouse gases through energy consumption, transport, waste and protecting green spaces.
- Tackle congestion and improve air quality.
- To ensure new developments in the city adhere to the new Building Control standards.
- To implement the new workplace smoking legislation (from June 2007).

### Our Next Steps

- Ensure all Leicester's new buildings are sustainable and attractive and built to a high quality using the Better Buildings Project, Local Development Frameworks and planning guidance.
- Increase the numbers of people using public transport.
- Increase the amount of affordable housing across the city.
- Implement and enforce the new workplace smoking legislation.
- Meet our EMAS targets for environmental improvement.
- Protect and enhance our natural environment

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## Key Measures

<b>Outcomes</b>	<b>Measures</b>
Sustainable planning and development	Increasing the percentage of new buildings adhering to better buildings standards
Reduce Environmental impact	Decreasing the level of air pollution Increasing the percentage of waste recycled
Cultural activity contributes to sustainable neighbourhoods	Increasing number of residents who feel a sense of belonging to their local area

## Investment

Bidding for Government and Regional funding to improve local facilities.

## Links

Replacement Local Plan, Sub-Regional Spatial Strategy and Regional Spatial Strategy

Local Transport Plan Monitoring Report

Climate Change Strategy

Environment Strategy

Biodiversity Strategy

Waste Management Strategy

Environmental Statement

Cultural Strategy

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

We will open up opportunities for older and disabled people to promote and maximise their independence, enhance their skills, and to help people to become socially and economically active through supported living, education, training, employment, housing and leisure activities.

### Our Achievements

- A successful Older Persons Inspection, with most people served well and excellent prospects for improvement.
- Achievement of 2\* Status for Adults (and Children's) Services.
- Braunstone Health and Social Care Centre was built as part of New Deal for Communities.
- The health infrastructure has improved with our participation in the LIFT partnership.
- Funding was secured for the development of the first extra care housing scheme for older people in Leicester.
- We are one of only 13 local authorities nationally to be selected as a pilot for individual budgets.
- A significant reduction of psychiatric in-patient admissions following the development of the Crisis Resolution Team.
- People with learning disabilities moved into supported housing through re-provision of long stay hospital services.
- Community based day services developed for people with learning disabilities through modernisation and re-provision of day centres.
- Enabled more service users and carers to be involved in planning services.
- Won national recognition for the Leicester Disability Information Network.
- Free swimming for over 60s.
- Half of all bus stops are now level access to enable wheelchair users and the less mobile to use the bus.
- "Project Dil" encouraged walking by the Asian population to reduce diabetes and heart disease more prevalent in ethnic minority communities.

### Our Challenges

Over the next 18 months there are key challenges in continuing to deliver high quality services, whilst also developing those of the future. Demographic changes predict growing numbers of older people in Leicester with an expected increase of 27% in the over 85-age group. Requests for support from people with mental and physical ill-health and disabilities is also increasing. It is within this context that plans are in place to develop and fund future services.

The new statutory role of Director of Adult Social Services will focus on driving improvements in the quality of social care services, improving outcomes for those needing care, health and support, and developing a whole systems approach to supporting communities, thereby promoting social inclusion and well-being.

Recent Government policy places the emphasis on maintaining the majority of people with mental ill-health, learning and physical disabilities, older people in their own homes. Success will be achieved through effective partnership working with mainstream services across Council Departments (for e.g. housing, transport, employment), and with Health, and the voluntary and independent sector agencies. Some health problems experienced by older people can be delayed by

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maintaining their health and well being through sport, recreation and cultural activity

People who need care and support will have choice about the services they purchase. We will need to continue to ensure the provision of quality services for people with high support needs, such as specialist facilities for people with profound and multiple learning disabilities whilst developing new services.

## Next steps

We are currently launching a number of joint projects aimed at increasing community-based services and reducing more institutional services. In particular we will develop 24-hour on-call support for older people as well as extra care housing schemes as an alternative to residential care.

Increased choice and control for people will be underpinned by greater use of Direct Payments so that people have money to employ staff or purchase services themselves. Models for individual budgets will place the person at the centre of planning their support, encourage community solutions and enable self-assessment tools to be piloted.

More local, community-based alternatives will be needed, such as supported living, employment opportunities, day service alternatives and flexible respite. By using these creatively as a first option, alongside Direct Payments (and longer-term Individual Budgets) this will reduce the need for more institutional services.

Work to ensure people only have to contact one agency and do not have to repeat their information will also be taken forward through Single Assessment Process, electronic health & social care records. There will be closer working with health through the integration of learning disabilities and pooled budget arrangements. Work will be completed on the Charnwood LIFT development, creating Leicester's second integrated Health and Social Care Centre by 2008.

Priorities for interdepartmental work:

Further development of housing options such as supported living and extra care.  
Development of social, leisure and learning opportunities, making use of local mainstream facilities e.g. mental health day services review.  
Development of employment opportunities, including social firms

## Key measures

<b>Outcomes</b>	<b>Measures</b>
Ensure older people feel safe and secure in their homes and in the community	Increasing the percentage of older people who feel safe.
Provide a range of services which help maintain independence	Increasing the number of people helped to live at home
Improved choice and control for people over their services	Increasing the number of people receiving direct payments Increasing the number of people taking up individual budgets
Improve social interaction of older people	Increasing proportion of people over 60 take up leisure and recreational provision



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## Investment

The challenge will be to source capital funding to build new schemes, identify pump-priming money to develop community based options and redirect existing resources to support high levels of need.

## Links

Leicester's Joint Older Peoples Strategy  
Supporting People Strategy  
Leicester City's Mental Health Strategy  
Housing Strategy  
Central Leicester Transport Plan  
Corporate Employment Strategy  
Community Cohesion Strategy  
Corporate Equalities Action Plan  
Carer's strategy  
Cultural Strategy

## Service Plans

Physical and Sensory Disabilities Service Plan  
Learning Disabilities Service Plan  
Older Peoples Service Plan,  
Service Plan for Mental Health (over 65)  
Service Plan for Mental Health (under 65)  
Cultural Services Divisional Implementation Plan  
Sports Services Service Plan

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## IMPROVING THE COUNCIL

### **Invest in continuous improvement in a well-managed organisation**

Councils that are managed well provide better services to their citizens (CPA). The council will exercise its community leadership role and join up with other public agencies to deliver services that better meet the needs of local people. We want to remain a 4 star council, continue to improve services and provide value for money to citizens.

#### Our Achievements

- Scrutiny is working more effectively and a number of investigations have been undertaken, for example the nighttime economy.
- The council's Corporate Governance arrangements are well embedded.
- Performance management is embedded and a new approach to service planning was introduced.
- Installation of an integrated payroll and HR system improving efficiency and service.
- Strong assessment for use of resources within CPA.
- Budget stability achieved through embedding medium term budget planning.
- Delivery of £6.3m savings as per our efficiency statement.
  - £1m savings made through a review of Supporting People Services with 7,500 clients.
  - New recruitment practices with potential savings of £0.5m.
- Councils website recognised as one of best in country.
- 4 customer service centres and new service lines.
- Collection of council tax at its highest level in 2005/06.
- Over 500 employees attended the councils Essential Skills programmes.

#### Our Challenges

- Maintaining 4 star status with tougher requirements, including:
  - Working with others
  - Community leadership
  - Improving our own performance
  - Learning from others, building on the culture change programme
  - Improving communication and contact with customers
  - Providing value for money, using our resources well.
- Making efficiency savings.
- Creating better access to services for customers.
- Contributing nationally to community cohesion; leading and setting an example on equality and diversity in the city.
- Supporting the workforce to make organisational and culture change successful.
- Performance issues within the Benefits and Planning Services.

#### Our Next Steps

- We will develop partnership working based on knowledge of issues in the city and deliver the Local Area Agreement.
- We will work to be seen as community leaders and enhance the reputation of local government.
- We will deliver an enhanced performance management capability, responding to external assessment.
- We will create a learning organisation
- We will implement the communication strategy.

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- We will complete the implementation of the business improvement programme.
- We will improve our capability to manage change.
- We will complete the job evaluation and grading review.
- Upgrade systems to improve processing of housing benefit claims.

## Key measures

<b>Outcomes</b>	<b>Measures</b>
Gain a national reputation and improve services for citizens	Maintaining 4 star CPA rating
Lead a successful partnership	Delivery of Strategy for Leicester Delivery of LAA Compact with Voluntary Sector agreed
Be seen as Community Leaders	Increasing residents satisfaction with the council overall
Meet needs locally	Increasing percentage of residents satisfied with quality of council services overall
Provide value for money	Increasing percentage of residents who think the council gives good value for money Achieving the percentage of savings targeted
Customer Satisfaction with contacting the council	Increasing the percentage of residents who found staff helpful Increasing the percentage of visitors to customer service centres who felt their inquiry was dealt with well
Supporting the workforce	Increasing staff satisfaction with working for Leicester City Council

## Investment

Business Improvement Programme (BIP)  
Change management

## Links

Communication Strategy  
Information Communications Technology Strategy – being updated  
Human Resources Strategy  
Budget Strategy  
Asset Management Strategy  
Customer Access Strategy  
Performance Management Framework

(Note: Area committees and community engagement/local determination is included within the regeneration priority)

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## PART 3: HOW WE WILL DELIVER THE PLAN

### A. Resources

#### **Budget strategy:**

The councils overall budget aims are set out in the corporate budget strategy that flows from the priorities in the corporate plan. (Investment in the councils 2 strategic objectives of education standards and the environment over the past 3 years has improved performance, as reflected by their CPA scores). External drivers, efficiency requirements and capital investment plans and revenue implications are explicitly addressed in the strategy. The budget strategy determines the allocation of resources to departments.

Departmental revenue strategies identify all key financial issues affecting departments and propose 3-year budget plans, which address the requirements of the corporate budget strategy and departments own priorities within the resources available.

The Strategy for Leicester was produced after extensive consultation with stakeholders and the corporate plan reflects the priorities of the strategy. Additional budget specific consultation supported the priorities.

#### **Service Planning**

Service Plans flow from the corporate plan and service planning is carried out in the context of the allocated spending targets. Service plans use service specific consultation as part of their evidence base and provide:

- a A three-year perspective corresponding with the budget strategy
- b Evidence based plans to inform resource decisions and proposals to members.
- c A framework for difficult decisions about priorities for Corporate Directors Board to make proposals and recommendations to members.

We therefore have a clear basis on which to track progress toward achieving the overall priorities.

Service plans identify resource requirements for proposed service improvements, address value for money and are risk assessed. As they are developed they will identify issues to be addressed by internal strategies such as Human Resources, ICT and Property.

### B. Performance Management

The Performance Management Framework has been revised to reflect the Strategy for Leicester and the Local Area Agreement. The Corporate Plan clearly establishes our corporate aims and priorities in response to the community strategy, statutory requirements and the improvements required of the Council. We will monitor the Corporate Plan within the council's performance management arrangements through Corporate Directors Board, Cabinet and Scrutiny. The frequency of monitoring will be appropriate to the measures, some measures are monitored quarterly, some annually and others, primarily those in the Residents survey, are monitored every three years. Our performance is reported annually in the Best Value Performance Plan.

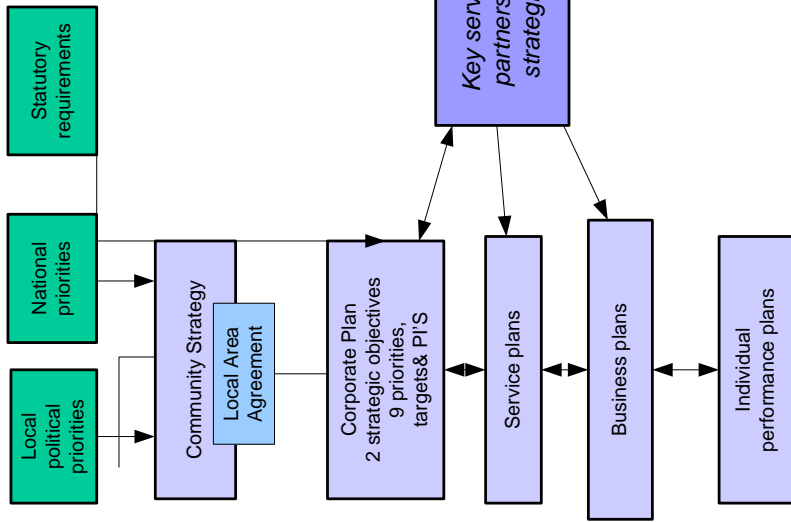
The Plan is backed by a series of strategy maps, demonstrating the links between actions and outcomes and performance cards, clearly showing measures for both actions and outcomes. The strategy maps and performance cards are available as separate documents or on "Insite".

From the Corporate Plan, our strategic aims and priorities feed into specific service plans that focus on the strategic change to services. Business plans are operational plans at team level and feed through to individual plans. Each member of staff is therefore engaged in the delivering of the plans and there is consistency and understanding of the key issues we face and the priority we place behind each area of our activity.

**Leicester City Council strategic improvement programme**

**What we want to improve**

**How we improve**



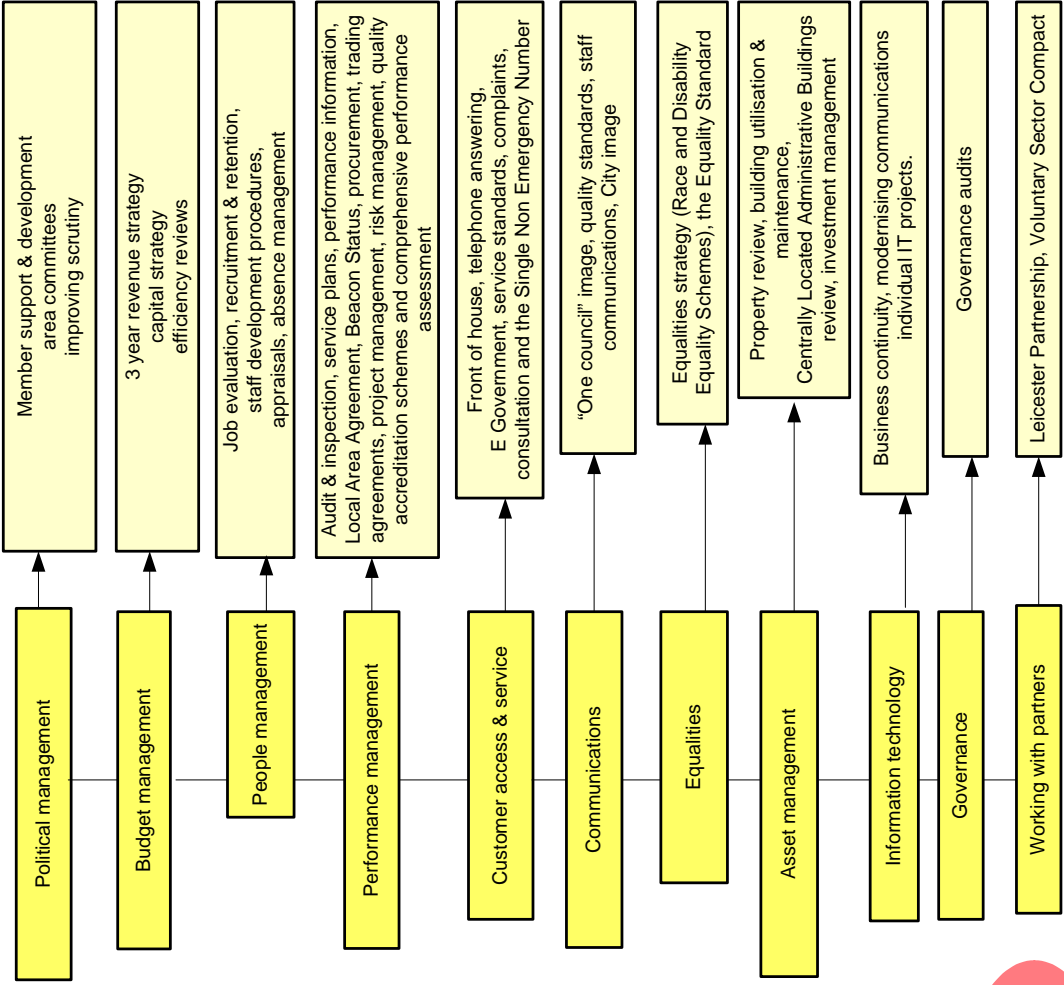
**Strategic Change Projects:**

- Building schools for the future
- Business Improvement Programme
- Support Services Reviews
- Culture change
- Community Cohesion
- Targeted Youth Service Pathfinder

**Resources Strategies**

**Comprehensive Performance Assessment Judgement & Best Value Performance Plan**

Organisational improvement outcomes



**Key activities**