

# City Mayor Delivery Plan 2013/14 - review of progress

## A place to do business

### Council activity

Themes and objectives	Key projects and activities	Summary of progress
<p><b>Leicester to Work</b> Supporting people into apprenticeships, training and work</p>	<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</li>   <li>• To ensure people secure the skills that employers require</li> </ul>	<ul style="list-style-type: none"> <li>• Leicester Apprenticeship Hub now established. Forty one applications received from employers for new apprenticeship grant. 18 new starts to date, 17 others in pipeline. Sector specific marketing campaigns underway starting with creative industries.</li>   <li>• Step Up Phase 2 programme under way. 34 new posts approved. 20 posts released for recruitment with 7 starts to date. Note rapid fall in long term youth unemployment. At the start of the project the JSA statistics for 18-24 year olds stood at 3,410 young people unemployed. At the beginning of April 2014 this figure has reduced significantly to 2,295, a reduction of 1,115. This trend has continued into the first 3 months of the 2014/15 reporting period.</li>   <li>• City Deal and EU SIF programmes will be critical for funding skills / employability initiatives although these cannot be accessed until 2015.</li>   <li>• Apprenticeship training providers signed up to new standards Charter and engaging with council.</li>   <li>• Connexions IAG Service has been commissioned to promote apprenticeships in schools and colleges. The aim is to increase the take up of young people in apprenticeships as an alternative route to higher education - 'earn while you learn' approach. They have</li> </ul>

		delivered sessions in schools and to individual NEET young people to increase apprenticeship take up and success rates.
<p><b>Enterprising Leicester</b> Supporting business start-ups and growth</p> <p>Developing a strong enterprise culture</p>	<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>• 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 ground-breaking 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>• Support for Food and Drink sector progressing well with new Leicester Food Park under construction at council owned site off Lewisher Rd and plans advanced for sale of remainder of that site to expanding food business. First phase of employment land at Ashton Green also disposed for Samworths expansion.</li> <li>• Innovation BIA at Pioneer Park also developing with new DOCK workspace operational and ahead of business plan occupancy target.</li> <li>• Scope for additional growth on workspace within Cultural Quarter for creative sector businesses being assessed. Existing workspaces at &gt; 90% average occupancy.</li> <li>• £1.9m ERDF funds secured to support Leicester companies with grants. 49 businesses now supported with £484k grants allocated.</li> <li>• The texture of the retail offer that independents bring to the City is very important, Shop Front Grants are available for retailers, and projects like the scheme to paint the Rail Bridges at Narborough Road helps to change perceptions and ambience of local shopping areas.</li> <li>• Reconfigured existing services to create Business Regulation Support Team providing information, advice and employee training in regulatory compliance.</li> <li>• 121 contracts were awarded to local businesses with a total value in excess of £41 million.</li> </ul>
<p><b>A thriving city centre</b> Creating a highly attractive, accessible</p>	<p>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:</p>	

<p>and distinctive city centre</p>	<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 Getting about in Leicester section)</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>• ERDF funding secured for Jubilee square, work commenced on site in September 2013 and will be complete by November 2014.</li> <li>• Leicester Market Phase 1 new Food Hall and ancillary accommodation complete.</li> <li>• ERDF funding secured for Cathedral Gardens, and a scheme to deliver Cathedral Gardens alongside public realm improvements to Peacock Lane/St Martins commenced in November 2013 and will be complete by November 2014.</li> <li>• Designs are being commissioned and costed for key council owned retail assets following the success of the new Food Hall. Malcolm Arcade will be the first to be considered with options reviewed by Spring 2015.</li> <li>• Designs are in under development to transform the St George’s Churchyard in the Cultural Quarter into an attractive open space which is safer and more accessible to encourage greater use as a community green space.</li> <li>• Townscape Heritage Initiative funding secured for the Old Town and project actively being delivered.</li> <li>• A new Haymarket bus station has been approved and construction will start shortly, streets within the pedestrian zone and elsewhere have been rebuilt to provide better facilities for pedestrians and cyclists, and a Car Parking Action Plan has been approved which will see pay and display machines replaced and many tariffs reduced.</li> <li>• A signage, wayfinding and mapping strategy is being developed for the city centre. This will look at getting people into and around the city centre in a more efficient and customer friendly way. New</li> </ul>
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		<p>boundary signs are also being considered and a process of de-cluttering is underway to remove unnecessary signs across the city.</p> <ul style="list-style-type: none"> <li>• Temporary signage put in place for the opening of the King Richard III Visitor Centre in July 2014. The scoping study for a permanent city information system will be completed by December 2014.</li> </ul>
<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>• Producing a new Local Plan for Leicester which enables proactive development</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>• Providing a supportive and fast-track planning approach for key developments that will deliver economic growth</li> </ul>	<ul style="list-style-type: none"> <li>• City Deal now signed. Strategy for procurement and delivery of services being agreed with government agencies.</li> <li>• Work is progressing on the new local plan scheduled for adoption in 2016.</li> <li>• Complete review of council owned and occupied property assets is now underway to ensure that all sites capable of re-use as housing or employment land are identified and can be exploited. The work includes the feasibility of re-using existing buildings or recycling the sites</li> <li>• Investing £920k in highway infrastructure to open up a 5 ha employment land site at Ashton Green to enable private sector investment in a new 10,000 m2 food production facility with circa 500 new jobs being created. Marketing the first residential development site at Ashton Green.</li> <li>• Commissioned a Waterside planning and delivery strategy, including establishing an acquisitions strategy.</li> <li>• Secured ERDF funding for the refurbishment and re-use of Friars Mill as workspace, work due to start on site in August 2014 with completion in mid-2015. This redevelopment is an important first phase and catalyst for Waterside development.</li> <li>• Commissioned a planning and delivery strategy for the former John Ellis site as part of a wider strategy for encouraging development</li> </ul>

	<ul style="list-style-type: none"> <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 above and Getting about in Leicester section)</li> </ul>	<p>opportunities on Pioneer Park.</p> <ul style="list-style-type: none"> <li>• Successful completion of Dock providing innovation workspace.</li> <li>• BSF programme remains on track and work is successfully progressing on the primary capital programme to deliver the additional places needed in the city.</li> </ul>
<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> </ul>	<ul style="list-style-type: none"> <li>• The Cultural Ambition is actively promoted for example on the council's website and has influenced the development of service plans and programmes.</li> <li>• The first City Festival took place over the August Bank Holiday in 2013 with a programme for all ages that included the Leicester Belgrave Mela, events celebrating the City's heritage, and activities across sports, culture, music and art. The event attracted over 53,000 visitors.</li> <li>• Work has started on developing a Place Marketing strategy to help differentiate the City from competitors and allow more effective focused effort to support the current program of seeking external investment, building on the success of the City's presence at MIPM last year which raised interest in the re-development of the New Walk Centre, and working to retain existing investment within the city.</li> <li>• Leicester bid for UKCC 2017 and was shortlisted to the final four cities.</li> </ul>

	<ul style="list-style-type: none"> <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</li> </ul>	<ul style="list-style-type: none"> <li>• Our bid to be a host City for Rugby World Cup was successful and plans are being put in place to maximise the benefits to the city of hosting this prestigious event in 2015, as well as using it to encourage young people and adults to get involved in playing Rugby.</li> <li>• A programme of events and open days have taken place at the Castle, Wygston's House, the Magazine and Belgrave Hall. A range of fascinating heritage venues, some of them not usually open to the public such as the Glenfield Tunnel, were open during the annual Heritage Open Days in September 2013.</li> <li>• A series of interpretation panels have been installed across the City centre with the first 11 panels telling the Story of Richard III.</li> <li>• The King Richard III Visitor Centre has been developed and opened. The Council is working in partnership with the Cathedral, Diocese, County Council and Leicester University on the reinterment of King Richard III's remains.</li> <li>• City centre management works closely with the Retail Forum, agents and landlords to promote Leicester as the leading retail destination in the East Midlands and many new businesses have opened across the city including the beautifully restored Silver Arcade in October 2013. Highcross has successfully secured international brands such as Tiger, Boost and Urban Outfitters.</li> <li>• The night-time economy continues to develop with many new venues opening across the city. A Leisure Forum has been set up to work with venues to continue to develop the city's offer. The various agencies that make up the Safer Leicester Partnership continues to work in partnership to develop initiatives to ensure the safety and security of visitors to the city centre.</li> <li>• The Heritage Lottery Funding bid was unsuccessful but a revised bid</li> </ul>
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	at the Great Central Railway Leicester North station	will be submitted during 2015/16
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## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
Creation of new jobs in the city	2013/14 – 1,062	1,141	Based on the delivery of the ERDF programme, the Leicester to Work programme and the development of the new Sainsbury's, the 12 month target of 1,062 has been surpassed.
Creation of apprenticeships	2013/14 – 142	294	The target has been exceeded due to the number of apprenticeships recruited internally and the work undertaken with external organisations such as the NHS in the recruitment of their apprenticeships.
New work experience placements created	2013/14 – 380	185	Overall on target to achieve 440 placements by March 2015, but not this year's target of 380. The original target envisaged Step-Up Phase 2 would start in summer 2013 but was actually launched in February 2014. This was caused by a delay in recruiting individuals within all of the organisations with the time taken longer than anticipated and by submitting

			an application to link the 2nd phase of Step-Up to the Big Lottery programme called Talent Match. This programme did not commence until January 2014 and therefore placements for the 2nd Phase will not start to show until April 2014.
New business start ups	2013/14 – 400	234	The target was not met. Performance is reliant on external projects funded by the ERDF and to meet the reporting requirements of the ERDF, businesses need to be trading for one year. There are approximately 150 new businesses which are trading but yet to reach this 1 year threshold and these will be picked up in 2014/15.
New graduate placements	2013/14 – 60	53	The target has not quite been met. However, there has been considerable activity within the Council and 26 graduates have been recruited with more in the pipeline. The two university projects have also commenced and starting to show progress with 27 graduates placed.
New business workspaces/offices created	2013/14 – 6,150 square metres	4,800	Good progress is being made and 4,800 sq metres achieved through Dock in October and

			Sowdens development in December. Other activity envisaged around Pioneer Park has not occurred ie: Zeeko, so the target of 6,150 sq mtrs has not been achieved.
Potential opportunities for local and smaller businesses through council procurement	2013/14 – £10 million (total value) Number of opportunities 650	£9.6m (total value) 333 opportunities	£10 million target was narrowly missed, but performance still represents a three times increase on performance of 2012/13 (c. £2.75m). Advertised opportunities were of higher value than anticipated hence the lower number; however this has not proven to be at the expense of small or local suppliers – over half of £9.7m was awarded to micro/small companies, and half was awarded to local companies.
Young people in school years 12-14 (residents) who are not in education, training or employment (NEET)	2013/14 – 5%	6.7%	NEET has continued to fall over the year and was at its lowest recorded level for the Nov-Jan measurement period
% of city residents who are qualified to Level 2 or above	2013/14 – 75% (a rise of 4% via adult skills provision)	62.7%	Methodology for reporting this measure has changed. 2013 levels are slightly down on those for 2012 (63.9%) but there has been an ongoing upward trend since 2009.
Number of affordable new homes	2013/14 – 138	145	Performance exceeded the plan target. Our newly

			completed affordable homes in 2013/14 include those built on a disused council site sold for £1 to enable affordable housing to be built, affordable homes built within mixed tenure sites as secured via planning agreements ('S106s'), those made financially viable by the council providing some grant towards their cost and a number of privately-owned empty homes brought back into use as affordable homes for rent. This achievement has been made possible by the funding allocated to schemes by the Homes and Communities Agency and the land/finance/catalyst provided by Housing Associations and Developers as well as the council's own input (in terms of land, finance, and development).
Value of tourism, visitors and overnight stays	Average 3% growth per year: 2013 – £491.7m	2013 - £512m - growth of 6.1% against target of 3%	
Number of attendances at cultural and heritage venues	2013/14 – 1.333 million	1,535,591	The target was exceeded. The RIII exhibition at the Guildhall attracted a high number of visitors combined with the introduction of the City Festival and continuing growth in audiences at Curve and

			Phoenix.
Number of open days at Castle, Magazine and Wygston's House	78 each year across all sites	83	The target was exceeded through a programme of heritage tours and events.

## Getting about in Leicester

### Council activity

Themes and objectives	Key projects and activities	Summary of progress
<p><b>Ensuring the public highway is well maintained and is fit for purpose</b></p>	<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> </ul>	<ul style="list-style-type: none"> <li>• £16.1m Dept for Transport Major Schemes Funding has been secured for Leicester and Leicestershire for 2015 to 2018.</li>   <li>• Successfully bid for DfT Pothole Repair Fund monies securing £446,000. Bid successfully demonstrated asset management approach and LCC engagement in DfT efficiency agenda evidencing 'Prevention is better than cure' and 'Right first Time' approach.</li>   <li>• Project underway to analyse approaches to funding major investment in the principal road network modelled against the DfT Highway Maintenance Efficiency Programme Lifecycle Planning Toolkit. Project will establish appropriate borrowing and financing models linked to long term savings in reactive maintenance.</li>   <li>• Outline 5 year highway (roads &amp; footpaths) capital maintenance programme has been developed linked to asset condition data, customer service requests and including output from regular engagement with Ward Members to identify local priorities.</li>   <li>• Outline ten year bridge maintenance programme developed linked to strategic and local road network priorities.</li>   <li>• Applegate, Guildhall Lane and Berridge Street within the city centre were rebuilt to a high standard. Southgates and Newarke Street were rebuilt to provide improved pedestrian and cycle facilities and a new access to the Highcross Rooftop car park was provided via Highcross Street.</li>   <li>• Jubilee Square, Peacock Lane and Humberstone Gate West projects got underway in 2013/14.</li> </ul>

	<ul style="list-style-type: none"> <li>• Modernising street lighting to improve quality and reduce the cost of public lighting</li> </ul>	<ul style="list-style-type: none"> <li>• LED White Lighting project well underway. Over 11,300 street lights in around 1000 streets have now been fitted with low energy LED lighting.</li> </ul>
<p><b>Improving access and quality of public transport</b></p>	<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> </ul>	<ul style="list-style-type: none"> <li>• The new bus station is designed and planning permission granted. Land acquired and stopping up order granted. Funding package secured and tenders invited for construction 2014 to 2015. Utilities diversion works have started. The new station is planned to open in December 2015. Humberstone Gate East bus stops are complete and in operation.</li> <li>• The need to introduce enforcement at Rutland Street has been assessed and it was decided that it was not required at this time. Enforcement of bus lanes on Aylestone Road is currently under consideration.</li> <li>• During 2013/14 we introduced the smart card for concessionary travellers and introduced the weekly flexi paper ticket.</li> <li>• During 2013/14 we procured the real time information system and have been testing the system before going fully live in the summer of 2014.</li> <li>• The Aylestone Quality Bus Corridor Scheme is substantially complete and new bus lanes and improved junctions are in operation.</li> <li>• Arriva/First bus fleet are now 100% “low-floor”.</li> <li>• 98 level access bus stops have been installed in the 2013/14 financial year, at a cost of £313,269.</li> <li>• Arrangements for operating local bus services have been investigated. Work is in progress to determine the strategy to implement new arrangements.</li> </ul>

	<ul style="list-style-type: none"> <li>• Campaigning for the electrification of Midland Mainline</li> </ul>	<ul style="list-style-type: none"> <li>• The campaigning has been successful with funding now allocated by the Government for the electrification of the Midland Mainline through Leicester, and design work is underway with construction planned for 2016/17.</li> </ul>
<p><b>Improving access to cycling and walking</b></p>	<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> </ul>	<ul style="list-style-type: none"> <li>• A full programme of events, led rides and training has been provided throughout the year. In August 2013 the inaugural Leicester Castle Classic elite level cycling event, jointly promoted with British Cycling, was a huge success and repeated in August 2014.</li>   <li>• Improvements include: <ul style="list-style-type: none"> <li>○ Guildhall Lane refurbished providing traffic calming and two-way access for cyclists</li> <li>○ Applegate refurbished providing traffic calming and two-way access for cyclists</li> <li>○ Berridge Street refurbished to remove car parking and provide two-way access for cyclists</li> <li>○ King Street pedestrianised retaining traffic-free two-way access for cyclists</li> <li>○ Southgates refurbished providing a two-way cycle track and two new uncontrolled road crossings</li> <li>○ The Newarke refurbished providing a two-way cycle track and three new shared use crossings</li> <li>○ Railway Station Bike Hub 90% complete with 240 indoor &amp; 150 outdoor parking spaces (Opens June 2014)</li> <li>○ DfT, LSTF &amp; NHS funding invested to improve and formally adopt citywide NCN cycle routes including;</li> <li>○ Great Central Way overlaid and subsidence removed over 3260m<sup>2</sup></li> <li>○ Riverside Way overlaid and re-graded over 2109m<sup>2</sup></li> <li>○ Forest Way overlaid and re-graded along 6690m<sup>2</sup></li> <li>○ LSTF &amp; NHS funding for 130 posts, 300+ direction signs &amp; 29 route map signs along 38km (24 mile); <ul style="list-style-type: none"> <li>▪ Route 2 (City Centre to Groby)</li> <li>▪ Route 3 (City Centre to Narborough)</li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Improvements to footpaths and increased number of pedestrian areas in the city centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Route 4 (Westside Circular from A6 Oadby to A6 Red Hill) <ul style="list-style-type: none"> <li>○ Bennion Road new shared-use route along 6780m2</li> <li>○ Beaumont Park Footpath/Cycleway 132m</li> <li>○ 0.02km Tolwell Rd access to footway/cycleway</li> <li>○ New match-funded cycle parking facilities at 10 businesses</li> <li>○ Town Hall Bike Park introduced an electronic 'One-card' system to record Bike Park Membership</li> <li>○ Bike mechanic workshop equipment purchased for community recycling and bike project development</li> </ul> </li> <li>• Improved pedestrian facilities were provided on Southgates and Newarke Street with improved crossing facilities. St Martin's outside the Richard III Visitor Centre is pedestrianised.</li> </ul>
<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>• The programme of introducing 20 mph zones has continued. The St Matthews Area, Harrison Road Area and Bradgate Heights Schemes were completed.</li> <li>• Highway improvements have been made at several locations this year including at the junction of Soar Valley Way and Lutterworth Road.</li> <li>• A full programme of road safety education has again been carried out including supporting road safety work with schools and the Police.</li> </ul>
<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> </ul>	<ul style="list-style-type: none"> <li>• A Car Parking Action Plan was produced which reviewed the provision of all city centre parking. A new off street car park is proposed at Newarke Street and some additional on-street parking is also proposed.</li> <li>• Successful action taken to close car parks at Filbert Street and Watling Street. Further actions in the pipeline.</li> <li>• Westcotes Experimental Scheme has been introduced and</li> </ul>

	<ul style="list-style-type: none"> <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>	<p>consultation is underway for a new scheme at Western Park.</p> <ul style="list-style-type: none"> <li>• Supplementary Planning Document has been drafted.</li> <li>• The Car Parking Action Plan proposes to replace the pay and display machines to remove the need to enter registration numbers and also proposes new, in many cases lower, parking charges including £1 for 1hr in the heart of the city centre.</li> <li>• Bought back 'in-house' under Environment &amp; Enforcement Services – all regulatory services are now in one area.</li> </ul>
<p><b>Access for all</b></p>	<ul style="list-style-type: none"> <li>• Ensuring our projects and programmes achieve high standards of accessibility and inclusion</li> <li>• Review and take forward our Inclusive Design Action Programme to support this</li> </ul>	<ul style="list-style-type: none"> <li>• Public consultation and consultation with specific user groups has continued to be carried out during the design of the schemes this year.</li> <li>• Inclusive design is a key matter considered in all projects. The Disabled People's Access Officer and Inclusive Design Advisory Panel (IDAP) have been involved in all key schemes, and considerable improvements secured.</li> <li>• Inclusive Design Programme reviewed, and priorities drafted for Scrutiny consideration (production of Inclusive Design policy &amp; standards document + addressing capacity issues).</li> </ul>

## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
Number of dangerous potholes repaired Number of potholes repair requests from the public	2013/14 – 6,500  Reduce to 1,350 per year (currently averaging 1,400)	6,172  1,301	We have had to repair fewer dangerous potholes than last year. The wet but mild winter has caused problems with the roads but not to the extent that last year's prolonged cold did and the figures reflect this. Carriageway maintenance schemes have also helped to reduce the number of reactive repairs.  The decrease in the number of dangerous potholes that required repairing is reflected by a reduction in the number of repair requests from the public. Nearly 45% of the annual total were received in Q1 after the very cold winter of 2012/13.
% of level access bus stops	2013/14 – 91%	96%	98 level access bus stops have been installed this financial year, at a cost of £313,269. There are 54 stops remaining without level access and which will need to be tackled next year.
% of people who travel to work in the city centre by car (peak time)	2013/14 – 49.5%	56.5%	The target has not been achieved this year due to the fall in the number of bus passengers to the city centre
Number of people cycling every day	2013/14 – 16,100	11,526	We believe cyclists have been using alternative routes (hence not passing the survey sites) during the city

			centre improvements to the west of the city centre such that the target has not been achieved this year
Number of casualties from road traffic accidents	2013/14 – reduce to 1,249 or lower	1,189	Casualties have reduced during the year due to a number of initiatives which include improvements to the Soar Valley Way/Lutterworth Road and the Melton Road/Troon Way junctions which were ranked 1 and 2 for accident prevalence. The ongoing 20mph programmes, local safety schemes, cycle and pedestrian training and general road safety education continue to play an important role in accident reduction.
Number of people killed or seriously injured in road traffic accidents	2013/14 – reduce to 82 or lower	92	<p>There has been a marked fall in the numbers of people killed, which is now at its lowest level since 2009. Over the same time period there has also been a 13% fall in the number of minor injuries sustained. However, the number of seriously injured has risen slightly compared with last year.</p> <p>The ongoing 20mph programmes, local safety schemes, cycle and pedestrian training and general road safety education continue to play an important role in accident reduction.</p>

## A low carbon city

### Council activity

Themes and objectives	Key projects and activities	Summary of progress
<p>Reducing carbon dioxide and other greenhouse gas emissions from the council's operations</p>	<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>• LED White Lighting project well underway. Over 11,300 street lights in around 1000 streets have now been fitted with low energy LED lighting delivering over 57% energy savings. Remaining 22,000 old yellow sodium street lights on programme to be converted to LED white lighting by March 2016.</li>   <li>• £1 million Prudential borrowing bid approved in June 2014 to fund major conversion project to install LED lighting units in traffic signals across the City. This will reduce energy usage and CO2 footprint of traffic signals.</li>   <li>• Vacation of New Walk Centre completed and work underway to improve energy performance of central accommodation buildings</li>   <li>• A further 17 vehicles were taken out of service and not replaced. In addition we have installed electric charging points at our Park &amp; Ride schemes and are investigating alternatively fuelled buses as part of our on-going air quality management work</li>   <li>• Renewable energy installed in 16 schools.</li>   <li>• 121 contracts were awarded to local businesses with a total value in excess of £41 million.</li>   <li>• The strategy is to divert the maximum amount of waste from landfill via recycling, composting and refuse derived fuel opportunities as</li> </ul>

<p>Reducing carbon dioxide and nitrogen dioxide from transport emissions across the city</p>	<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>	<p>this significantly reduces potential greenhouse gas emissions.</p> <ul style="list-style-type: none"> <li>• Charging points have been installed at Meynells Gorse and Enderby Park and Ride sites</li> <li>• We have encouraged bike parks, cycle parking and travel to work travel plans in new residential development</li> <li>• See 'Getting about in Leicester' section</li> </ul>
<p>Reducing carbon emissions from homes and reducing the impact of fuel poverty</p>	<ul style="list-style-type: none"> <li>• Supporting 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> </ul>	<ul style="list-style-type: none"> <li>• Energy services have reviewed buildings for potential community renewable energy pilot project. A shortlist of LCC sites has been produced that would be suitable for investment. The next stage is to procure a community energy provider to install solar PV panels and supply up to six sites with renewable electricity.</li> <li>• We have continued to implement a policy of 17% of energy generated from on-site renewables on major developments.</li> <li>• 188 properties were fitted with loft insulation and 417 properties were provided with 'A' rated energy efficiency boilers. Nearly all of our housing stock is fitted with double glazed doors and windows. During 2014/15 we intend to install solar panels on 62 new build homes and insulate 161 exterior solid walls.</li> <li>• Home Energy Team is supporting private sector households in the city. There has been poor take-up of the Green Deal initiative nationally and we are awaiting the outcome of a Government consultation over proposed changes to the Energy Company Obligation (ECO) before moving forward with plans for a city partnership</li> </ul>

	<ul style="list-style-type: none"> <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>• Energy Services are working with LDEC to identify new connections.</li> <li>• Leicester’s “Ready to Switch” Collective Switching scheme was launched in November 2013 and 1,315 households registered for the first auction in February 2014.</li> </ul>
Reducing carbon dioxide (CO2) from industrial and commercial emissions	<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>• Scheme has been implemented and now working with Leicester district Energy company (LDEC) to identify new connections.</li> <li>• We have continued to implement a policy of 17% of energy generated from on-site renewables on major developments.</li> <li>• Leicester Energy Agency has provided advice to 68 SMEs. 14 have received ERDF grants and a further 25 businesses have been assisted with development of Climate Change action plans.</li> <li>• Green Deal partnership proposals have not yet progressed beyond the household sector. There has been poor take-up of the Green Deal initiative nationally and we are awaiting the outcome of a Government consultation over proposed changes to the Energy Company Obligation (ECO) before moving forward with plans for a city partnership.</li> </ul>
Developing the low carbon economy in Leicester	<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>• Planning policies require a percentage of onsite renewables on major developments creating demand for renewable energy in the city.</li> <li>• These requirements are now included in procurement of major retrofit projects (part of the Leicester Employment Skills Strategy and Plan).</li> <li>• Bids have been submitted to the Engineering and Physical Sciences Research Council with DMU. Awaiting outcome.</li> </ul>

## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
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 CO2)	2013/14 – 21% reduction	At the end of 2012/13 carbon emissions had reduced by 2.9% from the baseline	36.4% of LCC's carbon footprint is generated in LCC property and 33.6% in Leicester schools. So energy use in buildings is 70% of the carbon footprint. In the LCC property portfolio opportunities to reduce carbon have been limited due to uncertainties in retention of the building stock and therefore lack of investment in energy efficiency measures. The closure of New Walk Centre, and broader Accommodation strategy actions will result in significant carbon savings.  Latest data for 2013/14 will be available in the late summer
50% reduction in CO2 emissions within the scope of influence of local authorities (previously NI 186) by 2025 (baseline in 1990 – 2338.3 ktCO2)	2013/14 – 27%	31% reduction on 1990 baseline levels	Data is provided by the Dept of Energy & Climate Change and there is a 2 year time lag in data availability. Therefore performance reported for 2013/14 is actually for 2011

## The built and natural environment

### Council activity

Themes and objectives	Key projects and activities	Summary of progress
Preservation and enhancement of the historic built environment	<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>• The 2013/14 Heritage Action Plan has been substantially delivered with significant progress being made to bring 12 key historic buildings at risk back into use. A review of the Cathedral Guildhall Conservation Area has been undertaken as a first step towards removing it from the National Heritage at Risk Register. A major review of the Local Heritage Asset Register (LHAR) has been undertaken, with new criteria and selection process, to provide robust protection for locally important heritage assets. The new LHAR will be finalised in 2014/15.</li> </ul>
Promote high quality, inclusive design	<ul style="list-style-type: none"> <li>• Ensure high quality, inclusive design for new developments by preparing development briefs for key sites and buildings, and specialist design input to city council projects and 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> <li>• Achieve high standards of accessibility and inclusion through council projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Site Development briefs have been prepared for key sites eg St Mary's Allotments, Franklyn Fields, New Walk Centre. The planning service's urban designers and the Disabled Person's Access Officer scrutinise and provide input to significant new proposals at pre-application and application stages. This applies to Council and outside projects.</li> </ul>
Improvement of retail gateways	<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>• Good progress made with more than 40 individual shop fronts improved. Other actions have included banners and marketing campaigns, clean ups, block painting schemes, public realm works and other measures such as architectural feature lighting to key buildings and support for community festivals.</li> </ul>
Preservation and enhancement of the natural environment	<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</li> </ul>	<ul style="list-style-type: none"> <li>• Working with a wide range of internal and external partners and volunteers, the 2013/14 Biodiversity Action Plan has been substantially delivered, with a number of additional new initiatives being developed during the year. The Aylestone Meadows Bioblitz</li> </ul>

	<p>all public green space is well managed</p> <ul style="list-style-type: none"> <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>	<p>took place in May 2013, together with two environment days and more than eight other volunteer conservation days. A major Green Infrastructure Strategy is being developed, which will inform how the city's green space can be enhanced for wildlife in the future. Two new wildlife sites were designated, Glenhills was declared as a Local Nature Reserve and a number of other sites were enhanced to encourage bees and other insects. The Council has increased the number of green flags awarded.</p>
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## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
One Bioblitz event and two environment days per year	2013/14 – one Bioblitz event and two environment days	One Bioblitz event and two environment days taken place	The 2 Environment days were held on 23/10/13 at Castle hill Country Park and 20/11/13 at the Orchards Local Nature Reserve The Bioblitz event took place in May
Create new ground for insect friendly pollinating plants	2013/14 – 7,500m <sup>2</sup>	11,296 m <sup>2</sup>	
<p>Direct support/action provided for listed buildings at risk or requiring enhancement</p> <p>Conservation area appraisal - review of conservation areas or designation of a new conservation area</p>	<p>2013/14 – 10</p> <p>2013/14 – 2</p>	<p>12</p> <p>1</p>	<p>A reappraisal of the existing Cathedral/Guildhall Conservation area is underway. The first draft of the appraisal has been prepared and the draft consultation should be ready during the Summer</p> <p>Brief has been completed and work commissioned with the Strategy scheduled to be signed off in the Autumn</p>
Site development brief for Waterside regeneration area	2013 - 1	1	
Number of Green Flag awards held by parks and green spaces	10 sites by March 2014; 12 in 2014/15	11	

## A healthy and active city

### Council activity

Themes and objectives	Key projects and activities	Summary of progress
Taking on new responsibilities for health partnerships and public health	<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>Board established. Peer review held in February 2014 found that board functioning well with potential for further development.</li> <li>The JSNA Programme further developed including for example needs assessments on Oral Health, Sexual Health, Mental Health.</li> <li>Closing the Gap approved by the H&amp;WB Board and published in October 2013.</li> <li>Transfer completed and new arrangements working well.</li> <li>HealthWatch is an established member of the Health and Wellbeing Board.</li> </ul>
Campaigns and actions to tackle health inequalities and improve public health in the city	<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> </ul>	<ul style="list-style-type: none"> <li>Campaigns and communications have been undertaken on a range of public health issues, including 'Have one on us' and National Smile Week in connection with Oral Health. Alcohol awareness campaigns took place in November and December 2013; the campaigns were run in conjunction with other strategic partners.</li> <li>A social marketing campaign "what are you doing tonight" encouraged people to reduce their alcohol intake and suggested alternatives to alcohol related entertainment. STOP Smoking Cessation service commissioned to provide effective smoking cessation help to smokers. The Step Right Out programme encourages reductions in smoking in the home and in cars, particularly where children are involved.</li> </ul>

<ul style="list-style-type: none"> <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>• Programmes of business advice visits and test purchasing undertaken to tackle underage sales. Increasing co-operation with HMRC and East Midlands regulatory partners to tackle illicit tobacco and shisha supply in the City.</li> <li>• Leicester’s Food Plan was launched in early 2014 which aims to make Leicester a “healthy and sustainable food city”; a place where the production, distribution, purchase and use of food supports better health, stronger communities and a successful economy – while protecting the environment and conserving natural resources.</li> <li>• Campaign continued to run during 2013, following a review some elements of the campaign are now being withdrawn. Options for further development of a physical activity/ healthy weight campaign are currently being assessed.</li> <li>• Work has been undertaken to assess the level of need for and supply of interventions to promote healthy eating, physical activity and weight management. A strategy to increase the opportunities available in the city is being developed.</li> <li>• Breastfeeding rates continue to slowly increase although there are still considerable differences in take up across the city. Work continues in conjunction with the hospital e.g. midwives, and community staff e.g. health visitors, and children’s centre staff to encourage mothers to breastfeed. Stage 2 of the UNICEF baby friendly initiative was achieved in November 2013 and the third and final stage is aimed for in early 2015.</li> </ul>
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## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
Number of people who are supported to stop smoking for 4 weeks	2013/14 – 2,587	2,551	Performance for the year was marginally below target. It is thought this reflects a change in approach to quitting brought about by e-cigarettes which is being experienced nationwide. The service has responded by engaging with those considering using e-cigarettes to offer additional support where it would be helpful in their efforts to quit or reduce tobacco consumption.
A reduction in the rate of alcohol-related hospital admissions per 100,000 population	2,050 or lower	2,038	
A reduction in the percentage of children in reception year who are obese and the percentage of children in year 6 who are obese	School year 2012/13 Reception year – 10.8% or less Year 6 – 20.9% or less	2012/13 Data Reception Year – 10.4% Year 6 - 21.1%  2012/13 is latest available data	The prevalence of obesity locally has not changed significantly over the last 5 years. Rates vary slightly year on year but there is no current local trend. Nationally, levels of obesity in year 6 have been steadily increasing over the last 5 years, with levels in reception year stabilising. A number of initiatives are already in place to prevent and reduce childhood obesity and further programmes are planned which will become live in early 2105.
An increase in the percentage of babies who are breastfed at 6 to 8 weeks of age	2013/14 – increase to 56% or higher	56.7%	
Number of people referred to the exercise referral scheme	2013/14 – 2,050	3,246	The positive outturn is due to the

			scheme becoming free during this reporting year. A new policy was introduced, allowing residents 6 months free compared to 3 months of a small charge. Referrals far exceeded expectations.
% of people aged 16 and over who participate in 30 minutes of sport or physical activity three times each week	2013/14 – 18%	19.50%	The positive result shows continued growth in developing programmes and initiatives that support people who are inactive to get more into exercise. For example, the 'Get Healthy Get into Sport' project and the new policy on the exercise referral scheme, have had an impact. Results are in line with regional and national growth.
Number of free swims by young people in school term time	2013/14 – 14,500	13,060	This is a project targeted at four wards to encourage children and young people at risk of inactivity to take up regular swimming. Take up was lower than anticipated which may be because the scheme has been running for some time and initial popularity has declined.
Number of people playing football at Football Investment Strategy sites	2013/14 – 150,000	278,930	Target exceeded as a result of strong and positive intervention and management through the football investment strategy.
Number of people participating in projects that promote sport and physical activity	2013/14 – 110,500	171,215	The positive out turn was due to an external funding application to develop Table Tennis in the City.

			The £10k of extra funding generated over 70,000 users this summer.
Unlawful supply of alcohol and tobacco:			The detection of non-compliance is dependent on a number of factors. The quality of our intelligence and the methods for checking compliance are constantly under review.  Formal actions include cautions, prosecutions and licence reviews. These have a lead time from the investigation of the offence through to preparation of papers and scheduling for disposal in court/hearing. Formal actions arising out of work undertaken in 2013/14 will conclude in 2014/15.
Advice visits	2013/14 – 100	112	
Number of inspections and test purchases	2013/14 – 150	41	
% of non-compliances detected	2013/14 – 12%	29%	
Number of formal actions taken against suppliers	2013/14 – 10	8	

## Providing care and support

### Council activity

Themes and objectives	Key projects and activities	Summary of progress
<p>Safeguard and promote the welfare of all vulnerable children and young people</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,</li> </ul>	<ul style="list-style-type: none"> <li>Services have been restructured to ensure there is an early targeted response to children and young people to prevent them coming into care. All children coming into care are subject to a formal panel process chaired and ratified by a Head of Service. Once a child becomes looked after work is targeted through the Care Planning processes to ensure a timely and safe exit from care through returning home, adoption, special guardianships or moving to independence.</li> <li>A new Placement and Commissioning Service has been introduced where all Children's placement activity is controlled, monitored and planned.</li> <li>Leicester City's good Adoption performance has been recognised by the DFE and we have been selected to participate in the Adoption Support fund prototype.</li> <li>A programme of Safeguarding Effectiveness activity is managed by the LSCB which is structured by the Learning and Improvement Framework.</li> <li>Engagement with front line staff and assessing the impact of standards for social workers is an ongoing activity and will continue to be prioritised in the post-review implementation phase. Additional review will be undertaken with the impending appointment of the principal social worker</li> <li>All actions resulting from the last Safeguarding and Looked After Children inspection by Ofsted have been implemented</li> <li>Work to develop the Early Help offer has informed the review of the LSCB Thresholds document.</li> </ul>

	<p>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</p> <ul style="list-style-type: none"> <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 antisocial behaviour and/or the adults are not in work Children's centres' early intervention programme</li> </ul>	<ul style="list-style-type: none"> <li>• A lay person has been appointed to the LSCB and is active in local young people's participation.</li> <li>• The Youth Shadow Leicester Safeguarding Children Board remains in the early stages of development and is being reviewed as part of wider participation activities.</li> <li>• Schools councils continue to be engaged and contributed to a major consultation event with C&amp;YP, including those who had experienced the child protection process, to find out when children felt unsafe. These messages were reported to the Children's Trust Board for services to use as part of their service planning.</li> <li>• The THINK family programme started and has worked with 520 families and 'turned around'* 351 families. Improved information sharing and targeted work across the partnership enabled Leicester to achieve 92% of the year's target. Leicester was in the top third in the country for the number of families 'turned around' measured by children back in school, reduced crime &amp; ASB, and adults back into work (March 14)</li> </ul>
<p>Improve outcomes for particularly vulnerable groups of children and young people</p>	<ul style="list-style-type: none"> <li>• 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: <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> </li> </ul>	<ul style="list-style-type: none"> <li>• Multisystemic Therapy (MST) has been in operation in Leicester since November 2012 to prevent children aged 11-17 who are committing antisocial behaviours from entering care or custody. Between November 2012 and July 2014: 57 families have been discharged, 89% closed successfully, 93% of children remained at home, 77% of children were in ETE for more than 20 hours per week, 86% of children were not arrested. The average length of treatment was 142 days</li> <li>• With the development of the 16+ service from April 2014 Looked After Children and Care Leavers will have additional help, support, advice and guidance from Personal Advisers in addition to their Social Workers during the ages of 16/17. For example additional help will be provided to support young people in developing their independence skills and robust Pathway Planning will in turn improve their overall welfare and ultimate transition to adulthood.</li> </ul>

- Develop designated special provision for children with communication difficulties and social, educational and

- The Y-PoD project continues to work with the most vulnerable of LAC / Care leavers whose lives are particularly chaotic. They work with 50-60 individuals each year and have had some significant successes in improving the outcomes with regards to accommodation and significant health and behavioural issues. They have also helped these young people to access the mainstream services which they had found very difficult before. Plans are progressing with regards to co locating the 16+ service with the Y-PoD to ensure a wraparound multi agency service for the most vulnerable young people.
- The Virtual School for Looked After Children is now established and has been providing multi-agency training programmes to promote and support good educational outcomes for our looked after children. The Virtual School focus remains as tracking and monitoring students as if they were in a single physical school, by looking at attainment and progress, exclusion and attendance data. The team works with schools and partners to develop strategies and support for looked after children.
- A major development has been the provision by central government of Pupil Premium Plus for looked after children and the Virtual School has been pivotal to its implementation. Working in partnership with schools, the Virtual School is developing plans to strengthen the Personal Education Plan process and working with partners to develop projects to support attainment. One such project is in partnership with the Education Psychology Service and will aim to target and support emotional wellbeing for looked after learners in the new academic year.
- The key performance indicators for the Virtual School, namely attendance, exclusions, and attainment & progress at KS2 and KS4 all improved substantially 2011/12. These improvements were maintained for 2012/13. Progress is helped by the year-on-year decline in overall absence (-0.5%) and persistent absence (-0.6%) in the primary sector and the year-on-year decline in overall absence (-0.4%) and persistent absence (-0.6%) in the secondary sector.
- Five designated specialist provisions are in place; three in the primary sector (at Barley Croft Primary School, Thurnby Lodge and Inglehurst

behavioural difficulties in identified schools.

- Participation in pathfinder trial to implement the recommendations of the government's Green Paper for special education needs and disabilities
- Develop travel training programme to support the independence of children and young people with special needs and disabilities
- Continue to work in partnership to improve the transition of young people with disabilities to adulthood

Junior school) and two in the secondary sector (English Martyrs and Babington Community College). There is an emphasis on speech & language and Autistic Spectrum Disorders

- Leicester City (in partnership with Nottinghamshire County Council) remains one of nine National Pathfinders in the development of assessment and provision for Education, Health and Care Plans. These replace "Statements of SEN" as required in The Children and Families Act 2014. We have advised and guided a number of other local authorities across the region and nationally with regard to the new provisions. The Council has taken part in national workshops facilitated by DfE and has contributed to the national development of the new SEND processes. A multiagency Strategy Group (with representatives from health Care and Parents. Carers Forum) and young people have been consulted regarding four areas
  1. Preparing for Adulthood
  2. Personal Budgets
  3. Local Offer
  4. Education Health and Care Plan process.
- The Travel Training Programme ran from January to September 2014 and focussed on training staff who work with young people whose life outcomes will be enhanced if they could travel independently. Disabled young people were part of this training. Five staff members are able to continue this training in the future.
- Partnership working between all relevant agencies and young people and their families has continued throughout the year, led by the Preparing for Adulthood Partnership. Specific work has been undertaken to look at the feasibility of an "Integrated PFA service". This service will offer a much smoother experience for young people and their families with a multi-agency approach focussing on early support planning with the young person at the centre of the process with development of opportunities to help raise aspirations. The work of the service will focus on planning for

	<ul style="list-style-type: none"> <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>	<p>employment, supported or independent living, planning for good health and developing friendships and relations and being part of the community.</p> <ul style="list-style-type: none"> <li>• There is close working between Adult Social Care and Children Services, in particular with regard to the requirements of the Children and Families Act 2014 and the Carer Act 2014. Work is concentrating on improving data collection, notification of young people about to transfer to adult services and the provision of services which are efficient, effective and service user focused.</li> <li>• Regular meetings and activities with partners, including police, Youth Justice Board and courts are undertaken. Work undertaken includes evaluation of provision deployment and effectiveness with the Youth Justice Board and the Case management and Heritage Panel, involving partners and multi-agency staff, working jointly around high risk young people</li> <li>• Pilot evaluation has been undertaken and ultimately resulted in the identification of two young carers. Incidentally, the presence of Young Carers' Strategy group members at the Early Help and Think Family panels resulted in the identification of 10 young carers over a similar time frame. As a result, further consideration needs to be given to the relevant merits of developing further such opportunities to maximise existing structures and processes and embed young carers into the broader children and families agenda. The action plan for 2014 is prioritising: <ul style="list-style-type: none"> <li>• Developing and mobilising the new Schools Champions' Network</li> <li>• Further developing and embedding best practice across children's and adult's services</li> <li>• Work with and for young adult carers to support them with transitions and enable them to engage with employment, education and training Preparation for new legislative requirements as identified in the Children and Families Bill and the Care Bill.</li> </ul> </li> </ul>
Ensuring people	<ul style="list-style-type: none"> <li>• Increasing the availability of supported living tenancies so</li> </ul>	<ul style="list-style-type: none"> <li>• A new Extra Care Housing Scheme will be opening in September 2014,</li> </ul>

<p>are provided with opportunities to maintain their independence</p>	<p>that people can have a home of their own</p> <ul style="list-style-type: none"> <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>	<p>which will provide supported living for up to 50 vulnerable adults. Also there are a number of new developments that are due to open in 2014, which will support people with a mental health issue or learning disability.</p> <ul style="list-style-type: none"> <li>• During 2013 / 14, we were able to help 54 people with learning disabilities or mental health needs to move into a home of their own. Many of these were people who were living in residential care, or were on a hospital ward without suitable accommodation to move on to.</li> <li>• We were able to support over 130 adults with various disabilities to enter into employment or employment related training by utilising the Right to Control regulations as well as offering direct support from the Employment and Skills Development Officer</li> <li>• During 2013 / 14 we improved the proportion of people living independently as a result of reablement and intermediate care, by working closely with health colleagues to ensure timely and coordinated interventions</li> </ul>
<p>Ensuring that people have access to quality services of their choice</p>	<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</li> </ul>	<ul style="list-style-type: none"> <li>• We have continued to ensure that people who could have a personal budget receive one; this is now embedded in our assessment process and the vast majority of existing customers have been supported to transfer to a personal budget and support plan.</li> <li>• During 2013/14 the number of people using the ASC commissioned Memory Cafes has remained steady. The contract for this service ended in March 2014 but additional funding has been allocated to ensure the continuation of a reduced service. Additional funding has also been allocated to the highly successful befriending service to enable a 50% growth in the number of people able to access the service. Close work with health colleagues has ensured that dementia remains a high priority across the City.</li> <li>• The Quality Assurance Framework was introduced on 1.10.2013 and it is</li> </ul>

	<p>implementation of the Quality Assurance Framework</p> <ul style="list-style-type: none"> <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>	<p>anticipated that all 96 independent residential care homes in the city will have been assessed by October 2014.</p> <ul style="list-style-type: none"> <li>• We have worked closely with health colleagues, to ensure that our rapid care services in the Reablement and Integrated Crisis Response Services are available for people who wish to remain at home or return home from hospital to die.</li> </ul>
Preventing homelessness and providing support to people who become homeless	<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>• A new Homelessness Strategy has been adopted. New services have been commissioned that focus on preventing homelessness and supporting people, these services commenced on the 1 April 2014. A single access and referral point has been set up in Housing Options.</li> <li>• Housing review has included provision for Care Leavers. The Y pod project enables vulnerable Young People and Care leavers to access accommodation, employment and training, health and other relevant support.</li> </ul>
Supporting people who are at risk of harm and abuse to stay safe	<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>• Our First Contact scheme commenced in June 2013 and has assisted over 100 people by referring them on to agencies for support; resulting in over 300 interventions being provided. We will be expanding the scheme to those aged 18 – 59 in the future.</li> <li>• Due to changes in individual circumstances the membership of this small group has changed and reduced; however service user stories have been gathered, which will inform a service user engagement strategy and the work of the board going forward.</li> </ul>
Supporting carers	<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>• An additional 319 carers (compared to 2012/13) received a service via a carers personal budget, as we focussed on increasing carers support.</li> </ul>
Proactive domestic violence services that work with families, victims and perpetrators	<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> </ul>	<p>A specialist project has now been established which includes awareness sessions, and support work around sexual violence and domestic violence for children and young people.</p>

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|  | <ul style="list-style-type: none"><li>• engaging and motivating those who perpetrate domestic violence to reduce their abusive behaviour</li></ul> |  |
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## Performance measures and targets

### Children and young people

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
% of children becoming the subject of a child protection plan for a second or subsequent time	2013/14 – 10 - 15%	13.9%	
% of child protection plans that last two years or more	2013/14 – 5%	2.9%	
% of children’s social care assessments that are carried out within 45 working days of the referral	2013/14 – 89%	63.0%	Figures were adversely affected by the measurement period coinciding with the migration to a new recording and reporting system. Assessments were carried out but not recorded on the system at point of reporting.
Average time between a child entering care and moving in with its adoptive family, for children who have been adopted	639 days	631	
Care leavers in employment, education or training	2013/14 – 75.0%	72.2%	The out-turn for 2013/14 is an improvement on the 2012/13 level. The snapshot is affected by small sample sizes and the target was missed by one young person. During the year an apprenticeship scheme has been developed specifically for care leavers. 6 new apprenticeships have started with the council with another 6 planned for later this year. Continued support from the Flying Fish project (work placements) and a refreshed corporate approach to work experience means we expect to meet and exceed next year’s EET target.
Number of families with complex and multiple needs	2013/14 – 570	983 (Programme to date by end	Programme is on track to meet targets

who are identified and supported by the THINK family programme		Q4 2013/14)	for project completion by March 2015
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	351 (programme to date by end of Q4 2013/14)	Improved outcomes are measured 90 days after support and are on-track to meet targets
% of pupils with special educational needs (without statements) making expected progress from Key Stage 1 to Key Stage 2 in reading	2013/14 – 84.5%	82.2%	Data for 2014 has not been verified, which means the percentage may rise. There has been a steady increase in % of pupils making expected progress KS1 –2 in reading. Leicester result of 82.2% was higher than the national level (79%)
% of pupils with special educational needs (without statements) making expected progress from Key Stage 2 to Key Stage 4 in English	2013/14 – 60%	49.9%	Data for 2014 is not yet available. Over the last 3 years there has been a slight decrease in % of pupils making expected progress KS2-KS4 in English and the figures are in line with national figures.
First time entrants to the youth justice system	2013/14 - 950	213	The introduction of Out of Court disposals' has allowed the service to ensure that targeted services are offered to ensure those children and young people who offend and are at risk of offending at the early stage get the right support and intervention. A focus on restorative justice early on seems to have a good impact. The YOS ensures that that a strong ethos for partnership working is embedded to achieve good outcomes.
Rate of re-offending for young offenders with a previous youth offending record (the average number of offences per young person)	2013/14 – 0.54	1.5%	Despite being higher than target, there was a year-on-year reduction of 1.53% in Q4 Jan to Mar 2014.

			<p>The YOS has introduced an enabling compliance panel to ensure that the right provision is put in place at an early stage. Local provision needs analysis has been undertaken, along with work with the Youth Justice Board to evaluate provision deployment and effectiveness.</p> <p>The Case management and Heritage Panel, involving partners and multi-agency staff, works jointly around high risk young people.</p> <p>Work has been undertaken with schools and education/ training providers to provide young people with a structured environment</p> <p>Multi Systemic Therapy has proved successful, although referral numbers are low due to capacity.</p>
Young offenders in custody	2013/14 – 6.5%	7.78%	<p>Out-turn levels are affected by a number of young people who had committed very serious offences with adults and were on lengthy remands awaiting Crown Court.</p> <p>The YOS has worked to ensure that robust programmes are offered at Court to ensure fewer Young People are remanded or given custody.</p> <p>Training of staff has taken place and the use of other programmes such as Multi Systemic Therapy is offered to attract non-custodial outcomes.</p> <p>Intensive Support and Supervision continues to be offered for sentence</p>

			and as a bail option, as well as robust Bail Supervision and Support Packages.
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### Social care and homelessness

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
% of users of adult social care who have a personal budget (this includes people who decide to take their personal budget as a direct payment in cash, as well as those who don't)	(National Target 70%) 2013/14 local target – 90% (March 2014)	93.6%	
Proportion of adults with mental health needs living in their own home or in their family home	2013/14 – 75%	34.1% (provisional)	Data for this measure is not collected by the Council and has been the subject of data quality issues over a number of years. The target of 75% was based on outturn data for 2010/11 and 2011/12 (which were 66.3% and 68.1% respectively). Subsequently these were found to have been calculated incorrectly. Using the correct calculation, the 2012/13 outturn was 32.2%. As such 2013/14 performance shows a modest improvement from the previous year.
Proportion of adults with a learning disability living in their own home or in their family home	2013/14 – 73%	67.4%	The target of 73% for 13/14 was not met Performance has declined to 67.4%. The number of 18-64 LD people in settled accommodation has declined from 842 in 12/13 to 815 (-27 (3.2%)) in 13/14. The denominator has also seen an increase from 12/13 - from 1172 to 1210 for 13-14.

			There are potentially some data quality issues with this measure which are being investigated.
Number of new supported living tenancies	2013/14 – 30 new tenancies	59	
Number of work placements provided for adults with mental health or learning disabilities in order to support them into employment	2013/14 – 30 new work placements for supported clients	20	Due to the economic situation it has been hard for people to get work and even harder with Right to Control ending.
% of care homes in the city meeting quality assurance framework standards	70% of those assessed 2013/14	59.1%	<p>The QAF is a new initiative launched in 2013/14 where we undertake quality assurance assessments.</p> <p>Of the QAFs that were initiated in 2013/14 and which have been completed (the process takes up to 13 weeks) the % of care homes in the city meeting quality assurance framework standards is 59.1%</p> <p>The level of compliance reflects this is a new process. Where a provider does not achieve compliance, an action plan is put in place to bring the provider up to a level of achievement of compliance with the minimal standards. Subsequently, providers should achieve compliance or they could face suspension of placements or ultimately termination of contract. All homes will be subjected to a continuous programme of cyclical assessment. Therefore over time the level of compliance across the care home portfolio will increase.</p>
Proportion of people supported to live independently	2013/14 – 86%	86.9%	

through re-ablement and intermediate care following discharge from hospital			
Number of carers provided with the information they need in their caring role and who gain increased confidence to help maintain their caring role through the Carer's Training Plan	120 additional carers supported through training in 2013/14	407	The target was exceeded due to an additional investment by the Council.
Provision of carers' breaks to support carers of adults by enabling them to take "real time off" from caring, to reduce the impact of caring on their health and well-being, and support them to continue in their caring role	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)	463	
Number of households prevented from becoming homeless after offering housing advice and assistance – all households	2013/14 – 2,035	1,525	The number of people prevented from becoming homeless is dependent on the number of people accessing the housing options service. Therefore, for meaningful analysis please refer to the indicator below.
% of households prevented from becoming homeless after seeking help at Housing Options	2013/14 – 80%	74.6%	Although the target was 80% we are in a transitional period moving from the old strategy to the new strategy. We expect to see performance improving as the strategy is embedded. The average for the year is 74.6% therefore we have shown slight improvement on average performance compared to the previous year which was 74%.
Number of single people on the repeat homelessness list	2013/14 – reduce by 25%	The list was reduced by 49, a reduction of 41.6%	Performance has exceeded expectations in working with this difficult client group. We have currently commissioned research to look into the barriers and solutions for repeat homelessness.

## Our children and young people

### Council activity

Themes and objectives	Key projects and activities	Summary of progress
<p>Improve children's health and reduce the gap between the most and least deprived</p>	<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> </ul>	<ul style="list-style-type: none"> <li>• Following infant health roadshows in each neighbourhood area in 2011/12, an update event ran in December 2013 with children's centre staff, health staff and others to drive forward work to reduce infant mortality. Breastfeeding rates have steadily increased and a service has launched to support pregnant women to manage their weight during and after pregnancy.</li>   <li>• The Playing 4 Health programme will continue to run in schools until the end of the summer term 2014.</li>   <li>• There are now Health Visitors based in or delivering services from all Leicester City Council Children's Centres.</li>   <li>• The Food Routes programme continues to run in primary schools in the city. Independent evaluation undertaken in 2012/13 showed the initiative to be well received by schools and having a positive impact on healthy eating behaviours and the development of cooking skills amongst children and parents</li>   <li>• Children's centres in partnership with public health promoting action to reduce poor dental hygiene /health</li> <li>• The Oral Health Promotion Partnership Board was established by Leicester City Council (Public Health) in October 2013. The aim of the Board is to support coordinated activity across Leicester to improve oral</li> </ul>

	<ul style="list-style-type: none"> <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>	<p>health, reduce oral health inequalities and lay solid foundations for good oral health throughout life.</p> <ul style="list-style-type: none"> <li>• Membership of the Board includes Leicester City Council, Healthwatch, NHS England, NHS Leicester City CCG, Public Health England, Local Dental Network and Health Education East Midlands. The Board reports into the Children's Trust Board which in turn reports into the Health &amp; Wellbeing Board.</li> <li>• In December 2013, the Board agreed and endorsed the Oral Health Promotion Strategy 2014-2017 for preschool children included in this are commitments to: <ul style="list-style-type: none"> <li>• Distribute oral health resource packs to pregnant mothers &amp; pre-school children</li> <li>• Provide oral health training for professionals &amp; parent/carers</li> <li>• Offer supervised tooth brushing sessions in various early years settings</li> <li>• Develop an accreditation scheme for local dentists &amp; early years settings</li> <li>• Actively promote fluoride varnish applications</li> </ul> </li> <li>• An early years physical activity resource pack has been developed for use in children's centres and nurseries with the aim of increasing levels of physical activity in the under 5s and reducing levels of obesity and overweight.</li> <li>• The Family Nurse Partnership programme is available to young mums in the city to provide intensive support from a family nurse. As of end March 2014, 105 young mums were being supported by the programme with 5 family nurses in post</li> </ul>
<p>Raise achievement and narrow the gap between the lowest achievers and</p>	<ul style="list-style-type: none"> <li>• Schools Partnership programme</li> </ul>	<ul style="list-style-type: none"> <li>• School to School partnerships in place.</li> <li>• Leicester Education Strategic Partnership established.</li> </ul>

<p>other children</p>	<ul style="list-style-type: none"> <li>• Raising Aspiration Network</li>   <li>• Quality improvement programme (QIP) 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> </ul>	<ul style="list-style-type: none"> <li>• Networks in place for education professionals from Early Years to Post 16.</li>   <li>• The QIP was designed and is delivered by every team that works with Early Years Settings. Talk Matters - to improve young children’s communication skills, is an integral part of the programme.</li> <li>• A key element of the framework is workforce development. It provides support for early years settings to evaluate their practice, identify training needs and to access high quality affordable training from the Local Authority.</li> <li>• A Sector Led Improvement Pilot Programme was launched to establish an effective system for Peer to Peer Support. This will be rolled out to more settings, helping share good practice and raise the quality of provision.</li> <li>• The QIP is being extended to childminders who have registered an interest in taking NEG two year olds. A launch is planned in the near future to further roll this out to all childminders who would like to take part</li>   <li>• Reading attainment has improved at age 7 and 11. Overall standards in reading, writing and maths at age 11 now match national performance. Greater than the Sum and Every Child Counts continue to help raise standards in maths. WIT Partnership work with schools and libraries provides a wide range of opportunities for children to enjoy reading, including offering free books – one for every week of the school summer holidays – to children who might otherwise fall behind.</li>   <li>• The City Council Youth Service has commissioned £250,000 of additional youth activity from the voluntary and community sector and remodelled its Youth Support</li> </ul>
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	<ul style="list-style-type: none"> <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>	<p>Worker workforce to provide more youth activities, in more locations and extending opening hours at Youth Centre particularly on Friday evenings and at weekends. There will be a full programme of summer holiday youth activities.</p> <ul style="list-style-type: none"> <li>• The city council is working successfully to provide additional school places through the authority's Basic Need allocations, along with specific projects funded through successful bids to the Department for Education's Targeted Basic Need (TBNP) and Priority School Building (PSBP) Programmes.</li> <li>• Phase 1 of the City's Primary Pupil Place Planning strategy will see an extra 370 Reception year places created across 15 schools in the three years to September 2015: 120 places were provided for September 2013; 100 places are planned for September 2014; and up to 150 places for September 2015.</li> <li>• Phase 2 of the strategy is currently in development and aims to provide up to an additional 190 Reception places across the city.</li> <li>• Alongside this, Kestrels' Field Primary in Hamilton has been allocated funding through TBNP to expand to provide 60 extra reception spaces, whilst Forest Lodge Primary in New Parks has received funding under PSBP to create an extra 30 places. Both of these schemes are scheduled to be completed for September 2015. Additionally, Falcons Primary School, a new Free School is scheduled to open in Humberstone and Hamilton Ward in September 2014, providing 60 Reception places.</li> <li>• If all places are realised, the Reception capacity of the city will have raised by a total of 710 places, giving an increase of 4970 places across all primary year groups.</li> </ul>
<b>Develop an integrated</b>	<ul style="list-style-type: none"> <li>• Promoting joint work and sharing learning resources between agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Work was undertaken with to promote and share learning</li> </ul>

<p><b>children’s workforce that “thinks family” and intervenes early</b>  “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>• 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>	<p>with the third sector, with shared training (including specific ‘think family’ training) and access to Leicester Learning Pool (e-learning) website information.</p> <ul style="list-style-type: none"> <li>• Quality assurance framework implemented.</li> <li>• Workforce data was collected and reviewed.</li> <li>• ALICSE was superseded in 13/14 by access to Leicester Leader programme modules.</li> <li>• Peer challenge review undertaken in June 2013.</li> <li>• Review of children’s workforce development strategy currently in progress.</li> </ul>
<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>• The delivery of the Child Poverty Commission’s recommendations has been ongoing. A number of tangible actions have been completed and new ways of working with other organisations and various action groups is currently being discussed.</li> <li>• There are now Health Visitors based in or delivering services from all Leicester City Council Children’s Centres</li> </ul>

## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
Prevalence of healthy weight in 10-11 year olds	2013/14 – 63.7%	62.1%	<p>Children’s Centres promote healthy eating /healthy life styles throughout their program of activity and many staff are trained in Eat better start better &amp; “health exercise and nutrition for the really young” (Henry) to enable them to deliver support and advice</p> <p>Other initiatives already in place to prevent and reduce childhood obesity include the Food Routes programme in schools, a child weight management programme and physical activity interventions in schools and the community. An expanded school based nutrition programme will launch in early 2015</p>
Prevalence of healthy weight in 4-5 year olds	2013/14 – 75.1%	76.0%	<p>Children’s centres promote healthy eating/ healthy lifestyles throughout their program of activity and many staff were trained during 2013 by the Children’s Food Trust and are delivering cook and eat sessions with families. Many Health Visitors and Children’s Centre staff have also been trained in the HENRY programme (Health Exercise and Nutrition for the Really Young) to enable them to deliver support and advise families. A further healthy eating programme is being commissioned for children’s centres and nurseries during</p>

			2014.
Number of women under 18 who become pregnant (as a rate per 1,000)	2013/14 – 30	32.9 (2011-12 figure-latest)	The percentage increase is not statistically significant with regards to health trends, but partnership working arrangements are being reviewed. The Looked After Children Strategic group is currently reviewing its Relationship and Sex Education policy to include training for foster parents. The new Integrated Sexual Health Service provider is also currently developing an information offer for schools.
% of primary schools judged good or outstanding	2013/14 – 70%	65.3%	The revised Ofsted framework (Sept 2012) presented a greater challenge to schools previously judged Good and four schools were judged to Require Improvement in this year which had a significant effect on the overall percentage.
% of secondary schools judged good or outstanding	2013/14 – 90%	88.2%	The proportion of secondary schools changed with the split of the Madani School into separate Boys and Girls schools. The Girls school was judged Outstanding, but the Boys school was judged as Requires Improvement.
Number of children reaching the national benchmark when starting school	2013/14 – 66%	27.4%	There is a new national definition of this measure. Leicester was below the national level (32.8%) but has showed an increase for 2014. Children’s centres deliver Talk matters groups for parents and children vulnerable to poor outcomes; joint deliver “Let’s get talking” groups with health visitors for children with identified

			language delay and two year assessment.  Children's centre teachers work with groups of parents and children to support transition to school for parents to support their child to be "school ready". They also work with parents with children in F1 and F2 to support this process.
% of children making expected progress from Key Stage 1 to Key Stage 2 in reading	2013/14 – 91%	91%	
% of children making expected progress from Key Stage 1 to Key Stage 2 in writing	2013/14 – 92%	91.9%	
% of children making expected progress from Key Stage 1 to Key Stage 2 in mathematics (NI94)	2013/14 – 92%	89.6%	Expected progress in mathematics has seen a steady growth over the last few years. National progress plateaued in this year and local levels replicate this trend. Progress is helped by the year-on-year decline in overall absence (-0.5%) and persistent absence (-0.6%) in the primary sector.
% of pupils making expected progress between Key Stage 2 and Key Stage 4 in English	2013/14 – 77%	70.3%	This measure has steadily declined in Leicester over the past three years (74.7%, 71.3%, 70.3%) and mirrors the widening gap in the city's performance against national. Further investigation is being undertaken by the Leicester Education Strategic Partnership
% of pupils making expected progress between Key Stage 2 and Key Stage 4 in mathematics	2013/14 – 68%	65.1%	This measure has steadily increased in Leicester over the past three years (61.4%, 62.1%, 65.1%) but has yet to close the gap on national levels. Progress is helped by the year-on-year decline in overall absence (-0.4%) and persistent absence (-0.6%) in the

			secondary sector.
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# Our neighbourhoods and communities

## Council activity

Themes and objectives	Key projects and activities	Summary of progress
<p><b>Engagement and integration</b>            Developing a more integrated approach to the delivery of our services in communities            Increasing community involvement and ownership in running our services            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</li> </ul>	<ul style="list-style-type: none"> <li>• A multi-service centre has been developed at St Matthews Centre with a relocated library amongst a range of other services. The change was carried out in partnership with the local community. A new library was installed at Aylestone Leisure Centre, significantly increasing usage and extending opening hours from the previous location.</li> <li>• Self-service units were installed at 5 libraries which helped release staff time from book issuing to focus on other library activity. A self-service computer “kiosk” was piloted at the library in the St Matthews Centre to enable direct customer access to Housing Benefits, Repair reporting and Home Choice. In addition, e-magazines have been added to the e-book offer.</li> <li>• All public computers replaced and Wi-Fi installed. Many new service users are accessing services this way leading to an increase in the total number of library service users across the city.</li> <li>• Successful programme has led to Libraries putting forward a further bid for resources for more computer use teaching in libraries in partnership with the Tinder Foundation.</li> <li>• The Library Management System was successfully</li> </ul>

	<p>library management system in February 2013. The system will offer more interactive services for customers including improved marketing involving social media</p> <ul style="list-style-type: none"> <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>	<p>upgraded with a range of improvements for customers.</p> <ul style="list-style-type: none"> <li>• The Transforming Neighbourhood Services project is using this approach in the South of the city, working closely with local groups.</li> <li>• The Arts and Museums Service has continued to offer a programme of learning activities to local schools. In conjunction with the Royal Leicestershire Regiment Association, a Heritage Lottery Fund grant has been secured to deliver a programme of community engagement events and exhibitions between 2014 and 2018. The Service has worked with National Museums Liverpool on the House of Memories project to develop handling boxes for people with dementia.</li> <li>• The Arts and Museums Service has involved a wide range of volunteers in the delivery of events and activities. Volunteers were recruited to support the 'Back the Bid' campaign, the new Simon Says Festival, events at museum sites and festivals and events across the city. Volunteering has also been successfully developed in libraries and community services with volunteers playing a key role in developing the quality and range of services.</li> </ul>
<p><b>Safe and cohesive communities</b> 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> <li>• Identifying key areas of the city with high rates of crime e.g. burglary, robbery and vehicle crime and working with partners to address and reduce these.</li> </ul>	<ul style="list-style-type: none"> <li>• Every effort is first made to change the behaviour of perpetrators before resorting to enforcement action. This can include highlighting the unacceptable nature of their actions, the possible consequences if they do not change their behaviour and getting them to enter into an 'acceptable behaviour agreement'</li> <li>• Established a number of alley gating programmes to</li> </ul>

		<p>reduce access to the back of properties by those committing burglaries; worked with colleagues in lighting, parks, housing etc. to identify solutions to issues of crime</p> <ul style="list-style-type: none"> <li>The Youth Service and the YOS have worked in partnership with the Police and Community Safety colleagues to provide positive diversionary activities to young people at risk of or engaged in anti-social behaviour.</li> </ul>
<p><b>Welfare reform</b> 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>The city wide analysis to inform the Advice Strategy is currently being undertaken. This encompasses the work around Local Support Services Framework and working in partnership with Advice partners.</li> <li>As changes to Welfare Benefits continue to roll out the communication to these key groups and communities is critical and delivered through impact and awareness events on a rolling six month programme.</li> <li>The monitoring and impact report regime informs the Executive and the Neighbourhood Information and Services Commission on a rolling six month programme across a number of key areas. The next report is expected Autumn 2014.</li> <li>The three key Discretionary Fund policies are currently being reviewed and equality impact assessments completed. Results should be published late Autumn 2014.</li> </ul>
<p><b>Environment</b> Reliable, efficient, easy-to-use waste and recycling services Ensuring streets, parks</p>	<ul style="list-style-type: none"> <li>Roll-out of recycling scheme to as many flats as possible</li> </ul>	<ul style="list-style-type: none"> <li>Trials of communal recycling facilities have been successful and the remaining flats areas of St Matthews, St Marks, St Peters and Aikmenn Avenue are programmed for completion by March 2015</li> </ul>

<p>and open spaces are clean and attractive</p>	<ul style="list-style-type: none"> <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>• This was successfully launched and the new service has proved popular with the participants</li> <li>• The new facility to be sited at Gypsum Close has been designed and the tendering exercise to find a suitable construction company has been successfully completed. The construction phase has commenced and the target date for completion is early 2015.</li> </ul>
<p><b>Housing</b> 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>• 145 new affordable homes were built in 13/14. As part of the capital programme 1046 kitchens and 356 bathrooms were refurbished.</li> <li>• £6m is being spent on the refurbishment of four tower blocks in the St Peters area. Working in partnership the St Matthews Community Centre was successfully refurbished. Environmental works are improving areas including painting, cleaning of all alleys, removal of graffiti and other works to improve the look and feel of the area. We keep in touch with our tenants using a variety of means ranging from TARA meetings to individual visits.</li> <li>• To improve energy efficiency 1046 boilers were replaced, 32 new central heating systems were installed and 40 roofs were replaced</li> <li>• 170 grants were provided to help people with disabilities to remain in their own home. Supporting Tenants and Residents (STAR) supported over 2000 people in their homes. Launch of Leicester Homefinder to help people to find accommodation in the private sector, where appropriate and encouraging landlords through rent deposit schemes.</li> <li>• 295 empty homes were bought back into use as part of</li> </ul>

## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
Integrated neighbourhood services	To develop a tailored neighbourhood model for one pilot area by March 2014	1	Target met. Transforming Neighbourhood Services was successfully piloted in the South area of the city, leading to a range of changes and improvements to neighbourhoods services as well as a reduction in cost.
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	4563 598 90% 10.3 per week	Delay in notification of contract delayed the recruitment and training of volunteers. It also became obvious that the premises for this service were insufficient to meet demand. Alternative premises secured in January 2014. A number of other steps have also been taken to increase numbers.
Community engagement and participation – instances of people participating in community activity	2013/14 – 3,500	3,588	A new volunteer scheme was introduced across the city with improved training and support offered. This is set to increase further with the recent rollout of Community Engagement Officers across the city.
Libraries – attendance at under 5s sessions	2013/14 – 27,000	27,674	These popular sessions with parents, carers and the under 5's demonstrate book sharing, use of rhymes and other pre-reading skills

Active library users	2013/14 – 72,000	86,432	The Library card rebrand has had a positive impact on membership. Improved methodology now counts customers using all library systems. This has meant that the target has been significantly exceeded.
Participation in children’s summer reading scheme in libraries	2013/14 –6,400	7,657	Target exceeded. This year's "Creepy House" theme was very popular. Successful local funding bids enabled libraries to offer additional summer activities.
Number of events and workshops delivered by the community in partnership with the council	2013/14 – 300	146	The community events and workshops were positively received by participants. The target was based on the introduction of Community Engagement Officers which occurred later than anticipated. However there was a significant increase of activities in the final quarter.
Public access to PCs in libraries (number of hours per year)	2013/14 – 245,000	237,350	Actual represents an increase of 33,000 compared to the previous year due to PC replacement across library sites.
Volunteers in libraries, community services, arts and museums	2013/14 – 400	Libraries - 141 Community Services - 109 Arts & Museums - 331 Total : 581	Arts and Museums - In addition to regular activities, volunteers helped with 'Simon Says', City of Culture, and several other one-off projects. In Libraries, volunteers helped us to deliver the most successful children’s summer reading scheme that we have had. In community services they helped deliver a range of community projects.
% household waste diverted from landfill	2013/14 – 74.0%	75.10%	The orange bag kerbside recycling continues to be popular and, together with the opportunity for residual waste to be used for energy recovery, the target has been met.

Reduced flytipping incidents by 2014	8,200 by March 2014	6,592	The number of fly -tipping incidents as reported on the flycapture data base continues to reduce through a combination of enforcement and education particularly at problem sites.
% of users of domestic violence services who feel safer following intervention	2013/14 – 85%	89%	542 (89%) Felt safer post intervention from a specialist DV service

## Council activity

Themes and objectives	Key projects and activities	Summary of progress
<p>Robust democratic arrangements which ensure openness and accountability</p>	<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>• A pilot was undertaken to test out new ideas and approaches. Support for meetings has now passed to Community Services who will continue to develop the approach with ward councillors. The guidance and process related to ward community funding has also been revised as part of the pilot project.</li> <li>• Individual electoral registration has gone live and we are successfully on track with delivery. A communications and engagement strategy is being implemented supported by a dedicated graduate communications officer post.</li> <li>• Improvements continue to be made to the Constitution as and when required. A recent change is improved indexing.</li> <li>• A digest of the constitution has been produced and published on the website as a quick reference tool, and the democracy webpages have been reviewed to ensure key processes such as petitions are clearly explained. <a href="http://www.leicester.gov.uk/your-council-services/council-and-democracy/key-documents/constitution/">http://www.leicester.gov.uk/your-council-services/council-and-democracy/key-documents/constitution/</a></li> <li>• A training programme for scrutiny has been developed and sessions are being scheduled on aspects such as chairing and effective scrutiny reviews. The scrutiny team have been released from supporting ward meetings to ensure they can fully focus on supporting the scrutiny process.</li> <li>• A new Young People’s Council (YPC) was elected in March 2014. The pilot project for ward meetings including consideration of links with the YPC. Further work will follow with the newly elected YPC about how they want to be engaged in the wider democratic process.</li> <li>• Input has been provided at key points to the Boundary Commission review. The final recommendations have been published and a polling district review is now underway.</li> </ul>
<p>Communicating</p>	<ul style="list-style-type: none"> <li>• Audit the way we currently involve and engage citizens across</li> </ul>	<ul style="list-style-type: none"> <li>• There has not been the resource to undertake a comprehensive audit.</li> </ul>

<p>effectively with our citizens and encouraging their active participation</p>	<p>the council and use the findings to develop programmes for future communication and participation</p> <ul style="list-style-type: none"> <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>	<p>Improvements have been made in the way communications and marketing campaign planning is done with departments.</p> <ul style="list-style-type: none"> <li>• A project to develop a new council website is now well established with the aim of launching the new website in early 2015. As part of this project the interface with digital media and our news function will be looked at.</li> <li>• Work is well underway to rationalise the number of social media profiles used across the Council which includes the deletion of a number of profiles which were underused or poorly used. This helps ensure that the impact of the corporate profiles is not diluted. Requests for new profiles now need to go through a robust approval process which has been developed and is being rolled out.</li> <li>• Analysis of the census 2011 has continued and has fed into a range of research and policy development work. A compendium of key statistics at a city wide and neighbourhood/ward level has been produced and circulated. This and other materials can be found on the website <a href="http://www.leicester.gov.uk/your-council-services/council-and-democracy/city-statistics/census2011/">http://www.leicester.gov.uk/your-council-services/council-and-democracy/city-statistics/census2011/</a></li> <li>• A number of public health marketing campaigns have been done and include “Have one on us” and the Start Smart campaign.</li> <li>• Our community covenant was signed in November 2013 which has a particular emphasis on respect and remembrance. We continue to work closely with the armed forces community particularly for example on the WW1 centenary. In 2014 there are two homecoming parades in the city as well as the Armed Forces Day parade. <a href="http://www.leicester.gov.uk/your-council-services/council-and-democracy/key-documents/armedforces/">http://www.leicester.gov.uk/your-council-services/council-and-democracy/key-documents/armedforces/</a></li> </ul>
<p>Working in partnership</p>	<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>• The City Partnership Board has continued to meet every few months and has looked at themes such as the local economy, health and wellbeing, census 2011 and the diversity of the City.</li> <li>• A review of the Council’s current arrangements with the VCS for infrastructure support and engagement to support a cohesive Leicester, commenced in 2013/14 and a decision has been taken on the future</li> </ul>

<p>Ensuring fair practices and addressing inequality of outcomes</p>	<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>	<p>commissioning approach which is now being implemented.</p> <ul style="list-style-type: none"> <li>• A refreshed equalities strategy was launched at a stakeholder event in May 2013.</li> <li>• Work has continued to deliver activities which underpin the equalities strategy, supported by for example the Employee Group Forum which was established in 2013.</li> <li>• Assessments of equalities impacts continue to be undertaken on all key policy and budget decisions.</li> <li>• A workforce profile was done for 2013 and has informed priorities and actions in a strategic HR work plan for 2014 – 2017. More recently the profile and other supporting information has been fed into a review of workforce representation undertaken by scrutiny.</li> </ul>
<p>Supporting and valuing our staff</p>	<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>• There have not been the resources to undertake a staff survey in 2012/13. However improvements to employee engagement and communications have been implemented including for example, the establishment of the employee group forum involving the Chairs of the employee groups, HR and Equalities, Q&amp;A sessions between the City Mayor, Senior Officers and staff, and senior director visits to frontline operational buildings to talk to staff.</li> <li>• The Leicester Leaders programme has been implemented and to date has been well attended and very positively received by managers.</li> <li>• As part of the HR review that took place in 2013, the Health and Safety function in HR now also encompasses a formal responsibility for employee wellbeing. The team have been working closely with Public Health using for example the framework “five ways to mental wellbeing”, to review and develop the way we support the health and wellbeing with positive activities, guidance and support being implemented as a result.</li> <li>• A specific talent management action plan has not been developed but this activity is part of a wider strategic HR workplan for 2014-2017 which will include implementing new approaches such as an internal jobs market to maximise the use of the skills and experience our existing employees have.</li> <li>• The mediation service to support employee relations has been rolled out with a number of staff across the Council now trained as mediators and</li> </ul>

<p>Using our resources efficiently and effectively</p>	<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>	<p>with the service overseen and managed by Workforce Development.</p> <ul style="list-style-type: none"> <li>• The vacation of New Walk Centre has been completed. Flexible working principles have been applied in these moves to maximise use of space.</li> <li>• A programme of spending reviews is actively underway with the aim of delivering savings to help address the longer-term budget position.</li> <li>• We continue to tightly manage our information governance. In 2013/14 we answered 97% of FOI requests on time and 97.5% of SAR requests on time, both significant improvements on 88% and 82% in the previous year. A process is well underway to review all our information sharing agreements and a new overarching Information Sharing Protocol and new Information Sharing Agreement template has been agreed county-wide by partners, and successfully adopted by Leicester City Council.</li> <li>• The Council is working to a clear channel shift strategy to continue to deliver more services online. The strategy is overseen by the Web Governance Board. The new council website will be designed to further support online service transactions.</li> </ul>
<p>Informed decision making and measuring the impact of what we do</p>	<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>• The Research and Intelligence Team continue to develop the approach to establishing common datasets which can be used in decision making and supporting primary research activity to collect new data where we have gaps for example in relation to the impact of welfare reform.</li> <li>• The citizen space consultation hub has been implemented and used successfully in 2013/14 to support all council consultations. <a href="http://consultations.leicester.gov.uk/">http://consultations.leicester.gov.uk/</a></li> <li>• The Research and Intelligence Team have provided clear guidance and support to services to help ensure a more consistent and robust approach to consultation and engagement.</li> <li>• An annual report has been published to report back on performance to the public and this more detailed report sets out performance against the 2013/14 plan.</li> </ul>

## Performance measures and targets

Performance measures	Target for 2013/14	2013/14 out-turn	Commentary
% of stage 1 corporate complaints that are taken to stage 2	7%	9%	Work is currently underway to review our systems for handling of complaints to seek to address this.
Unique visits to the council's corporate website, leicester.gov.uk	750,000 each quarter	2,263,000  Approx. 568,000 each quarter (averaged out fig over the year)	There have been great variations in usage during the 2013/14 quarterly periods. Some of that is seasonal as expected while other variations are harder to explain.
Use of the council's main corporate social media channels (@Leicester_News and Leicester City Council Facebook page)	Twitter – 7,500 followers Facebook – 1,000 likes	8,500 998	Twitter usage continues to grow steadily. It is now one of our key business critical communications channels for sharing real time news and information on council services.  Facebook growth remains slow but we are experiencing good levels of audience engagement and re-sharing of our content.
Self-assessment against the equalities framework for local government	To achieve level three – 'excellent' – as validated by a peer review in 2014/15	Operational Board agreed in February 2014 that we will carry out a self-assessment against the EFLG to review our current level of performance.	
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%	Female – 59% BME - 17%	
Workforce perceptions and staff satisfaction	To be collected as part of a new staff survey in 2013/14	No data available. Resources were not available to undertake a survey.	

Electoral registration levels	100%	92.76%	
Average days sickness per full-time employee	9.2 days	9.08 days (corporate inc Schools)	