

# CITY MAYOR'S **DELIVERY PLAN**

Leicester City Council 2013-14



# Contents

Introduction .....	3
Leicester today: challenges and opportunities .....	6
A place to do business.....	9
Getting about in Leicester .....	13
A low carbon city.....	17
The built and natural environment.....	21
A healthy and active city .....	25
Providing care and support .....	29
Our children and young people .....	37
Our neighbourhoods and communities .....	41
A strong and democratic council .....	45



# Introduction

In May 2011, the election of Leicester's first city mayor marked a dramatic change in the way we govern our city. This new way of governing gives us greater stability, allows for longer term planning and is democratically accountable.

One of my first pledges was to be transparent about decisions and the way we work. The publication of this delivery plan reflects these changes.

Developing the delivery plan, we have been listening to local people, businesses and communities. It sets out to capture the most critical current activity across all areas of the council's work.

The plan is structured around our nine priority themes for Leicester:

-  A place to do business
-  Getting about in Leicester
-  A low carbon city
-  The built and natural environment
-  A healthy and active city
-  Providing care and support
-  Our children and young people
-  Our neighbourhoods and communities
-  A strong and democratic council

This is a live plan which will be reviewed and updated on an annual basis. The delivery plan is deliberately not a detailed plan but is underpinned by a range of more comprehensive strategies and plans covering specific areas. You can see all of these on the council's website at [leicester.gov.uk/deliveryplan](http://leicester.gov.uk/deliveryplan)

My executive team and I are working to deliver this programme. Our specific areas of responsibility are listed below. Every three months we will measure our progress against the targets in the plan; in May each year we will publish an annual review of our activity. The council's scrutiny system and councillors will help us assess our progress.

**Peter Soulsby**  
City mayor



## Leicester's mayoral team

City mayor Peter Soulsby is supported by the council's executive. The other seven members are all elected city councillors. Their areas of responsibility are as follows:

**City mayor Peter Soulsby:**

constitution and governance, emergency planning, economic development, transport, regeneration and heritage

**Deputy city mayor Rory Palmer:**

health and wellbeing and climate change

**Assistant city mayor Vi Dempster:**

children, young people and schools

**Assistant city mayor Andy Connelly:**

housing

**Assistant city mayor Rita Patel:**

adult social care

**Assistant city mayor Sarah Russell:**

neighbourhood services

**Assistant city mayor Piara Singh Clair:**

culture, leisure and sport

**Assistant city mayor Manjula Sood:**

community involvement, partnership and equalities

The executive holds meetings that are open. Members of the public can question the mayor and his team and hear about areas of work that they are looking at before any final decisions are made.

Meeting dates are published online at [leicester.gov.uk/executivemeetings](http://leicester.gov.uk/executivemeetings)



(Standing, left to right): Vi Dempster, Rita Patel, Andy Connelly, Manjula Sood, Piara Singh Clair  
(Seated, left to right): Sarah Russell, Peter Soulsby, Rory Palmer

## Talk to us

Contact the mayor with your comments, ideas and suggestions:

- Email: [themayor@leicester.gov.uk](mailto:themayor@leicester.gov.uk)
- Phone: 0116 252 8313
- Web: [leicester.gov.uk/citymayor](http://leicester.gov.uk/citymayor)
- Write to:  
Peter Soulsby,  
City Mayor,  
Leicester City Council,  
7<sup>th</sup> Floor,  
B Block,  
New Walk Centre,  
Welford Place,  
Leicester LE1 6ZG

You can also come along to a Meet the Mayor event – held regularly in neighbourhoods all around the city. Details are published online at [leicester.gov.uk/citymayor](http://leicester.gov.uk/citymayor)

Follow the latest news from the city council:



[leicester.gov.uk/news](http://leicester.gov.uk/news)



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## Leicester today: the challenges we face

- Leicester's population grew by 17% between 2001 and 2011 – an increase of 47,000 people, or 12,000 extra households.
- Leicester is the 25th most deprived local authority in the country.
- 26,565 or 35.3% of children and young people between 0-19 in Leicester live in poverty.
- 34% of households receive welfare benefits.
- Areas in the city centre and west of the centre fall within the most deprived 5% of all areas in England.
- 29% of 18-24 year olds were unemployed in 2011.
- Government welfare reforms mean that 25,000 households will pay higher council tax this year. Hundreds of households will have their benefits capped.
- Due to government cuts, the council has already planned to reduce its annual spending by £75 million. We estimate that we will need to make additional cuts of £50 million per year by 2016.
- Deprivation affects people's health: in Leicester we have poorer health than the average in England. We have high rates of cardiovascular disease, respiratory diseases, cancers and diabetes.



Leicester is a changing city – in recent years we have seen greater population growth than other cities in the UK. The growing population leads to increased demands on our infrastructure and public services – roads, transport, housing, schools and council services.

The biggest challenge we face is beyond our control: the current national economic climate and massive funding cuts from central government. We are delivering a programme of savings in order to manage within our shrinking resources, while doing our best to protect frontline services and continuing to invest in our city. In short, we are having to do more with less.

Leicester's population experiences high levels of deprivation. More than a third of our children are growing up in poverty, which affects their health and their long-term life chances.

This year, government welfare changes mean that the income of many of our poorest residents will be squeezed even further. Changes to council tax benefit will affect 25,000 households and 4,142 households may face a bedroom tax. The council will also be faced with collecting small values of debt (around £200) from cash-strapped households. Over 550 households will have their benefit income capped.

There will be less money going into the local economy and debt levels are set to rise. We anticipate a big rise in demand for council advice and housing services. Local charities will face an even greater demand for food boxes.

It is in this context that we aim to ensure that those most in need are not further disadvantaged. We need to tackle child poverty, to provide opportunities for low income families to improve their standard of living, and to continue to promote independent living for disabled and older people.

With funding being cut it is even more important that we are clear about our aims and how we intend to achieve them. We will need to work together with our partners, our staff and with the public in order to continue to invest and deliver quality services the city needs. By building resilience in our communities and promoting the use of community assets we can help residents to respond to some of the challenges themselves.

Leicester is one of the most ethnically and culturally diverse cities in the UK. We are proud of our history of successfully welcoming new communities and need to ensure that new arrivals to Leicester are integrated and able to take part in economic and community life. In difficult financial circumstances it is more important than ever that we maintain the social fabric of the city and continue to celebrate our cultural and social identity. We also recognise the important inter-dependence of the city and its county – impacts do not stop at an artificial boundary.

## Leicester today: our opportunities

- Ethnic and cultural diversity: 34% of Leicester residents were born outside the UK
- One of the fastest growing cities in England
- Bid to become UK City of Culture 2017
- The discovery of Richard III
- Shortlisted as a host city for the 2015 Rugby World Cup
- £160 million investment in secondary schools via the Building Schools for the Future programme
- £7 million investment in Leicester Market
- Connecting Leicester – a series of projects to improve links between leisure, heritage, housing and transport facilities

Despite the serious challenges, this is also a very exciting time for Leicester as we develop the city centre and the market, and reinvigorate many of our historic assets.

There is continued major investment in the city and its infrastructure and we have launched an economic action plan to kick-start the local economy and unlock Leicester's huge potential for growth.

Under Leicester to Work, we are creating hundreds of apprenticeships, graduate placements and six-month jobs to give young people work experience and support them into employment.

The discovery of Richard III's skeleton beneath a city council car park is enormously significant. It raises the profile of our city internationally in a way that we could never have planned.

In just two months, the Richard III exhibition at the Guildhall attracted 50,000 visitors, many from around the world. There is huge interest in the life and times of King Richard and the history of our city.

Today, Leicester is a city of diverse communities with a modern retail centre, historic buildings and wonderful green spaces. We have had success in culture-led regeneration and offer a vibrant programme of festivals and events. Now is the time to build upon our many assets, share our rich history and to restore confidence and pride.



# A place to do business

Working in partnership with the business, public, voluntary and community sectors, the council needs to lead Leicester so that it can respond to the economic challenges facing us. Our city drives the economy across the whole of Leicestershire, based on a very strong and diverse business community. Economically, we are not dependent on any one sector, which provides a good platform for growth. However, despite a good track record for business start-ups in Leicester, too many of these fail within two years. We also have relatively low skill levels in the key growth areas for our economy.

As we move out of the current economic downturn, we need to capture the significant opportunities to create new jobs and growth in Leicester and the surrounding area. We also need to support local people to gain the qualifications and skills required for training and work. We will place particular emphasis on supporting young people, and those who live in poverty, to enable them to achieve their full potential.

In November 2012 we launched the Leicester Economic Action Plan which outlines a significant package of investment and work to unlock the city's potential for growth. Furthermore, we will build on Leicester's strong track record in culture-led regeneration. This has already delivered iconic buildings like Curve and the Space Centre as well as a vibrant programme of festivals and events to attract visitors and investment.

In autumn last year a thrilling discovery was made during an excavation at Grey Friars of remains, now found to be of King Richard III. The discovery has created great interest, boosted civic pride and provides a real opportunity to raise the profile of the city to a national and international audience. In February 2013 we opened a Richard III exhibition at the Guildhall telling the remarkable story of the excavation. Over the next year we want to build on this exciting new chapter in Leicester's rich history and heritage, helping us to better tell "The Story of Leicester".

In 2013/14 there will be changes to the way that income from business rates is allocated to councils. This means that we will retain what we collect locally for local use. By encouraging more businesses to locate in Leicester we will not only help to create jobs but also generate resources to reinvest in the city.

## Summary of priorities

- To support people to secure training, apprenticeships, work placements and jobs through our Leicester to Work programme.
- To provide a package of support enabling new businesses to start up and existing businesses to grow.
- A significant package of investment to improve the look, feel and functioning of the city centre through Connecting Leicester.
- To ensure Leicester is able to grow in a sustainable way to deliver good quality housing, school places and employment sites across the whole city.
- To take forward the city's Cultural Ambition and create a thriving global city where investment opportunities are created and maximised.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Leicester to Work</b> Supporting people into apprenticeships, training and work	<ul style="list-style-type: none"> <li>• Launch Leicester to Work programme to deliver new apprenticeships, work experience placements and graduate internships at the council and with other major employers</li> <li>• Establish a skills network to promote apprenticeship opportunities</li> <li>• Ongoing engagement with employers and training providers in key sectors to ensure people secure the skills that employers require</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing to 2015</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	Leicester Economic Action Plan  LLEP Growth Plan
<b>Enterprising Leicester</b> Supporting business start-ups and growth Developing a strong enterprise culture	<ul style="list-style-type: none"> <li>• Launch new Leicester Business Investment Areas to provide support for key sectors, such as food and drink, creative industries, innovation and technology, and office development/retail in the city centre</li> <li>• Continue the work of the local procurement task force to maximise public sector spending on local goods and services</li> <li>• Secure external funding to provide grants and support to local businesses (European Regional Development Fund/Regional Growth Fund)</li> <li>• Providing support for independent retail areas</li> <li>• Providing a seamless regulatory advice service to small businesses</li> <li>• Continue the groundbreaking work of the local procurement task force to maximise public sector spending on local goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• From April 2013</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• September 2013</li> <li>• Ongoing</li> </ul>	Leicester Economic Action Plan  LLEP Growth Plan
<b>A thriving city centre</b> Creating a highly attractive and distinctive city centre	Creating new civic spaces and better links between the heritage, retail and commercial areas in the city centre through the Connecting Leicester programme. This work includes: <ul style="list-style-type: none"> <li>• Securing external funding and delivering the Jubilee Square project (subject to consultation)</li> <li>• Redevelopment of the indoor market and surrounding area</li> <li>• Providing support to the Cathedral Gardens scheme</li> <li>• Improvements to shopping arcade areas, such as Malcolm Arcade</li> <li>• Further improvements to the St George's Cultural Quarter</li> <li>• Securing external funding and delivering improvements to the old town area</li> <li>• Improving public transport, walking, cycling and parking (see p. 37: Getting about in Leicester)</li> <li>• Redesigning the signage across the city, including boundary signage, signposting to the city centre and improved signage for pedestrians and cars in the centre</li> </ul>	<ul style="list-style-type: none"> <li>• September 2014</li> <li>• December 2014</li> <li>• Ongoing</li> <li>• March 2015</li> <li>• Ongoing</li> <li>• March 2015</li> <li>• Ongoing</li> <li>• December 2013</li> </ul>	Leicester Economic Action Plan Connecting Leicester Vision Presentation LLEP Growth Plan Local Development Framework Core Strategy

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<p><b>A growing city</b> Enabling sustainable growth in new school places, affordable housing and employment sites, together with supporting infrastructure</p>	<ul style="list-style-type: none"> <li>• Negotiate a City Deal bid to secure extra funding, freedom and flexibility to drive economic growth</li> <li>• Proactive use of council land and assets to create new sites for housing and employment development</li> <li>• Regenerating the Waterside and Abbey Meadows areas to create residential and commercial development opportunities</li> <li>• Producing a new Local Plan for Leicester which enables proactive development</li> <li>• Providing a supportive and fast-track planning approach for key developments that will deliver economic growth</li> <li>• Delivering major capital programmes in schools through Building Schools for the Future and the Primary Capital Programme</li> <li>• Delivering improvements to the highway network, parking and public transport to enable growth (see p. 39: Getting about in Leicester)</li> </ul>	<ul style="list-style-type: none"> <li>• January 2014</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Draft in 2013</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<p>Leicester Economic Action Plan</p> <p>LLEP Growth Plan</p>
<p><b>A confident city</b> Promoting a strong identity and marketing plan for the city to attract new investment and visitors</p>	<p>Develop the city's brand identity and implement a co-ordinated place marketing strategy to encompass:</p> <ul style="list-style-type: none"> <li>• promotion of the city's Cultural Ambition, as developed by the Cultural Partnership</li> <li>• promotion of the city's festivals and events, including the launch of a new August bank holiday festival</li> <li>• a plan for attracting foreign and domestic inward investment</li> <li>• bidding with the Cultural Partnership Board to become UK City of Culture 2017</li> <li>• developing our bid to be host city for Rugby World Cup</li> <li>• promoting our historic assets through the Story of Leicester programme that reveals and interprets the city's history</li> <li>• development of a Richard III visitor attraction</li> <li>• promoting the benefits of Leicester to business and retail sectors</li> <li>• developing the night-time economy in a safe and sustainable way</li> <li>• supporting the development of a National Heritage Railway Museum at the Great Central Railway Leicester North station</li> </ul>	<ul style="list-style-type: none"> <li>• April 2013</li> <li>• Ongoing</li> <li>• August 2013</li> <li>• March 2013</li> <li>• April 2013</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Spring 2014</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<p>LLEP Growth Plan</p> <p>The Cultural Ambition for the City of Leicester</p> <p>Tourism Strategy for Leicester and Leicestershire 2011-16</p> <p>The Story of Leicester Plan Summary</p>

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Targets
Creation of new jobs in the city	2013/14 – 1,062
Creation of apprenticeships	2013/14 – 142
New work experience placements created	2013/14 – 380
New business start ups	2013/14 – 400
New graduate placements	2013/14 – 60
New business workspaces/offices created	2013/14 – 6,150 square metres
Potential opportunities for local and smaller businesses through council procurement	2013/14 – £10 million (total value) Number of opportunities – 650
Number of affordable new homes	2013/14 – 138
Value of tourism, visitors and overnight stays	Average 3% growth per year: 2013 – £491.7m
Number of attendances at cultural and heritage venues	2013/14 – 1.333 million
Number of open days at Castle, Magazine and Wygston's House	108 each year across all sites

# Getting about in Leicester

Leicester sits at the heart of a wider urban area which comprises a dense population of 520,000. Its very compact road system shares the same characteristics as many other urban areas: congestion, parking issues, and noise and air pollution.

Though the area is already highly populated, housing is expected to grow by 25 per cent by 2026. This growth will create further challenges for our road network. However, this presents a real opportunity to persuade people to change the way they travel to work and in their leisure time.

The pressure on our road network is considerable. Effective road maintenance is essential for ease of movement around the city and also to support business activity. We need to deliver an efficient public transport network both in terms of new highway infrastructure and also the use of technology, such as real time information to improve bus services and increase the use of buses.

The council's capital programme includes provision for road safety and speed reduction schemes (£1 million) as well as a range of improvements to roads, bridges, footways and traffic signals (£5 million in the next two years). A further £3.3 million is allocated to help meet the council's accessibility strategy, including the completion of the bus improvements on Humberstone Gate East and level access at bus stops.

Leicester has a good reputation for supporting cycling and walking: for example, through the annual Sky Ride and bike training for young people. We will be doing more promotional work and improving the physical infrastructure to provide safer environments and encourage walkers and cyclists.

Leicester needs a balanced parking strategy that will support the needs of residents and businesses but also recognises the need to encourage people to use more sustainable modes of transport such as buses, cycles and walking.

This plan sets out our priorities for Leicester's transport network to ensure that people can travel around Leicester more easily and in a sustainable way, improving the environment and making Leicester a better place to live and work.

## Summary of priorities

- To deliver major transport schemes that improve the design and effectiveness of the highway network.
- To reduce the number of potholes on our roads and make sure that existing highways and footpaths are well maintained.
- To develop walking and cycling in the city by investing in infrastructure and through promotional activity such as the Sky Ride.
- To improve the quality of local bus and rail services through smart and integrated ticketing, real time bus passenger information, enforcement of bus lanes and other projects.
- To improve road safety and reduce the number of people killed or injured in road accidents.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Ensuring the public highway is well maintained and is fit for purpose</b>	<ul style="list-style-type: none"> <li>• Securing substantial external investment for highway improvement schemes</li> <li>• Development of Capital Maintenance Strategy to create a planned programme for the highway</li> <li>• Investment on key streets in the city centre through Connecting Leicester</li> <li>• Modernising street lighting to improve quality and reduce the cost of public lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• July 2013</li> <li>• March 2015</li> <li>• September 2015</li> </ul>	<p>Leicester's Local Transport Plan</p> <p>Transport Asset Management Plan</p> <p>Connecting Leicester Vision Presentation</p> <p>Climate Change: Leicester's programme of action</p>
<b>Improving access and quality of public transport</b>	<ul style="list-style-type: none"> <li>• Improvements to the Haymarket Bus Station and Humberstone Gate East bus stops</li> <li>• Enforcement of more bus lanes</li> <li>• Smart and integrated ticketing</li> <li>• Real time bus information</li> <li>• Aylestone Quality Bus Corridor Scheme</li> <li>• Increasing the number of low-floor buses in Arriva/First Fleet</li> <li>• Increasing the number of level access bus stops</li> <li>• Review arrangements to establish the most effective operating model for local bus services in Leicester</li> <li>• Campaigning for the electrification of Midland Mainline</li> </ul>	<ul style="list-style-type: none"> <li>• End 2014</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• March 2014</li> <li>• January 2014</li> <li>• March 2014</li> <li>• February 2014</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<p>Leicester's Local Transport Plan</p> <p>Leicester Economic Action Plan</p> <p>Climate Change: Leicester's programme of action</p> <p>Connecting Leicester Vision Presentation</p>
<b>Improving access to cycling and walking</b>	<ul style="list-style-type: none"> <li>• Promote cycling through cycle training and events such as Sky Ride</li> <li>• Improvements to and increased number of cycle lanes</li> <li>• Improvements to footpaths and increased number of pedestrian areas in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• March 2014</li> <li>• March 2014</li> </ul>	<p>Leicester's Local Transport Plan</p> <p>Climate Change: Leicester's programme of action</p> <p>Connecting Leicester Vision Presentation</p>
<b>Improving road safety</b>	<ul style="list-style-type: none"> <li>• 20mph zone programme in neighbourhoods</li> <li>• Introduce road safety schemes in high risk areas, including the use of speed cameras</li> <li>• Continue road safety education and public information campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<p>Leicester's Local Transport Plan</p>

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Improving the quality of car parking in the city centre and neighbourhoods</b>	<ul style="list-style-type: none"> <li>• A full review of public and private on and off street parking</li> <li>• Enforcement action to remove unauthorised car parks</li> <li>• Introduction of residential car parking improvement schemes</li> <li>• New planning policies to manage parking, particularly to introduce more flexibility on office developments</li> <li>• Introduce new on-street parking machines and a review of charging policies</li> <li>• Incorporate parking enforcement into a new integrated enforcement service</li> </ul>	<ul style="list-style-type: none"> <li>• May 2013</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• End of 2013</li> <li>• From July 2013</li> <li>• January 2014</li> </ul>	City Centre Parking Strategy

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Targets
Number of dangerous potholes repaired	2013/14 – 6,500
Number of complaints about potholes	Reduce to 1,350 per year (currently averaging 1,400)
% of level access bus stops	2013/14 – 91%
% of people who travel to work in the city centre by car (peak time)	2013/14 – 49.5%
Number of people cycling every day	2013/14 – 16,100
Casualties from road traffic accidents	2013/14 – 1,249
Number of people killed or seriously injured	2013/14 – 82



# A low carbon city

Climate change caused by greenhouse gases in the atmosphere is the greatest challenge facing the world today. We are already seeing the results of climate change. In the future it is going to have a huge effect on all of our lives through the effects of extreme and unpredictable weather and also through the cost of energy.

It is essential that we take steps to minimise the impact of climate change by cutting the amount of carbon dioxide and other greenhouse gases we produce. This is a global issue, but it has to be tackled locally. As a city, we can be proud of our record in facing up to environmental issues. Back in 1990 we became the UK's first Environment City and in 2010 we ranked second out of the UK's 20 largest cities in the National Sustainable Cities Index.

In our first 100 days in office we drew up a road map of activities that could deliver a 50 per cent cut in our carbon emissions by 2025. Then in September 2012 we launched our Carbon Action Plan which outlines how we will deliver this ambitious target.

This plan shows how we will cut carbon emissions from the council's own operations: buildings, vehicles, energy costs, street lighting, the amount of waste we produce and more. We will also be working with residents, businesses and other partners to cut emissions across the city.

The council is a large consumer of energy. In 2011/12 over £9 million was spent on electricity and gas in council buildings (excluding schools). With energy prices rising year on year, we have to find ways of reducing our consumption. One groundbreaking, big project we are undertaking is the £13.9 million capital investment to replace and redesign our street lighting. This will reduce consumption of energy by a staggering 57 per cent. The savings in energy costs will more than pay for the money being borrowed to fund the scheme.

Developing renewable energy and leading initiatives to reduce energy consumption in homes will help drive household energy costs down. Furthermore, carbon management will create new business opportunities and jobs in the city as well as helping the council save money.

## Summary of priorities

- To reduce greenhouse emissions from our own operations.
- To reduce greenhouse emissions from transport in Leicester by promoting sustainable methods of travel.
- To reduce the emissions from homes.
- To reduce the emissions from businesses.
- To harness opportunities to develop skills, jobs and growth in the low carbon economy.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Reducing carbon dioxide and other greenhouse gas emissions from the council's operations</b>	<ul style="list-style-type: none"> <li>• Introducing low energy / renewable methods of street lighting and traffic signals</li> <li>• Reducing the number of council buildings; improving the environmental performance of remaining buildings to reduce emissions from central accommodation buildings by 50%</li> <li>• Reducing the number of council vehicles and increasing our use of green fuels and electric vehicles</li> <li>• Modernisation of school buildings and using renewable energy in these</li> <li>• Using local procurement to source our goods and supplies</li> <li>• Reducing the impact of waste management on greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>• March 2015</li> <li>• March 2015</li> <li>• March 2015</li> <li>• March 2015</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	Carbon Reduction Road Map
<b>Reducing carbon dioxide and nitrogen dioxide from transport emissions across the city</b>	<ul style="list-style-type: none"> <li>• Installing charging points for electric vehicles in and around Leicester</li> <li>• Encouraging cycling and walking (cycle lanes, pedestrianisation)</li> <li>• Improvements to public transport</li> <li>• Ensuring future development is designed in a way that enables people to travel to work in a sustainable manner</li> </ul>	<ul style="list-style-type: none"> <li>• March 2015</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	Climate Change: Leicester's Programme of Action Leicester's Local Transport Plan
<b>Reducing carbon emissions from homes and reducing the impact of fuel poverty</b>	<ul style="list-style-type: none"> <li>• Supporting individuals and communities to develop micro-generation initiatives such as the installation of solar panels and wind turbines</li> <li>• Delivering low carbon housing development through our planning policies, development briefs and conditions on planning permissions</li> <li>• Improving the energy efficiency of council housing, including solid wall insulation, solar panels and ground source heat pumps</li> <li>• Supporting private homeowners and landlords to improve the energy efficiency of their homes through the Green Deal</li> <li>• Further development of district heat and power schemes</li> <li>• Work to develop community tariffs to reduce the cost of energy to homeowners</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• March 2015</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	Climate Change: Leicester's Programme of Action Local Development Framework Core Strategy

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Reducing carbon dioxide (CO<sub>2</sub>) from industrial and commercial emissions</b>	<ul style="list-style-type: none"> <li>• Implement the district energy scheme and explore its further expansion</li> <li>• Requiring low carbon development through planning policies and conditions on planning permissions</li> <li>• Leicester Energy Agency project to help small businesses introduce renewable energy measures and to provide energy efficiency advice</li> <li>• Establish a Green Deal partnership to deliver energy improvements to businesses</li> </ul>	<ul style="list-style-type: none"> <li>• 2015</li> <li>• Ongoing</li> <li>• 2015</li> <li>• 2015</li> </ul>	Climate Change: Leicester's Programme of Action
<b>Developing the low carbon economy in Leicester</b>	<ul style="list-style-type: none"> <li>• Develop the demand for renewable energy in Leicester through planning, housing strategy and the Green Deal</li> <li>• Work with colleges, employers and training providers to increase the number of people with the skills required for the local carbon / renewable energy sector</li> <li>• Work with the two universities and local businesses to develop research and intelligence in renewable energy and low carbon technology into viable business propositions</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• 2013</li> <li>• Ongoing</li> </ul>	Economic Action Plan  Climate Change: Leicester's Programme of Action

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Targets
The amount of carbon emitted through council operations – towards a target of 50% reduction on 2008/09 baseline by 2025 (baseline in 2008/9 – 61,310 tonnes CO <sub>2</sub> )	2013/14 – 21% reduction
50% reduction in CO <sub>2</sub> emissions within the scope of influence of local authorities (previously NI 186) by 2025 (baseline in 1990 – 2338.3 ktCO <sub>2</sub> )	2013/14 – 27%

# The built and natural environment

Leicester is a great place to live, work and visit. But we can make it even better. Our city has been continuously developed since Roman times. We have a rich heritage which is reflected in outstanding architecture and buildings of historic importance. Furthermore, the city has significant natural assets such as the waterways, our many fantastic parks and the historic village centres.

We have already established a new heritage partnership with organisations across the city to preserve Leicester's historic built environment. Through the Story of Leicester we are promoting the city's heritage and opening up notable buildings and areas to the public.

The council is using its capital programme to help fund a number of projects. While capital grants from the government have reduced, the council is seeking to maximise resources from the sale of its surplus assets and from funding bodies (including the European Union).

Our Connecting Leicester programme aims to create a thriving heart to the city by improving connections between shopping, leisure, heritage, housing and transport facilities. Our proposals will link these areas into a safe and family friendly city centre, helping businesses to flourish and attracting new visitors. Members of the public have been given the opportunity to comment on all the Connecting Leicester proposals, including Jubilee Square.

A major programme of regeneration work will smarten up the Golden Mile and other key gateways into the city – this is already underway. The redevelopment of Makers' Yard shows how we are bringing old buildings back into use, while the new Innovation Workspace and Building Schools for the Future will deliver modern, high quality architecture.

The protection and enhancement of our green spaces are just as important to our quality of life. We have published a 10 year plan to promote biodiversity and aim to increase the number of our parks that hold prestigious Green Flag awards.

## Summary of priorities

- To preserve and enhance the historic built environment with particular support for buildings at risk.
- To promote quality design in the built environment both through council and private sector projects.
- To enhance key retail gateways, creating improved local environments and commercial opportunities.
- To preserve and enhance the natural environment including green space and wildlife sites.
- To engage community groups and conservation organisations in protecting, enhancing and promoting the natural and built environment.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Preservation and enhancement of the historic built environment</b>	<ul style="list-style-type: none"> <li>• Delivery of the Heritage Action Plan</li> <li>• Support for historic buildings and conservation areas that are at risk or need enhancement</li> <li>• Development of a specific monitoring and protection plan for key buildings that are at risk</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Leicester Heritage Action Plan</li> <li>• Leicester City Core Strategy</li> </ul>
<b>Promote high quality design in the built environment</b>	<ul style="list-style-type: none"> <li>• Ensure high quality of design for new developments by preparing development briefs for key sites and buildings and specialist design input to key planning applications</li> <li>• Deliver well-designed buildings through council commissioned construction projects, such as Building Schools for the Future, Makers' Yard, innovation workspace, market redevelopment, Jubilee Square</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Leicester City Core Strategy</li> <li>• Connecting Leicester Vision Presentation</li> <li>• Sustainability Standards for Phases 3 to 6 LCC BSF projects</li> <li>• Leicester Economic Action Plan</li> </ul>
<b>Improvement of retail gateways</b>	<ul style="list-style-type: none"> <li>• Delivery of action plans for Golden Mile, Belgrave Gate, Churchgate, Humberstone Gate East, Market Place, Narborough Road/Braunstone Gate and Granby Street. Work includes improvements to shopfronts, better signage, environmental enhancement and promotion.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing to 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Leicester Economic Action Plan</li> <li>• Shopfront Design Guide</li> </ul>
<b>Preservation and enhancement of the natural environment</b>	<ul style="list-style-type: none"> <li>• Delivery of the Biodiversity Action Plan</li> <li>• Run Bioblitz events to significantly improve the environment in local neighbourhoods</li> <li>• Develop and deliver Green Space Management Plan to ensure all public green space is well managed</li> <li>• Designate two local wildlife sites and two local nature reserves</li> <li>• Create one hectare of land to encourage pollinating insects</li> <li>• Work to increase the number of Green Flag awards held by city</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• End 2013</li> <li>• End 2013</li> <li>• 2014/15</li> <li>• 2014/15</li> </ul>	<ul style="list-style-type: none"> <li>• Biodiversity Action Plan</li> <li>• Leicester City Core Strategy</li> <li>• Green Space Strategy</li> </ul>

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Targets
One Bioblitz event and two environment days per year	2013/14 – one Bioblitz event and two environment days
Create new ground for insect friendly pollinating plants	2013/14 – 7,500m <sup>2</sup>
Direct support/action provided for listed buildings at risk or requiring enhancement	2013/14 – 10
Conservation area appraisal - review of conservation areas or designation of a new conservation area	2013/14 – 2
Site development brief for Waterside regeneration area	2013
Number of Green Flag awards held by parks and green spaces	12 sites by March 2014



photo: Iain Jaques



# A healthy and active city

Good health is an important strategic issue for Leicester. This is because, on average, the health of people in Leicester is worse than the rest of the country. In our more deprived communities, health is considerably worse and these health inequalities between rich and poor are not reducing over time. Health indicators such as life expectancy tell us that, although health is improving in Leicester, it is improving at a slower rate than in the rest of the country. The gap between Leicester and the rest of the country continues slowly to widen.

In April 2013, Leicester City Council will take responsibility for leading efforts to improve public health. Good health is largely driven by social and economic circumstances. It is supported by healthy lifestyles, the take up of preventative care (such as screening or immunisation) and supportive social and economic factors such as good educational attainment, high skill levels, employment, decent housing, a clean environment and safe communities. A combination of health improvement initiatives, better health care and improvements in social, economic and environmental circumstances influence better health. There are no quick fixes and action taken in other parts of this plan will, over the longer term, result in improvements in health outcomes. But we also need to accelerate improvements in the short term. For improvements in both the short and longer term, we need to make sustained efforts to:

- engage individuals and communities
- use evidence of effectiveness to guide what we do
- target our efforts to where they can have greatest effect
- evaluate what we do to ensure the best use of resources.

It is also important that we seize the opportunities provided by the new relationship between the city council and the commissioners of health care through the Health and Wellbeing Board and through the council's scrutiny processes.

According to the director of public health's 2010 annual report for Leicester, the impact of substantial reductions in public spending and organisational change is likely to be negative. The council will continue to monitor such impacts, including those arising from our own budget reductions, in order to minimise the effects on those with the poorest health.

## Summary of priorities

- Lifestyle factors
  - reducing smoking
  - improving the take up of physical activity, including walking, cycling and participation in sport
  - improving diet and the maintenance of a healthy weight
  - reducing harmful consumption of alcohol
- Care services
  - improving access, take up and quality of services, especially preventative care provided by GPs and primary care, and early treatment, immunisation and screening
- Wider factors that influence health over the long term
  - educational attainment, skills, employment, housing, transport and crime.

In addition to the developmental priorities outlined above, constant surveillance and vigilance is also required to ensure that the health of the population is protected from communicable disease and any new or emerging threats to health.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Taking on new responsibilities for health partnerships and public health</b>	<ul style="list-style-type: none"> <li>• Ensuring the Health and Wellbeing Board continues to develop in shadow form up to April 2013 and that it becomes formally established as an effective system leader for health and wellbeing in Leicester</li> <li>• Assessing health needs and using this information to enable NHS commissioners and local authority commissioners to plan services to meet the needs of the people of Leicester</li> <li>• Agreement of Joint Health and Wellbeing Strategy by the Health and Wellbeing Board</li> <li>• Plan and implement the transfer of the local public health function from the NHS to Leicester City Council</li> <li>• Work with the recently procured local HealthWatch to ensure it has a strong, local voice for patients and the public</li> </ul>	<ul style="list-style-type: none"> <li>• April 2013</li> <li>• Ongoing</li> <li>• April 2013</li> <li>• April 2013</li> <li>• End of 2013</li> </ul>	Health and Wellbeing Strategy
<b>Campaigns and actions to tackle health inequalities and improve public health in the city</b>	<ul style="list-style-type: none"> <li>• Work with colleagues in the council's communications team to establish a programme of social marketing campaigns and activity in readiness for the formal transfer of public health responsibilities to the council in April 2013. Campaigns to include alcohol harm reduction, 'Be Clear on Cancer' early awareness and smoking and tobacco control</li> <li>• Programmes to reduce the prevalence and impact of smoking, tobacco and alcohol related harm in the city</li> <li>• Programmes of inspection, test-purchasing and investigation to reduce the supply of illicit tobacco and alcohol in Leicester generally and the supply of tobacco and alcohol to young people</li> <li>• Building on the Change4Life programme, establish a new city partnership approach to encourage healthier eating, including the active engagement of the food industry, supermarkets, small businesses and other stakeholders</li> <li>• Deliver our Leicester Gets Active 4 Life campaign targeting everyone aged 14 and over</li> <li>• Work in partnership with other agencies, internal and external, to deliver new and improved low cost opportunities for physical activity</li> <li>• Work to sustain the progress made in recent years in improving the take up of breastfeeding</li> </ul>	<ul style="list-style-type: none"> <li>• From April 2013</li> <li>• Review 2013</li> <li>• Review 2013</li> <li>• Review 2013</li> <li>• Review 2013</li> <li>• Review 2013</li> <li>• Review 2013</li> </ul>	Alcohol Harm Reduction Strategy and Action Plan  Food and Physical Activity Action Plan  Strategy for Promoting Healthy Weight and Healthy Lives 2009-13  Leicester Sports Partnership Trust Action Plan 2011-13

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Targets
Number of people who are supported to stop smoking for 4 weeks	2013/14 – 2,587
Rate of alcohol-related hospital admissions per 100,000 population	2,050
% of children in reception year who are obese and % of children in year 6 who are obese	School year 2012/13 Reception year – 10.8% or less Year 6 – 20.9% or less
% of babies who are breastfed at 6 to 8 weeks of age	2013/14 – 56%
Number of people referred to the exercise referral scheme	2013/14 – 2,050
% of people aged 16 and over who participate in 30 minutes of sport or physical activity three times each week	2013/14 – 18%
Number of free swims by young people in school term time	2013/14 – 14,500
Number of people playing football at Football Investment Strategy sites	2013/14 – 150,000
Number of people participating in projects that promote sport and physical activity	2013/14 – 110,000
Unlawful supply of alcohol and tobacco:	
Advice visits	2013/14 – 100
Number of inspections and test purchases	2013/14 – 150
% of non-compliances detected	2013/14 – 12%
Number of formal actions taken against suppliers	2013/14 – 10



# Providing care and support

Leicester City Council has an important statutory role in providing services for the most vulnerable in our city.

All children and young people have the right to feel safe and be safe from harm, neglect or abuse. Safeguarding children and young people is a top priority. We know that many children, young people and families in Leicester experience difficulty and disadvantage. Without additional support they may not do as well as others. Our services range from early intervention and prevention to targeted support for children and families in need. The council is also investing an additional £800,000 each year to help meet the costs of fostering placements for the increasing numbers of children coming into care.

Many people continue to be vulnerable throughout their lives or at particular points in life. One of the biggest challenges faced by society today is how we look after vulnerable adults and older people. The numbers of vulnerable adults in our city is rising, including those with learning disabilities, physical disabilities and sensory disabilities. In particular, as the population ages, we are seeing increasing numbers of older people who need care and support and more people with dementia. A vital part of our work is to support carers and help people to retain their independence as far as possible.

Traditional social support services are no longer appropriate for many people. They want more personal support that enables them to remain independent, active and contributing members of their communities for as long as possible. Expectations are changing and people are no longer content to be passive recipients of one-size-fits-all services. This demands a radical change to the model of support. It also provides an opportunity to build and harness the contributions communities can make in supporting themselves.

Leicester has set out to change the way adult social care works. At the heart of this transformation is the understanding that independence is important to almost everyone and the belief that, as far as possible, people should be able to make their own choices about what best suits their needs. They should also be empowered to control their own arrangements for social care and support. The main way in which people are able to exercise more choice and control is for us to give people who are eligible for social care a personal budget. In this way they can plan and buy the services they need. We are giving more people a personal budget for their social care as well as providing personal budgets for carers and increasing our support for carers in other ways.

We are also commissioning services to support older people and vulnerable adults to live independently in the community. This includes more opportunities for supported living and initiatives that help people into employment. The 2012/13 revenue budget included an additional £3 million to recognise the impact of an ageing population and to invest in preventative and reablement services to ensure that, where appropriate, people are supported to live at home. We are also working with our NHS partners to commission and deliver services to help people to regain their independence after an event such as a fall or a stay in hospital.

## Summary of priorities

- To ensure people are provided with opportunities to maintain their independence.
- To ensure that people have access to quality services of their choice.
- To support people who are at risk of harm and abuse to stay safe.
- To support carers.
- To safeguard and promote the welfare of all vulnerable children and young people.
- To improve outcomes for particularly vulnerable groups of children and young people: looked after children, children and young people with special educational needs/learning difficulties and/or disabilities, young offenders, and children and young people who are carers for others.
- To prevent homelessness and provide appropriate support to people who become homeless.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<p><b>Safeguard and promote the welfare of all vulnerable children and young people</b></p>	<ul style="list-style-type: none"> <li>• Targeted work to ensure the council is looking after the right children and young people in care, and appropriately and safely moving children out of care into permanent placements</li> <li>• Developing a Safeguarding Effectiveness programme and Improving Outcomes programme to embed the changes made following our last Safeguarding and Looked After Children inspection by Ofsted and the Munro Review into child protection. This includes engaging with front line social work staff and monitoring the impact of a set of standards for social workers developed by front line staff</li> <li>• Work with partners through the Leicester Safeguarding Children Board to develop Leicester's Early Help Offer: ensuring the pathway children and young people take between universal, targeted and specialist services is clear and understood</li> <li>• Participation project: engaging with school councils, recruitment of lay person to the Leicester Safeguarding Children Board, development of a Youth Shadow Leicester Safeguarding Children Board, consultation with young people who have been through child protection processes</li> <li>• Think Family programme: services that work across adults and children's, statutory and non-statutory sectors and provide targeted support to families. The programme will work with families where there are complex or multiple needs: children are not in school, are involved in crime or anti-social behaviour and/or the adults are not in work</li> <li>• Children's centres' early intervention programme</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• April 2013</li> <li>• June 2013</li> <li>• 2013/14 – 2014/15</li> <li>• Ongoing</li> </ul>	<p>Local Safeguarding Children Board Business Plan</p> <p>Think Family/Whole Family Approach Protocol</p> <p>Child and Adolescent Mental Health Services Joint Strategy 2011-14</p> <p>Information Sharing Protocol</p> <p>Guidance on thresholds for children's and families' services in Leicester city</p>
<p><b>Improve outcomes for particularly vulnerable groups of children and young people</b></p>	<p>Target resources and integrate support for children and young people who are particularly vulnerable, including looked after children, young carers, children with special educational needs or disabilities and children who offend or are at risk of offending. We will commission support where it is most needed, including:</p> <ul style="list-style-type: none"> <li>• multi-systemic therapy project</li> <li>• troubled families/Think Family programme</li> <li>• virtual school for looked after children</li> </ul>	<ul style="list-style-type: none"> <li>• 2014</li> <li>• Ongoing</li> </ul>	<p>Children and Young People's Plan 2011-2014</p> <p>Child and Adolescent Mental Health Services Joint Strategy 2011-14</p>

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
	<ul style="list-style-type: none"> <li>• Develop designated special provision for children with communication difficulties and social, educational and behavioural difficulties in identified schools</li> <li>• Participation in pathfinder trial to implement the recommendations of the government's Green Paper for special education needs and disabilities</li> <li>• Develop travel training programme to support the independence of children and young people with special needs and disabilities</li> <li>• Continue to work in partnership to improve the transition of young people with disabilities to adulthood</li> <li>• Continue working effectively in partnership to reduce offending by young people</li> <li>• Evaluate young carer's pathway pilot: to increase early identification and assessment of young carers, so they can get better and quicker access to the support they need</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Throughout 2013/14</li> <li>• 2013/14</li> <li>• 2013/14</li> <li>• Ongoing</li> <li>• From April 2013</li> </ul>	<ul style="list-style-type: none"> <li>Multi-Agency Strategy for Children's and Families' Services in Leicester City</li> <li>Raising Achievement Strategy</li> <li>Youth Offending Service Plan 2011-12</li> <li>Leicester Carer's Strategy</li> <li>Young Carers Memorandum of Understanding</li> </ul>
<b>Ensuring people are provided with opportunities to maintain their independence</b>	<ul style="list-style-type: none"> <li>• Increasing the availability of supported living tenancies so that people can have a home of their own</li> <li>• Using a moving on team to help people move from residential care to supported living</li> <li>• Supporting more adults with social care needs into employment</li> <li>• Increase the proportion of people supported to live independently through re-ablement and intermediate care following discharge from hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing with targets set for 2013-15</li> <li>• 2013/14</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Joint Commissioning Strategy</li> <li>Learning Disability Commissioning Strategy</li> <li>Right to Control Trailblazer</li> </ul>
<b>Ensuring that people have access to quality services of their choice</b>	<ul style="list-style-type: none"> <li>• Ensure people have a personal budget which enables them to create an individual support plan</li> <li>• Increase the availability of services for people with dementia and their carers</li> <li>• Improve the quality of residential care through the implementation of the Quality Assurance Framework</li> <li>• Develop and implement best practice guidance on caring for people at the end of life, to enable more people to die in the setting of their choice</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• March 2013</li> <li>• 2013</li> </ul>	<ul style="list-style-type: none"> <li>Joint Dementia Commissioning Strategy 2011-14</li> <li>End of Life Care Strategy 2010-14</li> </ul>

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Preventing homelessness and providing support to people who become homeless</b>	<ul style="list-style-type: none"> <li>To agree a new Homelessness Strategy that focuses resources on helping people find and keep their own independent home</li> </ul>	<ul style="list-style-type: none"> <li>2013</li> </ul>	Homelessness Strategy 2008-2013
<b>Supporting people who are at risk of harm and abuse to stay safe</b>	<ul style="list-style-type: none"> <li>Implement a First Contact scheme to help all agencies identify vulnerability and ensure people are signposted to advice and support</li> <li>Work with the recently established service user group so that they can effectively support the work of the Leicester Safeguarding Adults Board</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>	Safeguarding Adults: multi-agency policy and procedures Raising Achievement Strategy
<b>Supporting carers</b>	<ul style="list-style-type: none"> <li>Increase the number of carers supported either through training or increased access to short breaks</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Carers Strategy 2012-15
<b>Proactive domestic violence services that work with families, victims and perpetrators</b>	<p>To provide appropriate and timely support, information and practical assistance to anyone who has suffered from domestic violence:</p> <ul style="list-style-type: none"> <li>providing spaces for children and young people affected by domestic violence to be heard</li> <li>increasing the number of adults and children who feel safe in their own home</li> <li>engaging and motivating those who perpetrate domestic violence to reduce their abusive behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	Leicester Inter-Agency Domestic Violence Strategy 2009-14



## Performance measures and targets

A group of key performance indicators has recently been developed to measure progress against the priorities in the Children and Young People's Plan 2011-2014.

Many of these measures are new and systems are being put in place to collect data and establish baselines. Targets have not yet been set for these indicators.

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

### Children and young people

Performance measure	Targets
% of children becoming the subject of a child protection plan for a second or subsequent time	2013/14 – 10-15%
% of child protection plans that last two years or more	2013/14 – 5%
% of safeguarded children and young people who report they are/feel safe following intervention	New indicator – targets have not been set
Number of domestic abuse incidents where a child is present in the household	New indicator – targets have not been set
% of child protection plans where domestic abuse is a known factor	New indicator – targets have not been set
Number of referrals to hospital for children due to deliberate self harm	New indicators – targets have not been set
% of core assessments that were carried out within 35 working days of their commencement	2013/14 – 89%
Average time between a child entering care and moving in with its adoptive family, for children who have been adopted	629 days
Care leavers in employment, education or training	2013/14 – 75.0%

Performance measure	Targets
Number of families with complex and multiple needs who are identified and supported by the THINK family programme	2013/14 – 570
Number of families who are supported by the THINK family programme that have improved outcomes across a range of indicators (including increased attendance at school, reduced crime, employability)	2013/14 – 525
% of pupils with special educational needs (without statements) making expected progress from Key Stage 1 to Key Stage 2 in English	2013/14 – 84.5%
% of pupils with special educational needs (without statements) making expected progress from Key Stage 2 to Key Stage 4 in English	2013/14 – 60%
First time entrants to the youth justice system	2013/14 – 950
Rate of re-offending	2013/14 – 0.54
Young offenders in custody	2013/14 – 6.5%

## Social care and homelessness

Performance measure	Targets
% of people with a personal budget	(National target 70%) 2013/14 local target – 90% (March 2014)
Proportion of adults with mental health needs living in their own home or in their family home	2013/14 – 75%
Proportion of adults with a learning disability living in their own home or in their family home	2013/14 – 73%
Number of new supported living tenancies	2013/14 – 30 new tenancies
Adults with mental health or learning disabilities in employment	2013/14 – 30 new work placements for supported clients
% of care homes in the city meeting quality assurance framework standards	70% of those assessed 2013/14
Proportion of people supported to live independently through re-ablement and intermediate care following discharge from hospital	2013/14 – 86%
Number of additional carers supported through training	120 additional carers supported through training in 2013/14
Additional number of short breaks	2013/14 – provide an additional 200 breaks (a day, a night, a peer-group support session, a training session or a sitting service for a few hours)
Number of households prevented from becoming homeless after offering housing advice and assistance – all households	2013/14 – 2,035
Number of single people on the repeat homelessness list	2013/14 – reduce by 25%



# Our children and young people

A city's children and young people are its future. Every child deserves to be safe, loved and have a happy and healthy childhood, free from harm. Every child should have the chance to pursue their aspirations and fulfil their potential.

The Children and Young People's Plan 2011-2014 is the single, overarching plan for Leicester's Children's Trust, which the council chairs. This plan sets out the strategic direction and shared priorities for children and young people in Leicester.

All children and young people need good universal provision, such as schools and health care. Some children, young people and families are more vulnerable – those with additional needs or who experience disadvantage. They are at greater risk of poor outcomes and may need additional targeted opportunities and services. The plan aims to improve the life chances of those most vulnerable to poor outcomes. Its priorities are focused on those areas that we most need to change, things that are best achieved by working together.

With our partners in Leicester's Children's Trust we will work to improve the life chances of the most vulnerable children. We will support all children to achieve their potential. We will keep children safe and make a significant contribution to mitigating the causes and effects of family poverty.

Government support for early intervention activities and services has been significantly cut and while the council met the shortfall initially, we cannot afford to continue to do this. We will need to ensure that all future early intervention services are delivered to those in greatest need and result in improved outcomes for children and families.

## Summary of priorities

- To improve children's health and reduce the gap between the most and least deprived.
- To raise achievement in Leicester to national averages and higher, and narrow the gap between the lowest achievers and other children and young people.
- To develop an integrated children's workforce that "thinks family" and intervenes early to narrow the gap between vulnerable and other children.
- To reduce and mitigate the effects of family poverty on children's life chances in Leicester.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Improve children's health and reduce the gap between the most and least deprived</b>	<ul style="list-style-type: none"> <li>• Promoting infant health road shows</li> <li>• Playing 4 Health: a multisport programme offered to all primary schools and special schools, delivered by the city's semi/professional sports clubs</li> <li>• Children's centres' early intervention programme: all health visitors will be based in children's centres and will offer targeted support to parents who need it</li> <li>• Food Routes: a primary school training and support programme and community based family cookery skills programme. Independent evaluation commissioned</li> <li>• Develop a partnership action plan to improve children's dental health</li> <li>• Work with British Heart Foundation to develop and evaluate a resource for early years physical activity</li> <li>• Family Nurse Partnership: a preventive programme for first time mothers aged 19 and under. Weekly and fortnightly visits take place from early pregnancy until the child's second birthday</li> </ul>	<ul style="list-style-type: none"> <li>• 2014</li> <li>• 2014</li> <li>• May 2013</li> <li>• Ongoing</li> <li>• April 2013</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<p>Children and Young People's Plan 2011-2014</p> <p>Leicester Sports Partnership Trust Action Plan 2011-2013</p> <p>Strategy for Promoting Healthy Weight and Healthy Lives 2009-13</p>
<b>Raise achievement and narrow the gap between the lowest achievers and other children</b>	<ul style="list-style-type: none"> <li>• Schools Partnership programme</li> <li>• Raising Aspiration Network</li> <li>• Quality improvement programme for early years settings</li> <li>• Reading:               <ol style="list-style-type: none"> <li>1. Reading Recovery and Better Reading Partnership programmes</li> <li>2. Whatever It Takes reading initiative</li> <li>3. Support for reading for pleasure, delivered through libraries</li> </ol> </li> <li>• Maths:               <ol style="list-style-type: none"> <li>1. Every Child Counts</li> <li>2. Greater than the Sum</li> </ol> </li> <li>• Gold standard youth service</li> <li>• Ensure there are sufficient school places in the city. Current projections indicate that by 2015-16 we will require an additional 682 reception places and 4,774 additional places across all primary year groups</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout 2013/14</li> </ul>	<p>Children and Young People's Plan 2011-2014</p> <p>Raising Achievement Strategy</p>

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<p><b>Develop an integrated children's workforce that "thinks family" and intervenes early</b></p> <p>"Think family" means securing better outcomes for children, young people and families with additional needs by co-ordinating the support they receive from different services</p>	<ul style="list-style-type: none"> <li>Promoting joint work and sharing learning resources between agencies</li> <li>Implement the new quality assurance framework</li> <li>Children's workforce data collection and reporting</li> <li>ALICSE leadership programme (advanced leadership in children's services environments)</li> <li>Sector led improvement programme to establish an effective system of peer challenge and support</li> <li>Extend participation strategy to ensure that the perspective of service users guides the improvement programme</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>By 2014</li> <li>Ongoing</li> <li>Annual</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<p>Children and Young People's Plan 2011-2014</p> <p>Leicester Children's Trust Workforce Strategy 2011-14</p> <p>Children and Young People's Learning and Delivery Plan 2011-13</p> <p>East Midlands Sector-Led Improvement and Succession Planning Children's Services Delivery Plan 2012-13</p>
<p><b>Reduce and mitigate the effect of child poverty</b></p>	<ul style="list-style-type: none"> <li>Help mitigate the effects of child poverty in the city by driving forward delivery of the Child Poverty Commission's action plan</li> <li>Children's centres early intervention programme</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Targets
Prevalence of healthy weight in 10-11 year olds	2013/14 – 63.7%
Prevalence of healthy weight in 4-5 year olds	2013/14 – 75.1%
Under 18 conception rate	2013/14 – 43.2%
% of primary schools judged good or outstanding	2013/14 – 70%
% of secondary schools judged good or outstanding	2013/14 – 90%
Every child ready for school	2013/14 – 66%
% of children making expected progress from Key Stage 1 to Key Stage 2 in English (NI93)	2013/14 – 95%
% of children making expected progress from Key Stage 1 to Key Stage 2 in mathematics (NI94)	2013/14 – 92%
% of pupils making expected progress between Key Stage 2 and Key Stage 4 in English	2013/14 – 77%
% of pupils making expected progress between Key Stage 2 and Key Stage 4 in mathematics	2013/14 – 68%



# Our neighbourhoods and communities

The services we deliver at the community and neighbourhood level make a real difference to people's quality of life. They are linked with people's identity, confidence, self-esteem, happiness and wellbeing. They help people to learn, stay healthy, help communities grow together, understand each other better and discover shared experiences. They help local neighbourhoods and the city as a whole to develop a sense of place and they bring jobs and wealth to our city.

We are looking at ways of making our services in the community more effective and efficient. We are planning to save up to £1 million each year by 2014/15 through the better use of buildings and by helping local neighbourhoods to run facilities from some of these buildings themselves.

The vitality that comes from having many different cultures living and working together is expressed in Leicester every day through cultural and community activity: in sport, arts, libraries, community centres, parks, music, heritage, festivals and food. Leicester is a city with a sporting tradition to be proud of and we aim to build on that tradition to get more people, more active, more often.

The government welfare changes are a significant concern to the council and our communities. The changes will impact on already cash-strapped households and individuals. We will work with our partners to help communities understand the changes. We will also monitor closely the impact of welfare reform so that we can take action, where possible, to help communities cope better with the changes.

Our environmental and enforcement services help to keep people safe, tackle anti-social behaviour, domestic violence and substance misuse and they will help keep our city clean and green through waste collection and recycling, and by tackling fly tipping. Through our council housing we will provide good quality, energy efficient rented homes to over 22,000 households and work to make our communities and neighbourhoods places where people want to live.

## Summary of priorities

- To provide a more joined-up service to residents so that people can get the information and services they need when they need them.
- To communicate effectively the range of welfare reforms that are taking place, to track the impact on our communities and where possible take action to mitigate or reduce this impact.
- To provide as many routes as possible for people to receive services – through a building, by telephone or over the internet.
- To ensure that a decent home is within the reach of every citizen.
- To ensure that people are more involved in decision making in their communities.
- To create opportunities for people to get involved, volunteer and develop local responses to local needs.
- To continue to improve the quality of the local environment by keeping streets clean and increasing recycling.
- To work in partnership to promote community safety and support people who experience anti-social behaviour and domestic violence.

## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<p><b>Engagement and integration</b></p> <p>Developing a more integrated approach to the delivery of our services in communities</p> <p>Increasing community involvement and ownership in running our services</p> <p>Encouraging more people to become involved in decision making in the delivery of services in their area</p>	<ul style="list-style-type: none"> <li>Developing customer focused neighbourhood facilities which provide integrated services to people in their community</li> <li>Modernisation of services to ensure we open as many routes as possible for people to receive services: internet, phone, in person</li> <li>Support access to public services increasingly delivered on the internet by providing broadband wifi connectivity in libraries and in Town Hall Square and through the upgrade and replacement of 170 public access PCs in libraries</li> <li>Targeted learning support for residents new to computers will continue to be delivered at Central Library</li> <li>Access to library services will be improved through an upgrade of the library management system in February 2013. The system will offer more interactive services for customers including improved marketing involving social media</li> <li>Working to give communities more involvement in service delivery, including transfer of assets to community groups and support to groups to run services themselves</li> <li>Increase engagement with the community through services such as the arts and museums schools programme: for example, Abbey Pumping Station Victorians and World War One centenary, sports development in neighbourhoods and library programmes to develop reading and skills among adults and children</li> <li>A programme to support volunteering in arts, museums, libraries and community services and to develop local solutions and services to meet local needs</li> </ul>	<ul style="list-style-type: none"> <li>March 2015</li> <li>March 2014</li> <li>April 2013</li> <li>Starts September 2013</li> <li>Starts September 2013</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<p>ICT Strategy 2011-14</p> <p>Customer Access Strategy 2008-2011</p> <p>Libraries Strategy 2008-13</p> <p>The Cultural Ambition for the City of Leicester</p> <p>Story of Leicester Plan Summary</p>
<p><b>Safe and cohesive communities</b></p> <p>Community safety and anti-social behaviour</p>	<p>Work in partnership with the police, fire service and other agencies including probation and Victim Support to promote safety in communities:</p> <ul style="list-style-type: none"> <li>Tackling anti-social behaviour cases in a robust and effective manner to reduce the number of incidents</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<p>Safer Leicester Partnership Plan</p>

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<p><b>Welfare reform</b></p> <p>Supporting communities in relation to the national welfare changes</p>	<ul style="list-style-type: none"> <li>• Develop a coordinated strategy for social welfare law advice services, actively engaging with other networks and advice providers in the city through the Social Welfare Advice Partnership Forum</li> <li>• Communicate the welfare changes to Leicester's diverse communities as clearly as possible, with particular regard for those who have language and literacy difficulties</li> <li>• Monitor the impact of reforms on people, places and services in order to build on existing programmes of support, limit the negative effects on communities and avoid a rise in demand for services</li> <li>• Review all discretionary funds and ensure that our decision making process for discretionary awards is robust and evidence based</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Autumn 2013, then bi-annual updates</li> <li>• Starts spring 2013</li> </ul>	
<p><b>Environment</b></p> <p>Reliable, efficient, easy-to-use waste and recycling services</p> <p>Ensuring streets, parks and open spaces are clean and attractive</p>	<ul style="list-style-type: none"> <li>• Roll-out of recycling scheme to as many flats as possible</li> <li>• Introduce a garden waste collection service</li> <li>• Provide a new state-of-the-art household waste recycling centre</li> </ul>	<ul style="list-style-type: none"> <li>• December 2013</li> <li>• May 2013</li> <li>• May 2014</li> </ul>	Green Space Strategy 2009-15
<p><b>Housing</b></p> <p>To make it possible for everyone in Leicester to live in a home that is suitable for them, is in good repair, energy efficient, safe, accessible, the right size and affordable</p>	<ul style="list-style-type: none"> <li>• Provide quality rented homes</li> <li>• Make our neighbourhoods into places where people want to live and keeping in touch with our tenants</li> <li>• Improving the energy efficiency of homes</li> <li>• Provide appropriate housing to match people's changing needs</li> <li>• Reducing the number of long standing empty private sector homes</li> </ul>	<ul style="list-style-type: none"> <li>• All ongoing</li> </ul>	<p>Empty Homes Strategy</p> <p>Housing Revenue Account Budget</p> <p>Capital Programme</p>

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Targets
Integrated neighbourhood services	Developed a tailored neighbourhood model for four areas by March 2014
Households receiving free advice on welfare reform: <ul style="list-style-type: none"> <li>• Number of households accessing general advice and general advice with casework</li> <li>• Number of households accessing specialist advice</li> <li>• % of service users and partners who rate the service as good or excellent</li> <li>• Number of referrals to money advice surgery</li> </ul>	2013/14 – 6,000 2013/14 – 600 2013/14 – 85% 2013/14 – 7 per week
Community engagement and participation – instances of people participating in community activity	2013/14 – 3,500
Libraries – attendance at under 5s sessions	2013/14 – 27,000
Active library users	2013/14 – 72,000
Participation in children’s summer reading scheme in libraries	2013/14 – 6,400
Number of community led events and workshops	2013/14 – 300
Public access to PCs in libraries (number of hours per year)	2013/14 – 245,000
Volunteers in libraries, community services, arts and museums	2013/14 – 400
% household waste diverted from landfill	2013/14 – 74.0%
Reduced flytipping incidents by 2014	8,200 by March 2014
% of users of domestic violence services who feel safer following intervention	2013/14 – 85%

## A strong and democratic council

Public confidence in the council comes from seeing that we are open and accountable in the way we take decisions and deliver services. This includes being held to account by the public, media and the scrutiny process. We must have governance arrangements that achieve these goals. We have already implemented changes to our scrutiny process and to the constitution and we will continue to take steps to improve our governance arrangements.

Public participation in the work of the council is critical to help shape decisions and inform the allocation of shrinking resources. We have actively sought to gather views on a wide range of important decisions including the council's budget, Connecting Leicester, school catchment areas, gypsy and traveller sites, and changes to the council tax benefit scheme. We will continue to encourage active participation through communication, consultation and other key areas of work such as electoral registration.

We are working with the recently established City Partnership Board as well as other thematic partnerships, such as the Children's Trust and Heritage Partnership, to help drive forward the vision and priorities for the city. As partners, we will strive to ensure that we are making best use of our collective resources to improve outcomes for the people of Leicester. In doing so we are fully committed to fair practices and to tackling inequality of outcomes between different communities. The council has a well-established track record in relation to equalities and we are working towards achieving excellence in our approach, as measured against the equalities framework for local government.

In the current climate we recognise that there are increasing pressures on staff who work for the council. We greatly value their continued hard work, commitment and dedication. But we are also mindful of the need for our employees to drive the changes we need to make, not just within the council, but also within the wider sphere of public services for the future. We are, therefore, not complacent about the need to continue to invest in our staff so that they feel well-informed and clear about what is expected of them and are supported to deliver to the very best of their abilities. As we go through difficult challenges, we need to ensure that we protect our key front-line workers – for example, through the introduction of the Living Wage – to ensure that employees and their families are supported in the tough times ahead. We will also act responsibly as an employer to support the development and wider health and wellbeing of staff.

We need to ensure that our employees have a strong voice within the organisation so that we can engage their expertise and knowledge in developing the vision for Leicester. Our planned staff survey will give us a valuable insight into how employees think and feel about working for the council. We need to strengthen leadership to drive change. We need to understand and remove the barriers employees face in maximising their potential. This will mean us creating interesting and varied careers, recognising and rewarding good performance, and designing flexibility within jobs, so that skills become more portable across the organisation and this creates opportunities to share knowledge.

As well as focusing internally, we also need to be mindful of the external brand of Leicester City Council as an employer, so that we can attract talent as an organisation that people are keen to work for. Our employees have a strong public service ethos; we need to recognise this so that we continue to exercise our corporate social responsibilities, ensuring that, as an employer, we contribute to the economic regeneration of Leicester. This will see us continuing to support entry into employment through skills development initiatives and apprenticeship schemes.

Considering the budget pressures that face us now and in future, to remain strong as a council we will have to continue to use our resources as efficiently and effectively as possible, and to be clear about the impact we are having. We have already reduced our budget by £75 million and will need to continue to find considerable savings, estimated to be a further £50 million in the next four years. Last year we reduced senior management costs significantly and embarked on a programme which will save £15 million from our back-office services. We will continue to streamline such costs as much as possible in order to protect frontline services, particularly those that support the most vulnerable in our communities. We will monitor how well we are achieving what is set out in this plan and the impact this is having on outcomes for local people.

## Summary of priorities

- Ensuring the way we work supports openness and accountability
- Communicating effectively and encouraging the people of Leicester to participate in the democratic process and in the shaping of services
- Working in partnership with business, the voluntary and community sector, community organisations, the education sector, faith groups and unions to maximise the benefits this can deliver
- A commitment to fair practices and to tackle inequality of outcomes and discrimination
- Supporting and valuing our staff
- Using our resources as efficiently and effectively as possible
- Measuring and communicating the impact of what we do



## Council activity

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Robust democratic arrangements which ensure openness and accountability</b>	<ul style="list-style-type: none"> <li>• Implement new approaches to running ward community meetings to help councillors make these meetings as useful and as relevant as possible for local people</li> <li>• Plan and implement preparations for the move from household to individual electoral registration from 2014</li> <li>• Make further improvements to the council's constitution to ensure high standards of conduct of elected members and effective decision-making processes which can be understood by citizens</li> <li>• Publish a clear guide for citizens on how the council works and takes decisions, and the ways in which the public can input to decision making</li> <li>• Continue to develop our scrutiny arrangements and ensure there are clear work programmes for each scrutiny commission. Put in place the right resources to ensure scrutiny is effectively supported to deliver these work programmes</li> <li>• Support the involvement of our Young People's Council in important decisions, including during our budget preparations, and support its involvement in the scrutiny process, identifying how its members can raise young people's issues within the wider democratic processes – for example, through links to ward community meetings</li> <li>• Support the Boundary Commission review of electoral wards in the city</li> </ul>	<ul style="list-style-type: none"> <li>• April 2013</li> <li>• July 2014</li> <li>• June 2013</li> <li>• June 2013</li> <li>• May to October 2013</li> <li>• Ongoing</li> <li>• April 2014</li> </ul>	<ul style="list-style-type: none"> <li>• The council's constitution</li> <li>• Overview and Scrutiny Handbook</li> </ul>

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Communicating effectively with our citizens and encouraging their active participation</b>	<ul style="list-style-type: none"> <li>• Audit the way we currently involve and engage citizens across the council and use the findings to develop programmes for future communication and participation</li> <li>• Further develop the council website to enhance access to council services and to make sure it works effectively alongside other methods of communication</li> <li>• Identify further ways in which we can use social media to improve communication with citizens</li> <li>• Analyse in detail the census results for Leicester and use to increase our understanding of Leicester's communities. Communicate the results internally and with partners</li> <li>• Work with colleagues in public health to establish social marketing campaigns and activity in readiness for the transfer of formal public health responsibilities to Leicester City Council in April 2013</li> <li>• Develop a community covenant with the armed forces community and formally sign this off</li> </ul>	<ul style="list-style-type: none"> <li>• April 2014</li> <li>• April 2014</li> <li>• December 2013</li> <li>• October 2013</li> <li>• April 2013</li> <li>• June 2013</li> </ul>	
<b>Working in partnership</b>	<ul style="list-style-type: none"> <li>• Focus the discussions of the City Partnership Board on critical themes and issues; support the effective contribution by all partners to the delivery of shared priorities for the city</li> <li>• Review how the council engages with the voluntary and community sector and identify ways in which this can be further developed</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	



Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Ensuring fair practices and addressing inequality of outcomes</b>	<ul style="list-style-type: none"> <li>• Launch a refreshed equalities strategy and action plan for the council</li> <li>• Deliver a programme of activity across the council's agreed equalities priorities which will promote equality of opportunity, eliminate discrimination and foster good relations</li> <li>• Use a robust approach to assess the impact of all key policy and budget decisions in relation to equalities; take action where necessary to minimise any disproportionate impacts</li> <li>• Produce an annual workforce profile and review trends in our workforce; address key areas of under-representation</li> </ul>	<ul style="list-style-type: none"> <li>• May 2013</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• August 2013</li> </ul>	2012 Employment Monitoring Report
<b>Supporting and valuing our staff</b>	<ul style="list-style-type: none"> <li>• Run a staff survey across our workforce and put in place an action plan to respond to the findings</li> <li>• Implement our Leicester Leaders programme to support managers in having the rights skills and capabilities for the future</li> <li>• Develop an employee wellbeing programme</li> <li>• As part of our work to support the development of our staff, implement a talent management action plan</li> <li>• Roll out a mediation service to help support good employee relations</li> </ul>	<ul style="list-style-type: none"> <li>• December 2013</li> <li>• Ongoing</li> <li>• September 2013</li> <li>• December 2013</li> <li>• March 2013</li> </ul>	
<b>Using our resources efficiently and effectively</b>	<ul style="list-style-type: none"> <li>• Plan and implement the vacation of New Walk Centre and confirm plans for future accommodation. Where appropriate, roll out flexible working arrangements across our workforce to maximise the use of our office space</li> <li>• Develop a longer-term financial plan to tackle the major funding pressures we will face</li> <li>• Manage data about service users responsibly to ensure our records are complete, joined up and up to date. Retain data only where necessary to provide effective services</li> <li>• Develop our online functions to give citizens 24/7 access to a wider range of services</li> </ul>	<ul style="list-style-type: none"> <li>• December 2013</li> <li>• June 2013</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	General Fund Revenue Budget 2012/13 to 2014/15

Themes and objectives	Key projects and activities	By when	Relevant documents and strategies
<b>Informed decision making and measuring the impact of what we do</b>	<ul style="list-style-type: none"> <li>• Develop the information we have on community needs and the way we use it in our decision making</li> <li>• Introduce an up-to-date electronic consultation system and make sure our approach to consultation and citizen engagement is consistent and robust</li> <li>• Put in place arrangements to measure the delivery and impact of this plan and to report on our performance</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• March 2013</li> <li>• April 2013</li> </ul>	

## Performance measures and targets

The performance for 2012/13 will be reported in early summer 2013 and will provide a baseline for the targets in this plan. These targets have been set based on past performance where data is available. If necessary they will be revised.

Performance measure	Target 2013/14
Attendance at Meet the Mayor events	Across 10 Meet The Mayor events during each calendar year: <ul style="list-style-type: none"> <li>• an average of 200 people see each event taking place</li> <li>• an average of 50 conversations take place at each event</li> <li>• an average of 30 written comments are received at each event</li> </ul>
The percentage of stage 1 corporate complaints that are taken to stage 2	7%
Usage of the website	Quarterly use of leicester.gov.uk: 750,000
Use of social media channels	Twitter – 5,000 followers Facebook – 1,000 likes
Self-assessment against the equalities framework for local government	To achieve level three – ‘excellent’ – as validated by a peer review in 2014/15
Representative workforce – the proportion made up of women and people from black and minority ethnic groups (BME) in the council’s top 5% of earners (plus other data available)	Female – 55% BME – 30%
Workforce perceptions and staff satisfaction	To be collected as part of a new staff survey in 2013/14
Electoral registration levels	100%
Average days sickness per full-time employee	9 days

