



Meeting: **Cabinet**

Date/Time: **Friday, 24 November 2017 at 2.00 pm**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

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Membership

Mr. N. J. Rushton CC (Chairman)

Mr. R. Blunt CC Mr. J. B. Rhodes CC
Mr. I. D. Ould CC Mr. R. J. Shepherd CC
Mr. B. L. Pain CC Mr. E. F. White CC
Mrs. P. Posnett CC

APPENDIX PACK

<u>Item</u>	<u>Report by</u>	
5. Revised Leicestershire Youth Justice Plan 2016 - 2019.	Director of Children and Family Services	(Pages 3 - 22)
6. Annual Delivery Report and Performance Compendium 2017.	Chief Executive	(Pages 23 - 138)
7. Leicestershire County Council's Strategic Plan 2018-2022.	Chief Executive	(Pages 139 - 188)
8. Leicester and Leicestershire Strategic Growth Plan Consultation Draft.	Chief Executive	(Pages 189 - 212)
9. Leicester and Leicestershire Authorities: Joint Statement of Co-operation.	Chief Executive	(Pages 213 - 218)
10. Harborough Local Plan 2011 to 2031 Proposed Submission Consultation Response.	Chief Executive	(Pages 219 - 222)



11.	Integrated Sexual Health Services - Outcome of Consultation and Re-Procurement.	Director of Public Health	(Pages 223 - 288)
12.	Annual Report of the Director of Public Health - 'Leicestershire Health - New Insights Into Our Population'.	Director of Public Health	(Pages 289 - 352)
13.	Modern Slavery and Human Trafficking Statement.	Director of Corporate Resources	(Pages 353 - 356)

Leicestershire
Youth Justice 3 year Strategic Plan
2016 – 2019

Updated 2017

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1. Introduction

The principal aim of the youth justice system is to prevent offending by children and young people. Leicestershire Youth Offending Service (YOS) coordinates the provision of youth justice services to both Leicestershire and Rutland in line with requirements set out to statutory partners in the Crime and Disorder Act 1998. The YOS is a co-located multi agency team which includes staff from the statutory partner agencies; the Leicestershire County Council (LCC), Leicestershire Police, the National Probation Service (NPS), and CAHMS. The service also includes a member of staff from a non statutory partner Connections.

The YOS works in partnership to achieve the national Youth Justice strategic objectives which are to:

- prevent offending
- reduce reoffending
- increase victim and public confidence
- ensure the safe and effective use of custody.

The Youth Justice Plan provides an overview of how the Leicestershire YOS will link into partnership arrangements and deliver services in line with national requirements set out by the national Youth Justice Board (YJB). The plan provides a review of last year's plan, an overview of the YOS governance arrangements, the YOS structure and resources, local performance, identified risks, and highlight areas of development.

2. Review of Youth Justice Plan 2015/16

The 2015/16 Youth Justice Plan outlined the performance of the YOS against national performance indicators, and also highlighted a number of priority areas of work.

In relation to performance progress has been positive. The Reoffending rate is measured by tracking a cohort of offenders for a full 12 month period. First Time Entrants (FTE's) into the criminal justice system have reduced over the first 2 quarters of 2015/16 compared to the same period the previous year. The reoffending rate for the last cohort to be tracked nationally for a full year period, January to December 2013, showed a slight increase in reoffending rates. Finally in relation to custody there has been a very slight increase in the amount of young people receiving custody. However it is notable that performance within Leicestershire linked to all 3 national indicators compares very favorably to both regional and national figures.

Reviewing the priorities identified in the 2015/16 Plan linked to performance and quality standards, the significant issues have been;

- Imbedding the use of the national reoffending toolkit within YOS practice. The toolkit provides live data in relation to young people being case managed by the YOS. Regularly tracking the data has enabled the YOS to identify trends related to young people who go onto offend, and where appropriate escalate the level and nature of interventions.
- The Leicestershire YOS has been one of the first adopters nationally of the new case assessment and management system Asset Plus. All YOS case managers received training in the new system which went live in October 2015. There have been a number of minor administrative teething problems linked to the system, but early indications suggest that Asset Plus may lead to improvements in assessment and case planning.
- Quality and assessment work has developed within the YOS through imbedding the continuous improvement cycle within the service. Within the last 12 months the YOS has undertaken an internal short quality screening (SQS) of cases, a national standards audit of prevention and diversion work, and undertaken a number of internal thematic inspections based on risk which have included a thematic inspection of victims standards and the top 30 most complex cases. The learning from these inspections have been fed into bi monthly practice developments sessions with all case managers which have taken place throughout the year.
- The YOS has been involved in the multi-agency Young Adults Project (YAP), which has introduced a new local transitions protocol between the county and city YOS's and the national probation service (NPS). This has also been supported by the introduction of the Y2A portal developed by the YJB, which has enabled the electronic sharing of information between the YOS and NPS in line with a prescribed format.

During the year Ofsted asked if Leicestershire County Council and partners agencies would participate in a pilot joint target area inspection with a focus on Child Sexual Exploitation (CSE). The YOS was a part of this process. The inspection highlighted that the YOS had made positive steps in relation to the identification of CSE and along with partners had some areas for development.

The YOS has worked closely with the local CAHM's service. As a result, the offer of CAHM's support has been extended from statutory cases managed by the service to prevention and out of court disposal

cases. Prevention cases are referred for CAHM's support where an initial screening indicates that the young person may benefit from therapeutic support.

3. Governance

Leicestershire Youth Offending Service (LYOS) is located within Leicestershire County Council's Children and Families Service. The LYOS is overseen by a multi agency Management Board.

The YOS Management Board (YOSMB) meets four times a year and is chaired by the Chief Executive of Leicestershire County Council. There is high level partnership representation on the Board from Leicestershire County Council, Rutland County Council, East Leicestershire and Rutland CCG, West Leicestershire CCG, Leicestershire Partnership Trust, the NPS, Police and Police Crime Commissioner, Courts, and Housing. There are good working relationships with all partners that ensures effective, integrated strategic planning and delivery of youth justice services.

The vision of the YOSMB:-

"It is committed to work in partnership, sharing responsibilities and providing the necessary resources, to provide effective strategic oversight and direction to the Leicestershire Youth Offending Service (LYOS). Its direction will ensure that the LYOS is a high performing organisation that uses the principle of effective practice to provide high quality services to children, young people, and their families, with the principal aim of preventing and reducing offending, thereby making a significant contribution to safer communities".

The Board is committed to achieving this vision by:

"Ensuring the co-operation of the mainstream services of the partner agencies through adequate resourcing, joint planning, shared objectives, and a commitment to work together to achieve better outcomes for children and young people."

To assist the YOSMB in its oversight function an annual reporting cycle has been introduced. The Board meets quarterly and the cycle is designed to enable the Board to scrutinise all aspects of YOS activity linked to expenditure of the budget and progress against national performance indicators during the year. The Board receives progress reports in relation to financial expenditure and performance at each meeting, and is presented with reports on significant national and local youth justice developments likely to affect YOS performance and service delivery. Additionally reports on all other aspects of YOS work are provided to the Board under the structured cyclical arrangement, to support the oversight function.

- Quarter 1 - post court interventions, (including drugs, accommodation, bail support) and the Quality assurance process.
- Quarter 2 – Statutory interventions (Referral, Reparation, and Youth Rehabilitation Order performance) and non statutory provisions (including the work of volunteers and group work programmes).
- Quarter 3 – Specialist services (including Intensive supervision, transition from children to adult services)
- Quarter 4 – Pre court performance and YOS prevention programmes (including out of court disposal performance, IMPACT project, Youth Inclusion Support Programme and partnership projects)

4. Structure and Outline of the Service

The YOS is structured to manage both, prevention and pre court work with young people and manage and supervise statutory criminal justice outcomes. The YOS is structured into two multi skilled teams under a locality focused YOS manager and supporting senior practitioners. The locality based teams cover the north area, (North West Leicestershire and Charnwood), the south area (Rutland, Harborough, Blaby, Oadby and Wigston Hinckley and Bosworth and Melton), Each of the teams contains prevention and diversion case managers, post court case managers, qualified YOS staff, probation officers, police officers and a number of specialist staff each allocated to one of the locality teams (CAMHS, accommodation, prospects, substance misuse and education workers). The Bail Support Service and Integrated Resettlement and Intensive Support Project are also located in the locality operational teams.

The service also has a centrally managed Community Safety Team that supports the work delivered by the locality operational staff. This team includes the IMPACT project (a team focused on street based work in ASB hot spot areas), restorative justice team (Reparation and Victims workers), volunteer co-ordination, health pathfinder project, group work and Participation co-ordination, community engagement and ASB work. The service is also supported by a Quality Assurance and Development Manager and a Business Support Team.

A significant feature of the LYOS is that the service still maintains a strong prevention offer. Young people are assessed and case managed on a needs basis having been referred either through the police/YOS out of court disposal panel (NYPD), or by schools or other agencies through the district based locality hub meetings.

The structure outlined at appendix C, benefits from locality alignment. The approach enables YOS workers to form effective working links with other frontline workers based in localities. The YOS has been integrated into the LCC Early Help Services, aligning the YOS with other services focused on early intervention with children and families. The Early Help section forms part of the Children and Family Services department within the Leicestershire County Council.

5. Partnership Arrangements

Since inception in 2002 partnership working has been the cornerstone of the YOS service delivery. The YOS has therefore provided a central focus for the Youth Justice Plan.

Leicestershire YOS priorities are reflected in the Leicestershire Safer Communities Strategy Board priorities and links have been established with the Health and Well Being and the Leicester and Leicestershire Enterprise Partnership Boards.

The performance framework for the Rutland Community Safety Strategy includes a key objective to reduce re-offending through the improved management of offenders.

The Leicester, Leicestershire and Rutland Reducing Re-offending Board has a sub-regional Reducing Re-offending Strategy and Plan which reflects priorities for reducing re-offending by young people.

The YOS engages at sub-regional level with the Strategic Partnership Board, the Multi-Agency Public Protection Arrangements (MAPPA), and Prevent Steering Group. At county level the YOS is engaged with the Safer Communities Strategy Board, the Rutland's Children's Trust Board, the Leicestershire Substance Misuse Board, the Leicestershire and Rutland Safeguarding Children's Board (LSCB), and local Community Safety Partnerships (CSPs). YOS priorities are reflected in these strategic arrangements and plans.

The YOS is fully engaged with the Supporting Leicestershire Families and Rutland Changing Lives programme that seeks to provide intervention to those families across the County with multiple and complex needs as well as those families identified as at risk of going on to have these needs if their current needs are not met more effectively.

In relation to the national Prevent strategy the YOS also has a representative on the multi agency Channel meeting. The Channel meeting assists agencies working with vulnerable people meet their responsibilities under the Counter Terrorism and Security act 2015. The service has developed close links with the Leicestershire and Rutland Prevent worker introduced during 2015/16, which has supported the arrangements linked to vulnerable young people.

6. Resources

Over the last three years resources available to the Youth Offending Service have reduced. In 2013/14, there was a net reduction of £114, 000 in the Youth Justice Grant, no reduction for 2014/15 and a 17.4% net reduction of £107, 000 to the Youth Justice Grant for 2015/16. During 2016/17 a further 9.5% reduction was applied to the grant, however in 2017/18 an increase of 0.4% has been received.

The LYOS also had a 3 year savings requirement from the LCC medium term financial strategy (MTFS) between 2015/16 and 2017/18. This has been achieved to date through reductions to the IMPACT budget, reduction in case management and the services programmes team. Reductions in the Youth Justice Grant have been achieved by the removal of a manager and senior practitioner and remodeling the service. There is an opportunity to minimise the impact of these savings as a result of the YOS integration into the children and Families Service.

Youth Offending Service Budget for 2017/18

Core Funding

Pooled Budget				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police & Crime Commissioner	£91,847		£77,934	£169,781
National Probation Service	£73,764		£33,533 £5,000	£112,297
Health	£70,945		£47,588	£118,533
Local Authority: Chief Executives C&FS Rutland			£298,303 £516,496 £70,000	£884,799
YJ Grant			£460,919	£460,919
Total	£236,556		£1,509,773	£1,746,329

Additional Leicestershire County Council Funding

Additional Funding	
Youth Inclusion Support Panels (formerly Early Intervention Grant)	£99,418
LCC	
Youth Crime Prevention	£174,446
IMPACT	£270,000
Total	£543,864

Total YOS Budget	£2,290,193

The National Probation Service (NPS) 1.5 FTE Staffing costs have been confirmed during 2017/18. The NPS other delegated funds for 2016/17 and 2017/18 will remain as above with the £5,000 Management contribution continuing for the duration of the three year plan.

7. Future delivery – Risks

The primary objective for partners linked to youth offending, is to prevent and divert young people from the criminal justice system. The risks to delivery against this overarching objective fall broadly into 3 categories. The risk of;

- Failing performance against national indicators,
- Failing to maintain quality standards leading to the increase likelihood of reoffending and more serious reoffending
- Potential reductions in funding leading to reductions in youth focused resources and services

Performance against national and local indicators

Performance of the LYOS remains positive. The last 5 years performance is compared in appendix B.

To place LYOS performance into the national context, FTE's are measured by the amount of FTE's per 100,000 young people within the YOS region, custody rates by the amount of young people receiving custodial sentences per 1,000 young people, and reoffending rates by measuring the average number of additional offences committed by the number of young people within a cohort over a 12 month period.

In England there are 140 youth offending services. In terms of FTE's and reoffending the LYOS performance places the LYOS within the top 10% of services, and within the top 20% of services in relation to custody rates.

Reoffending

In terms of reoffending national research conducted by the YJB in 2014 highlighted that reoffending rates were adversely affected by a small group of young people within the reoffending cohort who go onto commit numerous offences. The research indicated that a feature of this group is that the young people have complex problems frequently linked to their family and living arrangements, and Looked After Children (LAC) are disproportionately represented in this group.

In Leicestershire the percentage of Looked after Children (LAC) who offend is relatively low, but a review of young people in the local 2015 cohort highlighted that many have complex problems linked to their current and past living and family experiences. During 2016/17 the YOS has taken a detailed look at LAC young people who offend. This has highlighted that the proportion of young people offending in the care setting in the first three quarters of 2016/17 was 36% (4 out of 14). Nearly all the offences took place in private children's homes, and there was no hot spot location for the offences. Since 2014/15 the binary rate of LAC reoffending has fallen, and is now below the level of non LAC. This has to be viewed with caution due to the small sample size of LAC young people and that the sample methodology is different for non-LAC, and as a result this information can only be regarded as an indicator. The YOS has established a quarterly meeting between the YOS and LAC team, with the objective of reducing the number of LAC entering the youth justice system and that LAC young people are not dealt with

disproportionality compared to non LAC young people. The YOS will be continually seeking to develop working relationships with external agencies.

Internally the introduction of the reoffending toolkit and the trends this highlights has enabled the YOS to develop a robust problem solving forum with the LAC and Safer Leicestershire Families (SLF) teams since 2015. Externally the LYOS continues to second a YOS case manager to the police integrated offender management team (IOM) based at Mansfield House, and will develop strategies with local community safety partnerships with this complex group. Re-offending performance during 2016/17 showed a decline for the first time in 4 years and the lowest re-offending rate since 2010/11, which indicates that the YOS plan for managing Re-offending is having a positive outcome.

First Time Entrants

FTE rates have been falling steadily since recording the FTE rate started in 2005/6. There has been a 62% reduction in FTE's between 2009/10 and 2014/15. In 2016/17 there was a slight rise in FTE's. There is a significant risk that the FTE rate across Leicestershire and Rutland may begin to rise. The performance around FTE's is affected by a number of factors, including national crime trends and partner agency procedures. However there are 2 major areas of practice linked to performance that the YOS is able to influence.

Firstly out of court disposal procedures. Currently the LYOS holds a joint weekly decision making meeting with the police and city YOS. The meeting considers all cases where young people have admitted to offending, and through reviewing information from YOS, police, partners, and taking into account the views of victims, determines the most appropriate course of action. The decisions from the meeting can range from; a decision to take no further action, introducing a restorative outcome, moving the young person through assessment and into YISP (prevention) case management based on the needs of the young person, or recommending formal action through the courts. Since inception of the LYOS meeting in 2013, FTE's have continued to fall, and evidence indicates that the increased use of informal action has been both appropriate and effective. A quarterly scrutiny meeting chaired by the police and involving partners from the voluntary sector, CPS, and magistrates court service, ensures that there is appropriate review of the out of court process. Additionally a review of performance reported to the YOSMB in 2015, highlighted that the reoffending rate of young people receiving informal sanctions is around 5%. The YOS will continue to develop the use informal sanctions through 2016/17.

The second issue linked to sustained FTE performance involves continuing the practice of case managing young people on the cusp of offending through the YISP project. The YISP project has traditionally been funded through additional LCC financial contributions, (over and above the LCC contribution to the partnership pooled budget). The research on social return on investment undertaken by the YOS in 2014 highlighted that for every £1 spent on YISP prevention work, the YOS and partners received a £2.59 return on the investment. As YOS funding becomes increasingly challenging the service will continue to work with partners and explore ways of preserving the YISP service. During 2016/17 the priority will be to explore closer links between the YISP service and other LCC Early Help services focused on families where offending behavior is or maybe an issue.

Custody

In relation to young people receiving custodial sentences, the LYOS has had low numbers of young people receiving sentences for a number of years. There are several factors that affect rates of custody including the quality of YOS case management around young people with complex problems. However The LYOS has traditionally had an established team of staff focused on work within the court and

dealing with young people kept overnight in police custody facing a high likelihood of remand into custody. A priority will be for the LYOS to preserve an experienced court facing team who are able to explore and introduce appropriate alternatives to custody in high risk cases.

Education

Locally the YOS aims for 80% of young people case managed by the YOS to be in education, employment, or training (EET), at the end of their court order. This target has been challenging and over the last 5 years the figure has ranged between 73% and 76%. Performance declined during 2016/17 (64.5%) which is a concern. The YOS currently employs a specialist education worker and an employment and training specialist seconded from Prospects. Internally the priority for the YOS has been to improve the identification and focused support work in relation to young people at risk of becoming not in employment, education, or training (NEET). Externally the longer term plan involves engaging with partners and strengthening arrangements around identified vulnerable groups in relation to NEET, (notably offenders, looked after children, and teenage parents).

Maintaining quality standards

In 2013 the LYOS introduced a quality and development manager to co-ordinate YOS work in relation to quality standards. Feedback from the last national SQS HMIP inspection in 2014 was positive, but highlighted some areas for improvement. Since the audit the LYOS has developed a continuous improvement cycle. This cycle involves the YOS undertaking an internal inspection following the HMIP full joint inspection (FJI) or SQS format a minimum of once a year. The learning from the inspection is fed back to staff and managers, and any reoccurring or emerging national issues are considered for more tailored thematic inspection throughout the year. Additionally practice development training input sessions were held with all case managers and focuses on learning from the internal SQS and thematic audits. The priority issues moving into 2017/18 involve reviewing the effectiveness of Asset Plus against inspection standards, and looking to improve intervention planning together with emerging issues from the annual SQS.

YOS funding

Over the last 3 years YOS resources have reduced due to reductions in funding from partners, reductions in the youth justice grant, and reductions in the additional LCC contributions through the LCC medium term financial strategy (MTFS).

YOS funding remains challenging over the next 3 year period from 2016/17 to 2018/19. Plans are in place to structure the service to meet the financial challenges in 2016/17 and 2017/18. In 2014/15 reductions were made to statutory case management in relation to young people on court related orders in 2014/15. The focus in 2016/17 and 2017/18 involves developing the YISP prevention and diversion service with SLF, and the IMPACT team with local community safety partnerships. Previously the YOS has undertaken workload analysis work, research on the value and effectiveness of internal prevention and diversionary services, and consulted with partners, and staff internally, while restructuring service and this approach will continue moving forward.

8. Service development

Due to the complexity of issues linked to young people who offend or are at risk of offending there are a number of emerging issues locally and nationally that may have a significant impact on offending across Leicestershire and Rutland moving forward.

Resettlement

The priorities for the YOS will be to ensure that best practice identified through the East Midlands Resettlement consortium which was in place during 2014/15 is fed back into the service and influences practice around young people leaving custody. Viewing the consortium standards the local resettlement offer around education and employment support is reasonably strong, but the focus currently is ensuring that a young person's release accommodation is secured well in advance of them leaving custody. Improving the accommodation offer will be subject of development work with partner agencies.

Child Sexual Exploitation (CSE)

In 2014/15 the police and LCC introduced a multi-agency CSE team. The inception of the CSE team has assisted the YOS in improving the identification of young people being at risk of involvement in CSE. The introduction of the multi agency strategy has led to the YOS issuing guidance to staff and introducing 2 service champions whose primary role is to assist in the co-ordination of the service response to CSE. To link into current developments the service continues to develop practice to improve identification of CSE by building links to the initial YOS assessment, and in turn improve referral pathways to the CSE team. The service is also linked into developing the partnership response to CSE through involvement in multi-agency operational CSE meeting.

User voice

Listening to and understanding feedback from young people will be a key part of developing the service moving forward. The YOS is committed to undertaking an annual e-survey with a minimum of 20% of young people case managed by the service. The 2016 survey was very positive, highlighting high satisfaction levels in young people, in relation to their views being heard, work related to their safeguarding and wellbeing, and support work relating to their accommodation issues.

The area for development is linked to barriers to engagement, where in 2015 a third of young people felt that their reading or general learning capacity made it difficult for them to participate, this has reduced to a fifth in 2016. This is an ongoing area of development for the service, and the priorities will be develop by improving access to ETE and improved use of assessment through use of the tools in ASSET Plus.

Disproportionality

The YOS will continue to monitor the characteristics of young people receiving criminal justice disposals. Current monitoring has not highlighted any disproportionality issues along the lines of gender or race. A national issue involves the over representation of Looked After Children in the cohort of young people who go onto reoffend. As highlighted the percentage of Looked After Children who offend is relatively

low in Leicestershire, but local reoffending rates involving LAC cases will be the subject of monitoring. Moving forward the YOS will continue to focus on LAC cases through identifying trends, introducing bespoke interventions through researching the reoffending toolkit, and through improving information sharing and problem solving with partners.

Desistance

As a result of the HMIP Thematic on Desistance the YOS 2017/18 will be looking to develop how it intervenes with young people to ensure that it takes advantage of the learning of from the thematic inspection. Looking to build on the YOS use of strength based approaches to working with young people, improve the use of What do you think information in ASSET plus and looking at how families support can used to support reducing re-offending.

Education Employment and Training

As a result of the decline in YOS performance in this area during 2016/17, the YOS will continue to it work internally to improve performance with its focus on identification of NEET young people and ensuring that the right actions are taken to draw them back into ETE. Additionally the YOS will be looking to improve its links Academies and Educational partnerships to reduce the risks of young people becoming NEET.

9. Risk Management

The Risk Management Plan identifies and priorities the most critical risks to the LYOS's ability to work with partner agencies to meet national and local objectives.

The YOSMB will receive appropriate updates in regarding the services progress to in relation to the Youth Justice and Risk Management Plan during 2014/15.

Appendix A

Risk Management

Risk management is a critical element in ensuring the delivery of key priorities and outcomes. Risk management will be active and incorporated into our performance management framework.

*Key - Impact and likelihood receiving a score between 1 and 3 with 1 representing the higher level of risk

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Risk Score
The numbers of First Time Entrants (FTEs) each year will level off or increase.	* Year on year decreases in FTE numbers over the last 5 years across Leicestershire * Reduction in prevention funding	• Increase in the number of young people entering the CJS * Additional stress on already limited resources * Reductions in FTEs could result in higher re-offending rates, as those young people who do enter the youth justice system do so at a more serious level and are therefore more likely to re-offend than previously	Head of Service	2	2	4	* Monitor numbers of FTEs on a quarterly basis. * Identify areas of poorer performance and resolve issues identified in conjunction with partners. * Maintain YISP case management of YP on cusp of offending	Linking YISP case management focused on young people with SLF family focused interventions.	2	1	2

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Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Score
Loss of funding leading to reduction of resources to support young people *Interventions not targeted effectively	*Current national economic climate * In year YJB cuts to the YOS grant *Reduction in funding to the YOS	*Impact on offending and reoffending rates *Young people not receiving the support to help them achieve better outcomes	Head of Service	2	3	5	*Ensure service reductions balance reviewing inefficient working practices & reducing resources *Maintenance of effective prevention service *Integrate findings from social return on investment research into service reductions	Ensure that resources are effectively targeted to minimise any potential impact.	1	2	2

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Score
Low level use of remand and custody not maintained	*potential spike in number young people committing serious offences *increase in the number young people persistently breaching court orders	*increase cost to Local Authority to fund remand beds YOS ability to maintain a bespoke court & bail service *Impact on YOS and C & F resources to manage young people in custody	Head of Service	2	3	5	Maintain current management strategies • Close liaison with the court *Maintain skills within bail management • Good use of YRO sentencing options • Ensure reducing reoffending in high risk group of YP a strategic priority	Ensure that resources are effectively targeted to minimise any potential impact.	2	1	2

Risk	Causes (s)	Consequences (s)	Risk Owner	Impact	Likelihood	Risk Score	List of current controls	Further Actions / Additional Controls	Residual Impact	Residual Likelihood	Residual Score
Risk of Harm posed by or to young people not effectively identified or managed	*Introduction of a new case management system, Assett Plus *The need to develop multi agency information sharing & problem solving meetings *Risk not effectively managed by practitioners *assessments not effectively overseen and verified	*Young person commits a serious offence *A serious incident receives significant negative media coverage *impact on victim satisfaction and public confidence	Head of Service	3	1	3	*Maintaining an effective quality assurance process *Effective management process to monitor risk of harm and vulnerability processes to ensure delivery is maintained at a high standard. *Ensure lessons from national and local inspections, and taken forward with YOS managers & through YOS practice development sessions * Ensure annual training priorities & plan are linked to lessons learnt process	Ensure that resources are effectively targeted to minimise any potential impact.	2	1	2

Appendix B

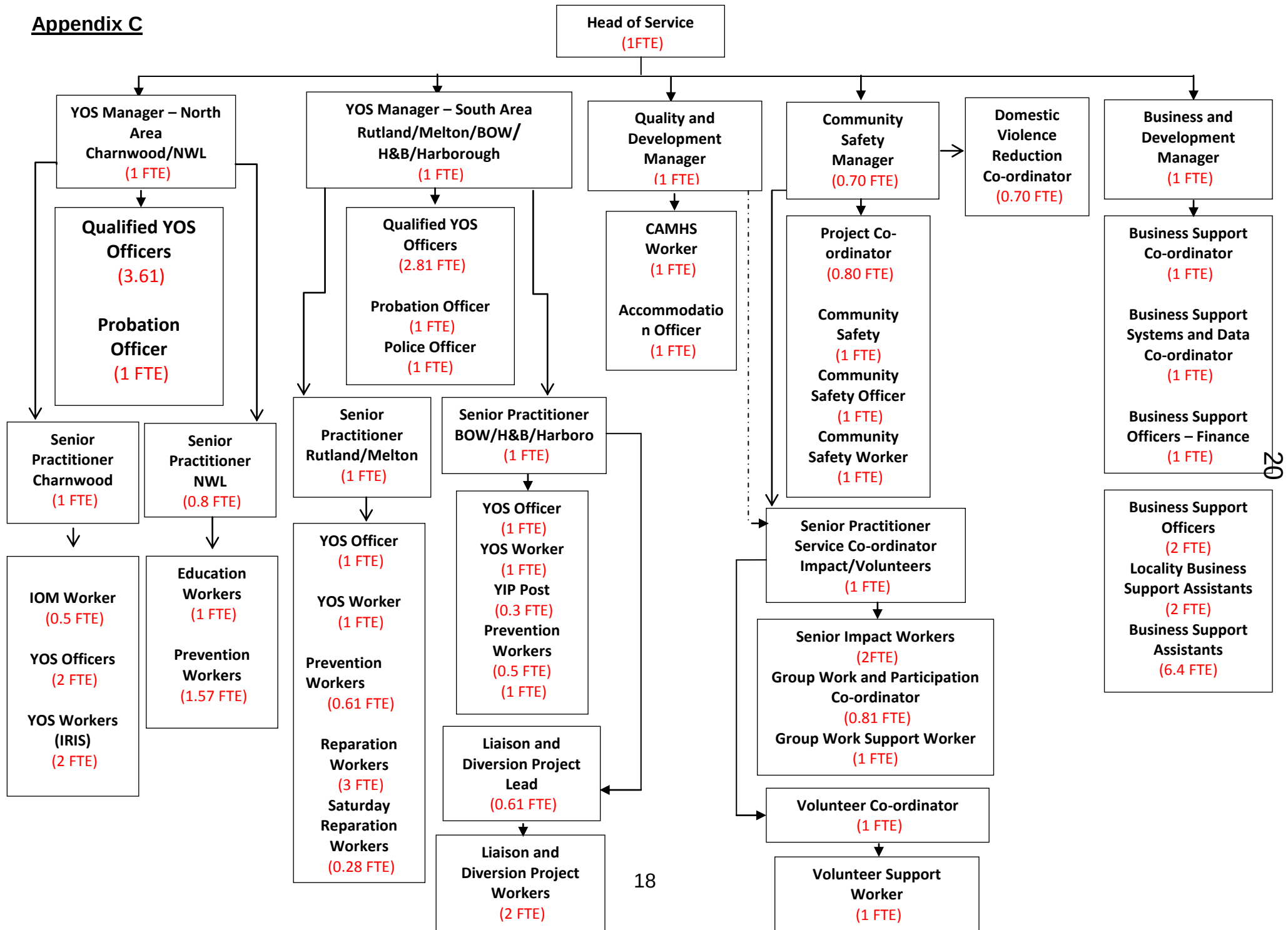
Summary of Performance 2012/13 - 2015/16

Performance against the MOJ Indicators and the Local YOS indicator for 2012/13 to 2015/16 to date:-

National Indicator	Target 12/13	Apr to Mar 2012/13	April to Mar 2013/14	April to Mar 2014/15	April to Mar 2015/16	April to Mar 2016/17
Reduction in First time Entrants	Year on year reduction	24.1% increase	-45.7% reduction	-14.0% reduction	34.7% reduction	+1.6% Increase (2)
Reduce the proven rate of re-offending	1.13	1.01	1.04	1.25	0.82	0.58 (April-Dec 16)
Custodial Sentences	<5%	1.9%	2.4%	4.2%	4.9%	1.3
Number of young people in suitable Education, Training and Employment	80%	76.6%	74.1%	73.7%	74.2%	64.5%

- **First time entrants:** *FTE's are young people who have received a substantive outcome which includes youth cautions (YC), youth conditional cautions (YCC) and outcomes received through the courts*
- **Rate of reoffending:** *The reoffending rate is measured by tracking all young people who receive a substantive outcome (includes YC's, YCC's, and all court outcomes) between 1st of January and 31st of March. The reoffending of the entire cohort is monitored each quarter for a 12 month period to determine the reoffending rate.*
- **Custodial sentences:** *The percentage figure is determined by monitoring the percentage of young people who appear at court, who go onto receive a custodial sentence.*
- **Number of NEET:** *This is determined by the percentage of young people not in employment, education, or training, at the end of their court order.*

Appendix C



Appendix D

The following table shows Staffing of Leicestershire YOS by Gender and Ethnicity, including volunteers.

Ethnicity and Gender	Managers Strategic	Managers Operational		Practitioners		Administrative		Volunteer		Total	
	Male	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White British		1	2	13	33	1	13	26	83	41	131
White Irish										0	0
Other White										0	0
White & Black Caribbean				1	1					1	1
White & Black African				1						1	0
White & Asian									1	0	1
Other Mixed				1	3				4	1	7
Indian				9	11			2	2	11	13
Pakistani									4	0	4
Bangladeshi										0	0
Other Asian										0	0
Caribbean	1	2			2					3	2
African										0	0
Other Black					1			2	3	2	4
Chinese								2		2	0
Any other ethnic group										0	0
Not Known								1	5	1	5
Total	1	3	2	25	51	1	13	33	102	63	168

Of the above 135 volunteers, 129 of them have been trained in RJ

Partner Sign Off

	Name Of Chief Officer	Signature	Date
Chief Executive, Leicestershire County Council	J Sinnott		



Leicestershire
County Council

Annual Delivery Report

| 2017

Published December 2017

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Introduction

In 2014 the County Council agreed a number of major new plans including its Strategic Plan to 2018, Transformation Programme, Communities and Commissioning Strategies and updated Medium Term Financial Strategy (MTFS). Since that time the organisation and services have undergone significant transformation to focus on delivering priority outcomes, target support towards vulnerable groups, enable more community delivery, move forward digital enablement and respond to austerity by delivering significant financial cuts, commercial income generation and efficiency savings.

The Council has also been taking forward major plans and strategies to support business and economic growth including transport network improvements, enable the integration of health and social care and improve public health, support children and families with a particular focus on vulnerable children and ensure communities are safe with Leicestershire having a good environment and being a good place to live.

This Annual Delivery Report summarises some of the changes and improvements that have been made over the last 12 months with the aim of delivering on our priorities. A separate and related performance compendium sets out details of the impact of our delivery and our current comparative performance using a wide range of performance measures. The document also includes information on our comparative low funding position, the service pressures and risks this creates and the associated Fair Funding Campaign.

New Draft Priorities

In June 2017 we agreed a stakeholder consultation exercise on five new high-level outcomes which it is proposed will inform our future focus and the difference we aim to make to people's lives. The outcomes and supporting sub-outcomes will help to guide decisions on services, make the most of resources and ensure joined-up working with other partners. The five draft priorities are:-

1 - A strong economy - Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.

2 - Wellbeing and opportunity - the people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.

3 - Keeping people safe - people in Leicestershire are safe and protected from harm.

4 - Great communities - Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

5 - Affordable and quality homes - Leicestershire has a choice of quality homes that people can afford.

Financial Context, Challenges and Fair Funding Campaign

Delivering on our outcomes and ambitions for Leicestershire continues to be hampered by low funding levels. The Performance Compendium sets out our comparative low funding position and how this translates into low funding for local services. The Council also faces a very difficult financial scenario. Over the medium term the combination of an aging and growing population and static income means we need to continue to save money.

The four-year finance settlement and Treasury's launch of the £3.5 billion efficiency review, have already confirmed that financial pressures will continue over the course of the current Parliament. The deepening financial crisis in the NHS, proposed funding reforms in education and local government, and the possible transfer of new responsibilities to the County Council suggest that despite the significant progress made it will get even harder to balance the Council's budget.

Delivery of our current MTFS requires savings of £66m to be made from 2017/18 to 2020/21. Our current MTFS sets out in detail the £43m of savings planned and proposed reviews that will identify further savings to reduce the £23m funding gap in 2020/21. Strong financial control, plans and discipline will be essential in the delivery of the MTFS.

In September we published an updated financial picture that shows that a further year of austerity and rising demand could push up our budget gap towards £40m by 2021/22. The financial position is compounded by Leicestershire being the lowest funded county in the country. The £40m gap is on top of the £204m of savings the council is set to have achieved by 2021. Some of the budget pressures identified include: rising demand in children's social care - a 36% increase in children in care since 2012, plus the cost of residential care, requires growth of £5m to fulfil current service demand; ash dieback – expected to cost around £5m to avoid the danger of falling trees; and loosening of the public sector pay cap – each 1% rise equates to £1.5m

To ensure that the MTFS continues to be a credible financial plan, unavoidable cost pressures have been included as growth. This has averaged £11m p.a. recently, primarily to meet the forecast increase in demand for social care. These growth pressures are not expected to reduce, with cost growth in children's social care establishing itself as a national problem and Leicestershire's elderly population expected to grow by 4% each year.

The supporting Performance Compendium sets out how our proposed alternative funding formula would result in a fairer overall settlement for councils based on needs. We continue to press the case for this to government.

Leadership and Transformation

Over recent years we have been dealing with the major funding cuts and pressures by transforming service delivery, working with partner agencies to integrate and share services, pursuing smarter commissioning and procurement, generating extra income through a more commercial focus, more and better digital and online delivery and supporting our staff to deliver more with less.

Transformation Programme – in August 2017 we published a report on the progress made on our transformation programme, which is seeking to deliver significant savings whilst maintaining or improving outcomes. The report highlights the progress made on projects which has enabled savings of £8.5m this year and more than £35m since 2014. 14 key transformation projects worth £10m were delivered during the year with 2111 staff now operating more flexibly through smarter working.

In January a new stop smoking service was able to deliver £1m savings on a £1.35m budget through use of technology. We have redesigned and re-procured the county substance misuse treatment service with a new provider from July 2016 realising savings of £500k. Insourcing of household waste sites from July 2017 is achieving savings of £400k p.a. A new permit scheme for highways works, revised charges and no longer providing free pre-application planning advice are all helping delivery extra income and savings. Restructurings of the environment and transport department, children and family services and adults and communities are also contributing significant savings.

However the scale of the financial and transformation challenge is increasing. The simple changes have been made and the straightforward savings long-since delivered. What remains for transformation is complex change often involving multiple partners and many risks. We have therefore refreshed our Transformation Programme to align it with the funding challenges set out in the Council's Financial Strategy, new outcomes framework and organisational priorities. £23m of savings will be delivered through the revised programme and £20m through departmental commissioning and business strategies leaving a gap of £23m savings still to be identified. The Transformation Unit is working to identify new initiatives to help meet the savings gap.

The refreshed transformation programme includes projects covering remodelling service delivery such as children's centres, fleet provision and education for children in care, helping customers stay independent such as a new approach to whole life disability, and help to live at home. It also includes revised commissioning arrangements, such as reduced cost care placements, reviewing personal budget allocations and SEN transport, reviewing service structures and operating models, and changes to maximise income.

Invest to Save - in October 2016 we agreed to reallocate £25m of investment to help us to further cut costs, generate more income and help meet our savings targets. The package of measures included highways schemes to property investments. An underspend, due to the early achievement of savings, was put toward a range of schemes that will help to reduce costs in the future including vehicle replacements (£1m); preventive highways maintenance (£5m); asset investments (£5m); invest to save (£3.6m) and energy schemes (£1m).

Leicestershire Traded Services - with reducing grant from the government, operating commercial services helps to keep more services sustainable. We provide more than 200 services to police forces, NHS organisations, local authorities, schools and academies. Services include catering, property, print, HR support, audit, ICT and other business support services. We have approximately 1200 staff with an annual turnover of £28m. We continue to embed a commercial culture and work hard to identify new commercial and income generation opportunities.

Asset Management – in February we agree a new capital programme worth £181m over four years, with £73m due to be spent in 2017/18. Spending includes £25.3m on property and land assets to support economic development, a £37m investment in schools, £78.5m on roads and transport and £1.4m on the Snibston development and country park strategy. Through our Corporate Asset Investment Fund during the year North Kilworth Walton Holt Farm was purchased for £3.5m and £4.6m was invested in the Harborough Accelerator Zone at Airfield Farm. We plan to develop the Airfield Farm industrial estate and have similar schemes in other parts of the county. We are also planning for the future by utilising our corporate assets and investment portfolios to best advantage. For example during the last year we agreed to invest £10m from earmarked funds into property investment funds that offer a higher rate of return. In June we agreed a new asset management strategy and policy.

Strategic Commissioning – in March 2017 we published a report setting out how we are saving money and making better commissioning decisions. This is the second report on how we are making the most of resources, being more commercial and continuing to place customers and communities at the heart of our work. This year we have benchmarked our performance against the National Audit Office Contract Management framework. Through this benchmarking we've identified some good practice that we have in place as well as plans for further improvements. Through our approach to commissioning we are utilising spend to leverage the total resources available to us - be that encouraging communities to help themselves or through joining up with other public sector commissioners to leverage the estimated £6bn of wider public sector spend in Leicestershire. This year we have been working on embedding evidence based decision making by investing in data analysis and visualisation software. Our investment in Tableau means that 500 managers across the organisation can access, manipulate and interrogate a wealth of data through easy to understand visualisations.

We have also been working in partnership on a national level. We are leading the Local Government Association's Strategic Supplier Management project for the ICT category of spend. The objective is to develop a national approach to managing relationships with local government's key suppliers. Through leveraging our combined spending power and coming together to act as one voice for local government we aim to secure better deals and increase added value. To identify and foster innovation we have run innovation workshops and plan to do more with our key suppliers, whereby we are inviting them in to discuss new ways of working with us to become more efficient. To ensure accurate performance reporting of our key contracts we are designing performance dashboards which will be reported on a quarterly basis. We have delivered training in commissioning for outcomes; co-production; market development; commerciality in commissioning; contract and supplier management; and de-commissioning. As a result our staff are better equipped and more confident in addressing the commissioning changes we face. The focus over the next twelve months will be targeted on embedding our vision for a Single Outcomes Framework for Leicestershire; getting better value from our contracts by developing more robust contract management procedures and improving our approach to the way in which we plan our commissioning and procurement activity to ensure timely delivery.

Digital Strategy - our digital transformation is gathering pace with new examples of smart technology in libraries and digital solutions for services. Increasingly people are choosing to engage with us digitally - there were 5m page views on our website this year by around 1m different people. 60% of the web traffic now comes via Google. In August, for the first time visits to our websites via mobile devices outnumbered visits from desktops. We are developing our on-line presence so that people can engage with us at a time of their choosing which in turn will also reduce our costs. The number of visits and unique visitors to the Council website are both over 50% higher than a year ago. Google analytics data also shows that page views per session and average session duration have both increased. We are working to ensure that the processes we put in place are simple and intuitive, whilst remembering there are still many vulnerable people who cannot engage with us digitally and must not be forgotten. A significant programme of customer insight has been developed this year, analysing thousands of customer journeys and interpreting video evidence of how people actually find information and complete their online tasks with the council.

Website - each year the Council website is reviewed by the national body for best practice in IT: SOCITM. The results for 2016/17 find that the website's rating has improved, from 2 stars to 3 stars. The rating for transport tasks has vastly improved, from 1 to 4 stars, the navigation and search rating was maintained at 4 stars, while social care information and advice achieved 3 stars. Social care forms achieved 1 star, with work underway to improve this area. The website passed mobile and accessibility tests. Work continues to identify improvements that can be made to the website and digital delivery. In April we launched a new 'report it tool' on the website to create an easier alternative than having to phone our customer service centre – both reducing calls and saving money. Since its launch more than 1,600 issues have been reported. We are now developing a 'track it' feature so that people can see the progress of issues they have raised. In May we delivered new election day results

service using Tableau software and ensuring up to date data was available across a variety of electronic devices and platforms. Nearly twice as many people accessed the election website in 2017 compared to 4 years earlier with 60% via a mobile device.

ICT Services – during the last 12 months we have invested £0.5m in our ICT infrastructure on customisation and roll out of our replacement intranet, which has enabled more efficient sharing of information and smarter working practices. The corporate infrastructure for Virtual Desktop Integration (VDI) has been procured, designed and built, with rollout completed throughout County Hall and begun at satellite sites across the county. VDI is a key enabler of smarter staff working. A project to roll out Skype for business has progressed with phase 2 due to be completed in 2017/18. Staff are also now using Yammer to share ideas, updates and questions, more than 50 groups allow staff to share with and gather information from colleagues. Our ICT service desk recently made the final of the IT Professional Service Awards in relation to our move to an online helpdesk - the ICT service portal. The service was placed in the top 3 projects in the awards.

Customer Services and Communications - our Commercial and Customer Services were recently reaccredited with the Customer Service Excellence award. The service was measured on customer insight, culture, information and accessibility, delivery and quality/timeliness of service. The report found that staff across the service had a real desire to provide the best possible customer service. To support customers a new dynamic online map is available which displays accurate information on grass cutting by the highways service. This has greatly improved the visibility of grass cutting schedules for customers and is preventing unnecessary calls.

People Strategy - as we continue to transform services against a backdrop of ongoing cuts our partnership working, integration with the NHS and the way we work with communities continue to be key. In order to meet these challenges we need staff to be at the heart of the change. We need employees with new skills, a digital first mind-set, new ways of working, more effective commissioning approaches and strong, capable leaders. We therefore retain our strong commitment to the development of our workforce and in 2017 we launched a new People Strategy 2017-2020 setting out our vision.

During the year we have put in place a related delivery plan which, focuses on the key areas of performance management, leadership; skilled, flexible and resilient workforce and a number of projects designed to improve the Council's performance and productivity. Of particular note is a project to reduce the level of sickness absence but we are also launching a revised set of values and behaviours, an Employment Deal and a Performance Management Framework which will assist in putting in a strong and robust performance management culture.

Wellbeing and Absence - the number of days lost to sickness absence during 2016/17 was 10.16 per FTE. This is similar to the previous year following changes to the method of calculation, but remains higher than our target. Work to implement an Attendance Management Action Plan has seen the number of absence management cases increase, with 163 cases ongoing. The number of referrals to the staff counselling service has also increased steadily over the past 5 years, with 1043 counselling sessions provided during 2016/17. A new Wellbeing Strategy and Delivery Plan are due to be implemented in autumn 2017.

Equalities and Diversity - we aim to place equality and diversity at the heart of what we do, creating a culture where people of all backgrounds feel appreciated and valued. We have continued to progress our Equalities Strategy to 2020 through a supporting Equality Action Plan. Achievements include remaining as the top local government organisation in the Stonewall Workplace Equality Index 2017 with an overall placing of 36th out of over 400 participating organisations. There has been modification of our recruitment processes to eliminate the possibility of unconscious bias and conferences have been organised through the various staff workforce groups. Awareness raising events have been hosted and attended by the Council's Cabinet Lead Member for Equality. A new Equalities Action Plan has been agreed for 2017/18 with a variety of actions being progressed.

Scrutiny of Local Services – our cross-party scrutiny function continues to be active in overseeing, monitoring and challenging policy proposals and raising issues of concern to communities. Having listened to concerns raised by scrutiny members a planned £1.3m saving on subsidies for local bus services was withdrawn, meaning bus service links, particularly for those in isolated rural areas, continue unaffected for the time-being. The Scrutiny Committees have acted as a critical friend to the Cabinet on important issues affecting local residents such as the transfer of libraries to community ownership, implementation of the new Help to Live at Home service, the outcome of the Ofsted Inspection and reducing road casualties. Working with Leicester City and Rutland, the Joint Health Overview and Scrutiny Committee has played a significant role in responding to the consultation on the future of the Glenfield Children's Heart Unit, enabling local service users and carers to have a voice and raising the profile of this very important issue.

Economy

Ensuring that we have a thriving economy underpinned by good infrastructure that creates jobs and prosperity is one of our top priorities. A strong economy enables local businesses to grow and local people to improve their standard of living. The Leicester and Leicestershire Enterprise Partnership's (LLEP) Strategic Economic Plan (SEP) plays a key role in this. The Council's Enabling Growth Plan and Infrastructure Plan document our contribution to delivering the ambitions of the Strategic Economic Plan.

Strategic Economic Plan – during the year the LLEP have been reviewing the Strategic Economic Plan in line with emerging Government policy. It is anticipated that following the Industrial Strategy White Paper in the autumn, further work will be undertaken to develop Local Industrial Strategies. Current priorities include improving worker productivity and increasing GVA per head; improving connectivity both via the road/rail network and digital infrastructure; developing and retaining a highly skilled workforce, supporting enterprise and innovation; and attracting inward investment to the area.

Midlands Engine – we are continuing to engage fully with the development of the Midlands Engine, raising the profile of the Midlands both nationally and internationally and securing increased government funding to boost economic growth. Two schemes submitted via the Midlands Engine for funding are the further expansion of the Loughborough Science and Enterprise Park and further phases of the Leicester North West transport scheme.

Strategic Growth Plan – we have worked collaboratively with other partner local authorities to develop a draft new Strategic Growth Plan (SGP) which provides spatial options for housing and economic growth up to 2050. The new SGP will determine land-use strategy for the Leicester and Leicestershire sub-region and set long-term aspirations for development and the environment. Development of the draft plan is underpinned by a comprehensive Housing and Economic Development Needs Assessment (HEDNA).

Enabling Growth and Infrastructure Plans – in September we agreed a new Infrastructure Plan establishing a strategic approach to the planning of infrastructure across our service departments, by prioritising capital investment to achieve Leicestershire's spatial and economic aspirations in the short term to 2021 and medium term to 2028/31. Our Enabling Growth Board has overseen the development of the Plan. The Board also works closely with our Finance Team to explore innovative and commercial funding models to help meet future demands. This is the Council's first Infrastructure Plan which brings together information on future capital investment requirements as a result of demographic and economic growth, and will be aligned to the new SGP as a second phase of its development. The Enabling Growth Plan sits alongside the Infrastructure Plan to identify the councils approach to supporting people and business to maximise their contribution to the local economy.

EU Structural and Investment Funds – in 2014 the LLEP was given an indicative allocation of £108m to support the delivery of our European and Structural Investment Fund strategy to 2020. During 2016/17 £19.9m of European Regional Development Fund (ERDF) was offered to 12 projects to support research and innovation, enhance the use of ICT, improve the competitiveness of SMEs and support the transition to a low carbon economy. £15.1m of European Social Fund was offered to 13 projects to support people into employment and improve skills. £1.8m of European Agricultural Fund for Rural Development was offered to support rural businesses, food manufacturing and tourism infrastructure. Further details are provided as appropriate in relevant sections below.

Investment in Place

MIRA Technology Park Enterprise Zone – designated in 2011, MIRA Technology Park is widely considered one of the top performing enterprise zones in the country. Within the last 12 months the site has added significant office and workshop floor space and opened eight new serviced office suites. A specialist automotive skills centre, MIRA Technology Institute, developed with local colleges and universities, has been approved and is due to welcome students through its doors in 2018.

Loughborough and Leicester Science and Innovation Enterprise Zone – designated on 1st April 2017 and including two sites at Loughborough University Science and Enterprise Park and Charnwood Campus - the county's second EZ will focus on hi-tech manufacturing, including advanced engineering, energy and low carbon and offer specialist research and development facilities and opportunities in the life sciences, pharmaceutical and bio-medical sectors.

Loughborough University Science and Enterprise Park - June saw the 'turf-cutting' for the new National Centre in Combustion and Aerothermal Technology at the Loughborough University Science and Enterprise Park (LUSEP). The National Centre, which has Rolls Royce as a lead partner, will put Loughborough and Leicestershire at the heart of aerospace engineering and technology development in the UK. It is the latest development at LUSEP which is already home to 2,000 jobs and has ambitious plans to expand further. We actively supported the development and expansion of LUSEP, including by investing £450k which facilitated the building of an Advanced Technology Innovation Centre, now fully occupied; by committing a further £1m to support future developments, and by supporting the designation of the Science and Enterprise Park as part of the new Loughborough and Leicester Enterprise Zone.

Superfast Broadband – broadband is an essential driver for further growth, innovation and job creation. In June we agreed £5.6m plans to extend superfast broadband across Leicestershire with a Phase 3 of the Council's Superfast Leicestershire programme. Many homes and businesses in the final 3% of the county without high speed broadband access are set to benefit. We wish to extend fibre optic networks and focus on reaching the most difficult to reach rural areas. Since July 2014, we have worked with BT to make superfast broadband available to more than 73,000 premises. By September 2018, it is expected that a further 11,000

will benefit - taking the total to 97%. In July it was announced that people living in some of the most rural parts of Leicestershire would be the latest to benefit from a £4.4m extension of the council's Phase 2 broadband rollout. Areas benefiting include Brooksby, Elmeesthorpe, Scaford, Sheepy Magna, Shenton and many other rural villages across the county. The extension has been made possible by a £4.4m reinvestment of earlier funding by the Council and BT due to high levels of take up of broadband services by local homes and businesses.

Industrial Properties – in January we bought land to develop industrial units in Market Harborough, to help boost the local economy. The Council bought 18 acres of commercial development land at the Airfield Farm site. The site has outline planning permission and we intend to seek detailed permission to develop industrial units and offices to rent out to businesses. The investment supports economic development and will secure ongoing rental income.

Market Towns - a Leicestershire Market Towns Group has been established to help maximise the economic contribution of towns. To date a joint bid to the LLEP has been successful in securing £90k, which together with Council funding will be used to install free Wi-Fi into Melton Mowbray, Coalville, Loughborough Phase 2, Ashby, Market Bosworth, Earl Shilton, Barwell, Wigston and Blaby. The funds will also be used for training retailers in digital skills to enhance footfall and increase turnover. The success of the project will be measured by a Digital High Street Index project which assesses the digital capabilities of retailers and the digital infrastructure within each town.

Melton Mowbray - town centre streets saw essential work worth £180k delivered from October. We delivered a number of new road surfaces, pavements and revamped pedestrian crossings as part of a significant investment in the town centre. This will benefit both road users and pedestrians.

Investment in People – Employment and Skills Support

Working closely with the LLEP and other stakeholders we aim to ensure that Leicestershire residents are adequately skilled to take advantage of growth opportunities, that their skills match the requirements of local businesses and attract businesses looking to locate to the County. Our Enabling Growth Plan supports a number of schemes to help people access work including employability skills in schools, work clubs in libraries, supported work experience opportunities and a Wheels to Work scheme.

Employment Hub - European Social Funds (ESF) support was given to Leicester City Council in their successful bid to secure funding for an Employment Hub which will establish an employment gateway for businesses in Leicester and Leicestershire. The project will drive up demand for, and the supply of, apprenticeships, traineeships, work placements and internships. Account Managers will work with businesses looking to recruit talent within their workforce and the Hub will also provide a single point of contact for job seekers looking for employment opportunities. The project will run to June 2020. It will support 220 SMEs, of which

75% will increase the number of people progressing into or within skills provision. 330 individuals will be supported into apprenticeships, traineeships or work placements.

Moneywise Plus - supports participants in Leicester and Leicestershire to develop their financial and digital skills, using a three-stage model of engagement, assessment and support. It is led by Reaching People, a Leicester-based voluntary and community sector consortium of organisations working with people experiencing a range of barriers to social inclusion. Over three years the project will engage a minimum of 1420 people. Participants will reflect LLEP priority groups, including Black, Asian and Minority Ethnic groups, parents and carers, and vulnerable young people; and the project will target the most deprived communities in Leicester and Leicestershire.

Leicestershire Work and Skills Forum – the forum is a network of providers that are delivering initiatives aimed at getting people back into employment, including those furthest from the labour market and includes skilling up the existing workforce. Recent areas of focus include the impact of the Apprenticeship Levy, a response to the *'Improving Lives: Work, Health and Disability'* Green Paper, opportunities presented by Magna Park and the Leicestershire Adult Learning Strategy.

Adult Learning and Digital Skills – there were 8,147 enrolments for all Adult Learning Programmes during the academic year to July 2017, down slightly on the previous year. In February free drop-in sessions to help people understand and make the most of digital technology were held in libraries. The events were supported by volunteer digital champions who share their technology know-how and support people to get online. Adult learning and library staff were also on hand to explain the digital services provided by the Council, including basic computing courses and access to e-books. More digital skills sessions are planned as part of the Moneywise Plus project. In the autumn our Adult Learning Service launched the choice of hundreds of part-time day, evening and weekend courses for people interested in expanding their horizons, learning a new skill, and improving job prospects. The courses available are designed to help people get back into the job market, improve their maths and English, support their children's learning and benefit their health and wellbeing. Courses on offer include employability and skills for jobs courses; courses for learners whose first language is not English (ESOL); learning for confidence and better mental health; courses for adults with learning difficulties and/or disabilities; free English and maths courses for adults and computer courses from beginners to advanced.

Apprenticeships – the government is committed to increasing the number of apprenticeships nationally; from 500,000 now to 3 million by 2020. The Apprenticeships Levy and Public Sector Apprenticeship target introduced in April 2017 provides the framework for the Council's expansion of the existing apprenticeship programme. We currently have 70 apprentices in roles such as administration and customer services. The Adult Learning Service has a further 288 apprentices enrolled on apprenticeship programmes who work for other public and private sector employers in Leicestershire. With the introduction of the levy, apprenticeship numbers are forecast to increase within the council and maintained schools and a greater number of higher apprenticeship places will be offered to meet

the needs of the sector. Our LALs Traineeship Programme will continue to provide opportunities for young adults to progress into apprenticeship with private and public sector employers.

Supporting People into Work – activities have continued, successfully focussing on the needs of local communities. These include work clubs that currently operate from 6 libraries county-wide and are run by staff supported by 17 volunteers. Work clubs offer a holistic approach centered on the needs of the individual. 974 individuals accessed the service in 2016-17, many hidden from unemployment statistics such as the newly unemployed, workers on short term contracts, and people in the process of being made redundant.

Wheels to Work - scheme assists individuals to overcome transport barriers in accessing employment or training by providing scooters and bikes. Since 2011, 700 individuals have been supported and the initiative has now successfully secured funding within the targeted area (M1 Junction 21, A50 Leicester to Groby and A6 Leicester to Birstall) up to March 2020.

Get Set - helps 16-25 year olds (up to 30 years with additional support needs) with employability advice and support, and facilitates 3–6 month voluntary work experience placements across a range of Council departments. The project specialises in supporting those furthest away from the labour market. By September 2017, 180 young people had been supported through placements, with positive feedback received from participants and mentors.

NEETs - working closely with partner organisations the Leicestershire Adult Learning Service (LALS) delivers a Traineeship programme specifically for NEETs engaging with 18 learners who progressed to work placements with local businesses during 2016/17.

Investment in Business

Collaborate for Growth – is a £3.2m project led by the City Council in which we are a delivery partner together with the Food and Drink Forum and East Midlands Chamber of Commerce. The project provides grants, a series of workshops/seminars and one-to-one business support to the LLEP's 8 key growth sectors; with a specific focus on creative industries, food and drink manufacturing, textiles, and tourism and hospitality. The Council specifically supports the creative industries and tourism elements of the programme. The programme also supports inward investment opportunities with countries outside of the European Union including China, North America and India.

Digital Growth Programme – we are a funding partner in a £3m project being delivered by the East Midlands Chamber of Commerce which provides one-to-one business support, seminars and grants to help businesses improve their digital capabilities including developing new processes and e-commerce.

Tourism – is a hugely important sector in terms of attracting visitors, businesses and providing a great place to live. Tourism is a major employer in Leicester and Leicestershire providing over 17,000 full time equivalent jobs, with a further 4,700 supported by indirect tourism revenue. In the last six years, the value of the sector has grown by 33% to £1.76bn. Businesses working in the industry have been encouraged to sign up for free specialist support to help them diversify and expand. Small and medium sized attractions, accommodation and hospitality firms can take advantage of the one-to-one advice and workshops designed to help them harness growth in the sector. The project funded by the County Council, City Council and ERDF will launch in autumn 2017.

New Place Marketing Organisation – in November 2016 the County and City Councils joined forces to boost tourism further by finalising plans for a new place marketing organisation, which will promote the area to national and international visitors and investors. This new approach comes after local stakeholders called for a greater strategic focus on tourism and place marketing, linking to wider economic development activity. By bringing together specialists in tourism, place marketing and inward investment in a single place marketing organisation, we will be able to co-ordinate activity better.

Rural Economy - Leicestershire Rural Partnership went through a review in late 2016 of its strategic priorities in order to prioritise activities. There was recognition that interdependencies exist between economic development, environmental sustainability and community resilience, but the focus should be on economic priorities around the Strategic Economic Plan refresh, tourism, market towns, affordable rural housing, broadband and EAFRD/LEADER.

European Agricultural Fund for Rural Development (EAFRD) - in autumn 2015 a call for grant applications to support rural business growth and development resulted in over £620K being allocated to six projects. Two further calls to the value of £1.8m were opened up to rural businesses in January 2017, for 12 months, focused on 'tourism infrastructure' and 'food processing'. To date 10 projects, totalling £0.94m have been invited to submit full applications.

East Leicestershire LEADER - LEADER was launched locally in 2015 to support rural businesses and tourism across Melton and Harborough, as well as parts of Charnwood and Blaby. Grants of up to £35,000 are available and in some cases £75,000 could be awarded. Since opening for applications we have supported 13 projects distributing £300K of funding. £1m of funding is still available for projects up to March 2019. In June 2017 rural businesses were invited to submit bids for the latest round of applications including tourism businesses, small food and drink businesses, small and micro businesses, forestry businesses and community projects that increase access to rural services.

Economy – Housing

Planning for Housing Need - in January evidence about the future need for housing and employment land in Leicester and Leicestershire was published. The Housing and Economic Development Needs Assessment (HEDNA) looked at evidence, including population, household and economic growth projections, to assess the need for housing and employment land over the next 20 years. The assessment finds there is a need for 117,900 homes in Leicester and Leicestershire between 2011 and 2036 to meet demand, equating to 4,716 homes per year. It also identifies a need for up to 215 hectares of land for office development, 165 hectares for manufacturing, and 117 hectares for warehouse and distribution floor space. The study is an important part of the evidence base for Local Plans and the Strategic Growth Plan. Local authorities and the LLEP are committed to working together to plan a sustainable future for Leicester and Leicestershire. The needs evidence in the HEDNA will be brought together with wider evidence, including land availability and infrastructure, environmental, and other considerations through the plan-making process to identify where new housing can be delivered and to set future housing and employment land targets.

Strategic Growth Plan for Housing - the Strategic Growth Plan is being prepared jointly by councils together with the LLEP. This will provide a framework for the future growth of Leicester and Leicestershire up to 2050. The preparation of the Strategic Growth Plan is being overseen by senior councillors from each local authority. An initial consultation on the Strategic Growth Plan was held in 2016 and a second stage is due to be held early in 2018.

Rural Affordable Housing – the ‘Rural Housing Enabler’ project funds a contract with Midlands Rural Housing. The arrangement focuses on Housing Needs Surveys, training, surgeries, consultation events and identification of suitable and viable sites for development. 26 housing need surveys have been completed in 2016/17 against a target of 21 and have contributed alongside previous surveys to the delivery of 60 S106 homes with a further 100+ in the pipeline, 9 affordable homes and 6 homes on exception sites and assisted planning for a 32 home exception site. In addition, many housing need surveys have taken place alongside Neighbourhood Development Plans that are helping establish appropriate housing solutions aligned with local need.

Accommodation Strategy for Older People – in November 2016 we considered the results of consultation on our approach to developing accommodation options for older people, including extra care housing. The strategy pinpoints the different types of accommodation support available, such as home adaptations and assistive technology, as well as extra care and specialist retirement accommodation. Work on the strategy includes developing the role of communities and neighbourhoods to provide emotional and practical support to its older population; working closely with district councils to identify potential locations and funding options for retirement accommodation; reviewing and developing our approach to 24-hour on-site care and support for extra care housing; and working closely with the NHS to develop more preventative and rehabilitation services.

Extra Care Housing - in June we confirmed our commitment to investing in more extra care housing for older people by announcing an expansion to a housing scheme enabling older people to remain independent. Following the success of the Oak Court development in Blaby, work has progressed on a new 62-flat scheme in Loughborough. The council is investing £1.56m in the joint scheme with East Midlands Housing. Waterside Court, in Derby Road, is due to open later this year. We propose to set out detailed plans for more extra care provision when we have a clearer indication of Government funding reform around supported accommodation.

Accommodation Strategy for Working Age Adults – our new accommodation strategy for working age adults will help ensure that younger adults who are eligible for social care support as a result of a long-term disability are supported to be able to live in their own homes. We are also developing the Shared Lives scheme which involves a vulnerable adult moving in or regularly visiting a carer in their own home.

Lightbulb Housing Support - the Lightbulb programme is a collaboration between the county council, district councils and other partners to help older and vulnerable people stay safe and well in their own home for as long as possible. Lightbulb brings together, through one point of contact, a range of support such as aids and adaptations, energy advice, home safety and home maintenance. One of the key components of Lightbulb is a housing 'MoT' which identifies immediate concerns in the home. These can include ways to reduce the risk of falling, such as ramps or room alterations, and tackle problems such as poor heating and hoarding. Identifying housing problems earlier can prevent or reduce hospital admissions and a move into residential care.

Warm and Healthy Homes - in January 2017 we confirmed that our Warm Homes, Healthy Homes scheme had offered advice to more than 800 people across the County over the last 12 months. The Papworth Trust, which delivers the service, advised people around managing fuel debt, repairs, energy bills, how to read a meter and switching suppliers. The scheme also helped 114 people with heating and insulation improvements to their home, including 60 people who were supported through a £325K fund provided by National Energy Action. The funding was matched by the NHS and enabled their properties to have boiler repairs, new boilers and, in some cases, the installation of central heating systems.

Economy – Strategic Transport

An effective and safe transport network is an enabler of growth and vital to the economy. We continue to progress delivery of our local transport priorities to support growth, reduce congestion, increase road safety and support more sustainable travel. We are also playing a lead role in helping develop a unified strategy for investment in transport infrastructure in the Midlands through the Midlands Connect initiative to maximise the growth potential of the area by promoting regionally and nationally significant schemes.

Midlands Connect – in March Midlands Connect launched its transport strategy to drive the Midlands Engine. The proposals have the potential to unlock £5 billion in untapped economic benefits and contribute to the wider Midlands Engine target of creating 300,000 new jobs over the next two decades. Working with other East Midlands highway authorities we have identified and are seeking to promote through *Midlands Connect* a number of strategic rail and road projects. The projects include investment in the A42, A5, M1, M69, A46 road corridor and in rail projects. They include a proposed M1 junction 20a which together will form part of a new national strategic road link (A46 Express Way) between North East England and the South West of the country; a direct rail link between the Midland Mainline and High Speed Rail 2 at Toton to give us “classic compatibility” services; and improved rail services to the West Midlands, including restoration of a Leicester to Coventry direct rail link. Over the next three years Midlands Connect will use £17m of Government funding to undertake development work on early priorities, including the A46 Express Way and improved rail links.

Transport East Midlands – in June 2017 the first meeting of TfEM took place bringing together senior leaders from the region’s local transport authorities. TfEM’s role is to provide regional leadership on strategic transport issues for the East Midlands such as influencing the future of the Midland Main Line, the A46 and HS2, developing and agreeing transport investment priorities, and providing collective input into the Midlands Connect initiative, the Department for Transport and its delivery bodies.

Rail Strategy – in February 2017 we approved an ambitious 25 year strategy to shape Leicester and Leicestershire’s future rail services. The strategy calls for the Midland Main Line to be connected to the Government’s HS2 High Speed route. Along with other initiatives, this would improve the county’s links to northern cities and boost the local economy by at least £70m per year. Drawn up by the council, City Council and the LLEP, the report outlines rail priorities up to 2043, to persuade the Government and rail companies to fund further improvements to Leicestershire’s rail network and services. The strategy aims to achieve significant improvements to rail travel to and from Leicester and Leicestershire stations, including cutting Midland Main Line journey times from Leicester to London to under an hour, using “classic compatible” trains through Leicester and Leicestershire on the Midland Main Line and then onto HS2 at Toton to radically improve links to and from the north and Scotland.

Midland Mainline – the speed and reliability of the Midland Main Line service between Leicester and London is critical to our economic growth. It is crucial that we achieve a typical sub-60 minutes journey time. In October 2016 we urged the Government to order new trains to ensure the quality and frequency of Leicestershire to London services are not worsened by electrification delays. Despite an announcement to cancel the Midland Main Line electrification north of Kettering, we continue to press Government to reverse this decision as without this, it is unlikely Leicestershire will benefit from HS2 even if a classic compatible link is constructed. In July 2017 we welcomed the government's investment in track improvements in Harborough which would reduce journey times to London. We were also pleased to see plans for improved parking and platforms which will greatly improve the experience for passengers and commuters.

Major Transport Schemes Supporting Growth

In November 2016 we outlined a list of transport projects totalling in excess of £360m and with the potential to generate at least £0.5bn GVA for the local economy. A total of nearly £40m has been spent on projects to support growth, funded through various sources including the LLEP, during 2016/17. Schemes include:

New Lubbethorpe – in July 2017 motorists could access the new £15m bridge across the M1, which was officially opened to the public. The bridge provides easier access to the New Lubbethorpe development as well as helping ease traffic congestion in the area. It links Thorpe Astley and Leicester Forest East over the M1, and provides access to the new 4,250 home Lubbethorpe development. It will also help reduce the impact of traffic on Beggars Lane and the A47. Work to complete a £4m scheme to provide access to the employment site facilitating around 2,500 jobs and improve the B4114/B582 junction was completed in the spring 2017.

Leicester North West, £10m – works to improve the A50 corridor entering Leicester were completed in summer 2016, with traffic flows being much improved. The next phase of the programme is being developed.

Hinckley Phase 3, £1.7m – phase 3 of the works to improve walking, cycling and public transport provision was completed in autumn 2016 with the development of phase 4 schemes for delivery in 2017/18 progressing well, although unfortunately a bid for Local Growth Funding for this next phase was unsuccessful.

M1 J22 – the first part of a £9m project to improve traffic conditions on the A50/A511 corridor was completed in summer 2017. Improvements were made to the junction to enable the delivery of housing growth along the corridor and in particular at Coalville. The works include widening on the A511/A50 and M1 slip roads, along with the introduction of permanent traffic signals.

A42 (Flagstaff) Junction 13 – the second part of the £9m project, which is to reduce congestion at the Flagstaff junction of the A42 near Ashby, finished in early autumn 2017. Improvements were made to the A511 and A512 ahead of expected higher traffic levels from new housing developments in the area. The project, partly funded by the LLEPs Local Growth Deal, includes permanent traffic lights to manage traffic flow, widening of the carriageway to increase the number of lanes to major

routes, improved shared use cycle and pedestrian links, replacing existing safety barriers at various locations and resurfacing part of the slip road from the A42. The improvements being made should greatly ease congestion around the Ashby de la Zouch and Coalville areas.

Melton Mowbray Transport Strategy (including Melton Mowbray Distributor Road) – in partnership with Melton Borough Council work has been taken forward to develop a transport strategy for the town. In November 2016 we welcomed the Government's decision to fund £2.8m for a business case for the Melton Mowbray Distributor Road. As part of the overall strategy, a road for the town would support up to 5,000 new homes and help to boost its economy by over £100m per year. The money will enable us to work closely with Melton Borough Council to develop proposals for the relief road in more detail. In March 2017 the proposed £80m plus distributor road moved further forward with a timetable to work up plans for the road and consult the public on a preferred route. The proposed eastern link would form part of a larger proposed Melton Mowbray outer distributor road scheme, which would connect the A606 Nottingham Road to the A607 Leicester Road. It is expected that the road would be funded by a combination of Government funding and contributions from developers and would be built over the next two decades. In August 2017 we launched a major public consultation on this scheme.

Harborough Transport Plans – in January 2017 we consulted on proposals to improve the transport network in and around Market Harborough. The consultation launched on a range of proposals to help the town cope with increased traffic as it continues to grow. Potential improvements include junction and traffic signal improvements, considering the upgrade of Welland Park Road into the A4304, extending and enhancing walking and cycling facilities, localised public transport infrastructure improvement, lorry weight restrictions and a possible relief road. Market Harborough is a growing town and it's clear we need to make highways improvements to help meet future local housing and employment needs. The final strategy will be a key document to sit alongside the Local Plan and guide how developer funding is used, as well as support future bids for transport projects.

Future Schemes

National Productivity Investment Fund (NPIF) – in January 2017 we welcomed a £2.67m boost for road improvements in Leicestershire. The Government awarded a share of its £185m National Productivity Investment Fund to the Council to help reduce congestion, improve roads and support economic development and housing. Schemes to be delivered include tackling congestion at the A511/Discovery Way and A511/Nottingham Road, Ashby-de-la-Zouch junctions; improving the Ratby Lane/Wembley Road junction, Leicester Forest East; and further improving cycle facilities in Coalville through construction of the Snibston redevelopment cycle link. In June 2017 we submitted two further NPIF bids, a £3.8m bid for Desford crossroads and a bid worth £5m for further measures in Hinckley.

Growth and Housing Fund – work took place to develop two schemes to reduce congestion, support growth and boost connectivity to secure funding under Highways England's Growth and Housing Fund. These bids were successful and will fund the

projects listed below. They were given the green light after receiving £10m in total from Highways England.

A46/A5630 Anstey Lane, Anstey/Leicester City – a contribution of £5m was bid for as part of a scheme between the A46 and the A563 outer ring road. It will see improvements made to the A46, A5630 Anstey Lane junction ahead of expected higher traffic levels from the Ashton Green housing development. The scheme will reduce congestion on an important route into Leicester, create new jobs, and support more than 2,000 new homes. Work is expected to begin in April 2018 and complete in March 2019.

M1 Junction 23/A512 west of Loughborough – a contribution of £5m was bid for towards a £28m package of works on the A512 between the Charnwood Road junction on the west of the M1 through to Snell's Nook Lane, Loughborough. The capacity improvement works include improvements to M1 junction 23 to support future development and traffic growth, turning parts of the A512 stretch into a dual carriageway and the construction of a new roundabout for two large housing and employment sites. The scheme will support 2,600 houses that are dependent on infrastructure improvements and 5,700 jobs. The work is expected to begin in April 2019 and be completed in September 2020. In March 2017 we were awarded £12m of Growth Deal monies providing a further contribution towards the M1 Junction 23/A512 project. Significant developer contributions will also fund the scheme.

Hinckley Area Project – the scheme forms part of the wider phase four of the Hinckley Area Project. In September 2017 we agreed to move forward with works worth £800k to improve the transport network around Hinckley including pedestrian crossing, junction improvements, cycle routes and cycle parking. Aiming to reduce congestion and boost Hinckley's economy.

Desford Crossroads – we are looking to progress improvements to the Desford Crossroads. The work aims to reduce queue lengths and improve journey time on the A47 and B582, support approximately 2,000 jobs at New Lubbesthorpe and Neovia Logistics and delivery of 4,000 homes at Barwell and Earl Shilton and 1,000 houses at the New Lubbesthorpe development.

Ongoing Highways and Transport Services

Facilitating new development – in 2016/17 we facilitated the implementation of over £30m of new highway infrastructure, serving new housing developments, shops and businesses. This was a record level of delivery in recent times. The 2017/18 financial year is on track for a similar level of new infrastructure delivery.

Data collection and intelligence - in spring 2016 we launched a comprehensive update of the Leicester and Leicestershire Integrated Transport Model (LLITM). One of the most sophisticated models of its kind in the country, LLITM is a key tool used to assess the impact of future growth on the County's transport system. The evidence that it provides has proved crucial in helping to secure funding for the major transport schemes set out in this report and will be used to develop the future pipeline of schemes.

Road Safety - we produce an annual list of sites on County roads where recorded injury accidents 'cluster' in one location. From the initial raw data the sites undergo a number of assessment and filter processes that result in a list of priority sites for investigation. These sites will then be investigated in detail and if a scheme can be justified it will be taken forward for implementation. From the 2016 data five safety schemes at cluster sites have been developed at - Shoby Crossroads; Wistow Crossroads; Broughton Hill (A606) Crossroads; One Ash Roundabout; and the B676 route study. The traffic and signals team provide a timely response to customer enquiries (approximately 3000 of these received in the last 12 months) on a range of issues ranging from parking, signing and lining, signals, weight restrictions to speeding and safety concerns. It also undertakes a number of minor improvements (36 in the current year) to address safety concerns and traffic management issues. All enquiries are ranked and schemes developed using data led criteria.

Speeding and Speed Cameras – in February 2017 we launched a campaign to seek to enable speed cameras as a means of addressing community speeding concerns and to ask the Government for more flexibility on where cameras are sited and how they are funded. We are keen to allow cameras to be installed where there is an existing speeding problem, plus community support for a camera in areas where there are concerns, but not necessarily accidents and subsequent casualties. In March we agreed proposals to trial speed cameras in seven locations across the county with the introduction of cameras in four villages and on three key main and rural routes which have various issues and concerns around speeding and safety. The areas chosen for the trials are Sharnford, Woodhouse Eaves, Measham and Walcote, which have long-standing community concerns over speeding, the B676 Melton to its county boundary with Lincolnshire, which has a higher accident rate than the national average for this type of road, the A6 Harborough Road at Oadby and the A50 Field Head to its boundary with the city of Leicester. The trials will start early in 2018.

LED Street-lighting – in July 2017 we reported that work to upgrade the County's 68,000 street lights to energy saving LEDs was ahead of schedule. Around 50,000 low and high level lights had been upgraded as part of a £25m investment involving replacing existing street lights and removing unnecessary highway sign lighting. The new lights are controlled centrally by a central management system, enabling flexibility on switching lights on/off or dimming. Once completed the new lights are expected to save around £1.5m per year through a combination of reduced energy bills and lower maintenance costs, as the reliability of LED bulbs is better than traditional street lights. The project is expected to complete by the end of 2017.

Road Safety Education, Training and Publicity

Cyclist Training – the bikeability training scheme has been delivered again in 2016/17 in line with grant funding allocated by the Department for Transport. Training on balance bikes has also been delivered as part of our successful application for Bikeability Plus funding. In relation to Junior Road Safety, an interactive role play resource 'Street Feet' has been made available as part of our pre-school and Key Stage 1 provision. Our popular Junior Road Safety Officer (JRSO) Scheme continues to be offered. This encourages two children in the last year of primary school to become JRSOs for their school. We encourage the JRSOs

to run a school notice board, consider running road safety clubs or competitions and promote safety messages through a school assembly.

Driver Support – pre-driver days have operated once more at Mallory Park. These days are aimed at 16/17 year olds and give a taster driving session in a dual controlled car combined with classroom safety sessions. We also ran our older driver scheme ‘SAGE’. This provides individual driving assessments with driving instructors. The scheme aims to encourage safe mobility for longer and offers drivers and their families’ reassurance that driving skills are still up to scratch. In relation to motorcycle safety, a scheme has included the placing of Think Bike signs at collision sites. We have also offered discounted Enhanced Rider Training, practical on road training for experienced riders or those returning to biking. The scheme has been promoted through our links with the East Midlands safety group the ‘Shiny Side Up’ Partnership.

Community Speed Watch and Road Safety Publicity – this scheme continues to prove popular. It trains volunteers to use speed guns and, with assistance from police colleagues, the registered keepers of speeding vehicles are sent an education letter. Much of our road safety publicity work is undertaken with our partners in the Leicester, Leicestershire and Rutland Road Safety Partnership. This work links to national road safety campaigns and publicity.

School Crossing Patrol Service - the School Crossing Patrol Service has helped thousands of children and parents on the journey to school again in 2016/17. Our patrols provide an important link in encouraging sustainable travel and in many cases walking to school helps to reduce school gate congestion and associated parking issues.

Sustainable Travel - in January 2017 efforts to promote sustainable transport were helped by an extra £3m of Government money. The county and city councils successfully bid for a share of the £60m Sustainable Transport Access Fund, designed to encourage more people to walk or cycle to work, schools and colleges. The £3.2m joint award will support a three year programme of sustainable transport schemes focussing on the west of the city and neighbouring areas of the county. Work in the county will cover Anstey, Glenfield and Groby, and include Meridian Business Park, Fosse Park and the proposed Lubbesthorpe housing development. Businesses in the targeted areas will be offered support to help staff travel more sustainably. This will include grants of up to £5,000 of match-funding to support local employers’ own walking and cycling schemes, along with a programme of travel planning advice and support for staff which aims to reach over 140,000 people per year.

Walking and Cycling – under the Sustainable Travel scheme a feasibility study into the potential for a future cycle share scheme is to be carried out. Schools will also benefit from further investment in schemes to promote walking and cycling to school, with a programme of activity aiming to reach 23,000 pupils over the next three years. This will complement the ongoing programme of Bikeability cycle training and Living Streets’ popular Walk to School scheme. Local residents in targeted areas will also be offered personalised travel planning advice designed to raise awareness of improvements to local cycling and walking routes and encourage more sustainable

transport choices. In October 2016 the Leicestershire company Next was crowned Britain's most cycle friendly workplace after working with the County Council to get employees on their bikes. The Enderby based company secured first place in the Most Cycle Friendly Workplace category at the Cycle Planning Awards ceremony in London.

Local Bus Services – we are required to secure the provision of public passenger transport services in order to meet public transport requirements within the county including those that would not be met unless the Council intervened. This duty is predominantly fulfilled by the commercial bus service market, but where access to essential services has not been covered commercially we look to provide an alternative in the form of a contracted bus service or Demand Responsive Transport (DRT) solution. In 2016/17 we provided a subsidy towards circa 20 contracted local bus services and operated a number of DRT's. In January 2017 the County Council and Rutland County Council agreed to provide short term subsidy until January 2018 to continue the 747 bus service, following a registration from the bus operator Centrebus to withdraw a service.

In April 2017, new transport services were put in place for communities affected by changes to commercial bus services. The Council provided bookable taxi services for residents in Littlethorpe, Cosby, Carlton, Barton in the Beans, Nailstone and Cotesbach, and subsidised a local bus service for people living in Thurnby. This follows changes made by bus operators due to the low usage in some areas. To help mitigate the impact on communities affected, the council has contracted replacement services. The bookable taxi service is a 'demand responsive transport (DRT) service' which is like a bus service but runs when booked and picks up and drops off at a convenient location. Normal concessionary bus passes can be used on DRT services. In July 2017 we agreed to provide an additional short term subsidy to continue the current bus service 8, between Melton and Loughborough, until 31 March 2018. This will allow us to undertake more detailed surveys of current usage and determine how longer term financial support for key journeys can be delivered. The action was also taken following Centrebus announcement to reduce its bus services after August.

Minimising Roadworks – we are looking at implementing a permit scheme to manage roadworks to minimise disruption for motorists. The scheme aims to achieve more control over the timing, duration and how works are carried out to minimise adverse impact. The initiative requires that anyone carrying out road and street works need to apply for a permit in advance, a fee will be charged for each permit approved.

New Highway Maintenance Strategy – work is underway on developing an asset management approach to our highway maintenance function with the development of a highways asset management policy and strategy. Our roads are among the best in the country and we want to ensure they are maintained to the best standard they can be, whilst working with increasingly limited resources. In 2015/16 we spent £26m looking after roads, pavements and verges but by 2020 we need to reduce this to £16.5m. Proposals in the new highways infrastructure asset management plan include prioritising high risk repairs when responding to highway defects. This may mean lower risk repairs take longer than before. New processes to enable us to

forecast the condition of the highways in the future, and preventative work being carried out on a 'risk-based' approach and determined on how roads are 'categorised' in a new classification of highways.

Highways Maintenance – in April 2016 we announced that more than a million square metres of roads across Leicestershire would be treated during the summer to help reduce the chance of potholes. We carried out the preventative maintenance, known as surface dressing. By tackling problems early, the need for reactive maintenance is reduced and more money is saved. During 2016/17 a total £12.8m was spent on Highways Asset Maintenance, including £10.2m on carriageways, £0.9m on footways and rights of way, £1.0m on bridge maintenance and strengthening, £0.4m on flood alleviation, £0.2m on traffic signal renewal and £0.1m on other activity including joint sealing. By focussing on proactive repairs, we have reduced the number of potholes from 8,478 in 2012 to 5,220 in 2015, a 38% decrease.

Gritting and Winter Maintenance – in November our teams were out treating a number of roads in the county as the temperature fell. With the forecast of a cold snap a total of 21 gritters and more than 80 staff were on standby to treat key routes across the county and ensure that residents could still get around. The council's grit barns were stocked with 18,100 tonnes of grit. During 2016/17 11,684 tonnes of salt was used during 59 outings. We monitor the weather constantly and, if freezing temperatures are forecast, our fleet of gritters will treat major roads and key routes, which equate to almost half of the county's road network. In addition to the gritters there are also a number of snow wardens based in communities across the county who will grit paths, as well as farmers with snow ploughs.

Grass Cutting – in May 2017 a new interactive grass cutting map was launched, helping people wanting to find out if grass in their community is due to be cut and up-to-date information on grass cutting operations. In October 2017 we had received 629 grass cutting enquiries. We cut the equivalent of 28 football pitches each day in towns and villages. During the last grass cutting season we undertook 6 urban cuts. The grass verges and banks are cut for safety reasons to ensure visibility is not restricted for motorists and cyclists at junctions, and to make sure the width of pavements is not reduced. We aim to cut the grass within five working days of the scheduled date.

Health and Care Integration

The Comprehensive Spending Review 2015 set out the government's intention that by 2021 health and social care would be integrated to provide better coordination of care around the individual, and support health and care systems to become more sustainable, in the context of rising demands and ongoing financial constraints. Since 2015 national Better Care Fund Policy has provided for a joint planning approach, along with a pooled budget, between Clinical Commissioning Groups (CCGs) and local authorities to support this ambition.

In order to transform and integrate health and care we are working intensively in partnership across Leicester, Leicestershire and Rutland (LLR). We are making a difference by committing to joint plans, delivering change using blended teams from across our organisations, and pooling funds across NHS and local authority partners. We are increasingly providing care and support in a more consistent way, modernising how care is delivered, providing care which is easier to access and navigate for citizens, communities, and professionals, and moving more integrated care into community settings.

Sustainability and Transformation Partnership (STP) - during 2016 partners across LLR developed a five year plan, the LLR Sustainability and Transformation Partnership Plan with the vision to create a high quality, integrated, health and care system, which is affordable and meets the needs of local people in the medium term. Each of the three Better Care Fund plans and pooled budgets in the area underpin the delivery of the five year plan. The central principle for the STP is "Home First" so that people can be cared for at home, in their own community, whenever possible, and for as long as possible. This involves; helping people to help themselves; easy navigation to the appropriate level of care and support on a 24/7 basis; and tackling the over-reliance on acute hospital care. Also implementing community based services that are responsive, integrated, consistent, and reliable; care coordinated effectively across organisational boundaries, care pathways and professions and electronic shared records with integrated data.

Leicestershire Better Care Fund Plan - 2016/17 saw the end of the second year of Leicestershire's health and care integration programme. This is supported by the Better Care Fund (BCF) plan and pooled budget that operates between the Council and two County CCGs. This fund increased from £40m in 2016/17 to £52m in 2017/18. The BCF plan is fully aligned with the STP five year plan. The aims of the Better Care Fund Plan include developing and implementing new models of care and new approaches to commissioning which maximise the opportunities and outcomes for integration. Delivering measurable, evidence based improvements to the way our citizens and communities experience integrated care and support. Increasing the capacity, capability and sustainability of integrated services, so that professionals and the public have confidence that more can be delivered in the community in the future and supporting the reconfiguration of services from acute to community settings in line with the LLR STP and new integrated models of health and care.

Interdependency of the BCF for Adult Social Care - £22m of the pooled budget is targeted to sustaining adult social care services including the critical and core services that provide 7 day hospital discharge support and social care crisis support 24/7. Our medium term financial plan places reliance on this contribution from the BCF, without which adult social care would be even more challenged in sustaining key services, given rising demand and the ageing population.

Overall Progress - over the past two years we have made some good progress, providing much more integrated care and support, with more details provided in the following sections of this chapter. Some of the key developments include:-

- Local Area Coordinators and First Contact Plus were implemented in 2016/17 as part of Leicestershire's new prevention offer, helping people make the most of what is available locally to improve or maintain their health and wellbeing.
- Hospital discharge was redesigned and streamlined into five core pathways, with new domiciliary care services in 2016 and new integrated discharge teams in 2017.
- New urgent care services were tested in 2016, and commissioned with effect from April 2017, including new approaches to clinical navigation via 111, home visiting for urgent care, new ways of working for urgent care centres, and a new Emergency Department.
- Integrated locality teams are being piloted in 2017, with primary care, social care and community nursing working hand in hand to coordinate care plans and support people to remain at home.
- Our new integrated housing support service (Lightbulb) was designed and tested in 2016 and has been rolled out across Leicestershire in 2017.
- A new integrated single point of access, for coordinating all community services 24/7, is being considered
- Phase one of the electronic summary care record has been completed and phase two is well underway.

Unified Prevention Offer – the Leicestershire BCF has, since its inception, placed priority on developing a Unified Prevention Offer for local communities, making the best use of community assets and building community capacity. It is recognised that many of these interventions should be non-medical and can be provided from a range of partners and sources, including the voluntary sector and other community based support. The menu of prevention interventions includes public health lifestyle services such as smoking cessation and weight management, Local Area Coordinators who provide vulnerable people with low level support in their community, and a range of wellbeing services such as support for carers, home safety and falls prevention. The unified prevention offer has also focused on falls prevention and working with all blue light services who are a key part of the community response.

Falls Prevention - the LLR Falls Programme is now underway across Leicestershire and Rutland, with postural stability training, chair based exercises, and exercises for use in care homes and the home environment. The East Midlands Academic Health

Science Network announced LLR as the demonstrator site for their falls project in August 2017, which will run in tandem with the local programme.

Lightbulb Housing Service - this year has seen the development and implementation of the Lightbulb Housing Service, an integrated housing support service which brings together, through one point of contact, a range of support such as aids and adaptations, energy advice, home safety and home maintenance, to help people stay safe and independent at home. The service also includes the hospital housing discharge service based at Leicester Royal Infirmary and the Bradgate Mental Health Unit, working closely with the integrated discharge team to support patients with a range of housing solutions so they can return home from hospital. Lightbulb is also now an award winning service, having won the Best Collaborative Working Initiative at the Association for Public Service Excellence Annual Service Awards in September 2017.

Integrated Locality Teams - the implementation of Integrated Locality Teams whereby community nurses, GP practice and social care staff work hand in hand to support the same cohort of people in their locality is being designed and tested in Leicestershire during 2017. This delivers multiagency care planning and improved care coordination in the community, keeping people at home for as long as possible.

Integrated Urgent Response – during 2016/17 LLR partners have been working towards a new model of integrated urgent care in line with the NHS England Five Year Forward View, through our participation in the national Urgent Care Vanguard programme. The work culminated in a procurement for a new model of service commencing from April 2017, with the following key design principles - responsive, accessible person-centred services as close to home as possible; services wrap care around the individual, promoting self-care and independence, enhancing recovery and reablement, through integrated health and social care services that are innovative and promote care in the right setting at the right time. Also that urgent care services will be consistently available 24 hours per day, seven days a week in community and hospital settings and that clinical triage and navigation is a central part of the integrated urgent care offer, reducing demand on ambulances and acute emergency services.

Hospital Discharges - Home First - in line with the national trend there has been an increase during 2016/17 in the number of people who experienced delays in being discharged from hospital. However this position has improved during 2017 and the County Council remains in the top quartile for performance for social care attributable delays, with very low levels of such delays at University Hospitals of Leicester. However taking into account all delays and all causes of delays across the health and care system we are not yet performing as a system at the levels required nationally. A stretch target was applied to the whole country in July 2017 by NHS England requiring all areas to achieve no more than 3.5% of delayed bed days by November 2017. The achievement of this target remains a significant risk for the LLR area. An LLR wide action plan is in place which has been based on analysing LLR's position against the high impact changes framework for hospital discharge. A major local development within the action plan is the new Integrated Discharge Team, which started in July 2017 at University Hospitals Leicester.

Help to Live At Home (Home Care) - since November 2016 home care in the county has been delivered through the Help To Live At Home service. The service was commissioned jointly by the council and two county CCGs and has resulted in 11 providers being appointed to lead the delivery of home care across 18 geographical areas of the county.

Integrated Points of Access – we are currently assessing if some of the health and social care call centres across LLR could work more collectively, to one set of standards, or even become integrated in one place, in the future. This will not only achieve a more consistent and efficient service; bringing joined up care services to citizens, it will also support professionals delivering care in Home First and Integrated Locality Teams to coordinate care and support in each local area.

Integrated Data – Leicestershire is seen as a national exemplar in data sharing due to the early adoption of the NHS number onto social care records, the adoption of a tool in primary care for risk stratification and the adoption of the PI Care and Healthtrak tool to support integrated analysis, and measuring the impact of change across health and care. In recognition of our progress and innovation Leicestershire has been awarded a grant and will be participating in the LGA's Prevention at Scale initiative where we will be testing new methods of data analysis to demonstrate the impact of prevention interventions on the health and care system. Through the LLR Digital Roadmap we are also developing a summary care record that will be linked, viewed and edited by both the NHS and Council staff, helping all professionals involved in patient care to have access to the most up-to-date information.

Glenfield Heart Unit Campaign - in February we pledged £50,000 towards a fund to help the campaign to save the children's heart unit at Glenfield Hospital in the event of a judicial review. Around 128,000 people have signed online and paper petitions to the Government, appealing for the heart unit to be saved, which is valued by families across Leicestershire and the wider region. The Care Quality Commission has rated this service as outstanding for effectiveness.

Adult Social Care

We aim to have good quality social care services for older people, carers, people affected by mental health issues and people with disabilities. Meeting the needs of vulnerable people remains a key priority for us and adult social care is our largest item of spending, representing more than half of council tax.

Adult Social Care Strategy – we commission and provide a wide range of services to support people to maintain their independence, enable them to be part of society, protect them in vulnerable situations and meet a variety of care needs. Ensuring that eligible support needs are met and people can exercise choice and control over their lives. Our strategy focuses on preventing, reducing, delaying and meeting need to make the best use of people's resources to keep them independent, safe and well.

Responding to Requests for Support and Advice – in July a community drop-in event in Coalville helped people gain easy access to information and advice about their health and care needs. The 'Community Hub' event gave residents the opportunity to find out about healthy lifestyles, paying for care, support for carers and staying safe around the home. The event gives people the opportunity to have a face-to-face conversation about solutions to their care needs. In addition to social care workers, representatives from services such as First Contact Plus, local area co-ordinators, and housing were present.

Enabling Choice and Control – respondents to our annual survey stating that they have control over their daily life increased to 78% in 2017. The proportion of people in receipt of a personal budget was 96% similar to last year. The proportion of service users who were in receipt of a direct payment has increased significantly from 38% to 55%. Direct payment cards were introduced in November 2015 and have been rolled out to new clients in the last 12 months with a total of 2414 people having a card issued to them. We have increased staffing within the Personal Budgets team to meet increased demand for Personal Assistance support. The team offer advice and guidance to direct payments recipients in terms of being an employer and managing their budgets.

Assistive Technology - the county-wide community alarm telecare service is available to anyone living in Leicestershire to maintain independence at home. The service has been refocused to provide assessment provision for reablement. The Assistive Technology Service supports 2000 people each year, including carers, with standalone equipment. The service provided 2896 items in 2016/17. Our Adaptations Team carried out 8906 minor adaptations in 2016/17 an increase of 5%. We continue to work to strengthen our equipment and adaptations offer.

Supporting Carers – our latest carers' survey found that quality of life and social contact remains low and satisfaction has also fallen. Various follow up steps have been commissioned as a result. In April a carers lead was appointed to develop a new strategy alongside work on improvements to the carers offer including supporting carers in employment, housing issues, information and advice and social contact. The Carers Delivery Group has focussed on increasing awareness and early identification of carers within GP practices. The adult social care grant and new Carers Strategy will enable us to strengthen the carers support offer.

Peer Review – adult social care was subject to peer challenge during April 2016. A peer review panel comprising of senior members from Lincolnshire, Nottinghamshire and Nottingham visited and scrutinised evidence and documentation relating to the work of the Council. Whilst the Peer Review Team had a number of recommendations that the service have taken on board, the feedback was very positive and indicates that Adult Social Care has responded to the challenges of limited resources and integration by ensuring "all the ingredients are in place".

Demand and Workforce Pressures - in order to deliver our Adult Social Care Strategy there needs to be a sustainable labour market with the appropriate skills and competencies. Best Interest Assessors, Mental Health Practitioners, social workers and community support workers are in short supply. We have developed a new Workforce Strategy focusing on both the wider adult social care workforce within Leicestershire where we have a duty to facilitate and shape the market and on our internal social care workforce. We are also implementing a recruitment and media campaign to increase workforce capacity. In July we began a drive to attract people into the care sector. Events were organised in a bid to attract around 70 people, including newly-qualified workers. The posts include workers to work with specific groups of people, including residents with learning disabilities, physical disabilities and mental health needs, or older adults. Filling the posts will also help meet the increased demand for council services due to more people living longer, and with more complex needs, and the extra responsibilities placed on the authority due to the Care Act.

Ensuring People have a positive experience - social care quality of life rose from 18.5 to 18.9 last year. Satisfaction levels rose to 65% from 58%. During the year significant work has been carried out to improve how we use complaints for service improvement. We now issue a response to each quarterly complaints report addressing themes highlighted. There have been significant reductions in mental health wait lists, a review of financial assessment and invoice processing and refresher training on safeguarding, all prompted by complaints intelligence. The commissioning and quality and compliance sections have been reorganised to focus on strategic relationships with fewer providers.

Care Quality - quality standards for contracted services form part of the core agreement and providers are monitored against these standards. We have embargoed or restricted placements at 8 residential care locations, 3 domiciliary care providers and 1 supported living provider. CQC took action in relation to 5 home care providers and 20 residential/nursing care providers in Leicestershire. Whilst 85% local providers are rated good or outstanding, better than the national average, 14% require improvement.

Safeguarding Adults – the Safeguarding Adults Board has challenged those who work directly with adults with care and support needs to listen to what they are saying and respond appropriately including a workshop with care providers. It has also conducted a series of formal audits of safeguarding arrangements including a safeguarding adults audit framework process. Case reviews of frontline practice have included considering safeguarding thresholds and making safeguarding personal. The Board has also carried out safeguarding adult reviews, other reviews of cases and disseminated learning from these across the partnership. Financial abuse and domestic abuse are emerging areas of abuse of adults.

The Care Act 2014 required changes to the way in which services keep people safe. We have been embedding Making Safeguarding Personal (MSP) across Leicestershire, and being assured of its positive impact on service quality and outcomes for service users is a priority. Increasing understanding and competence in the use of MSP is carried out by the multi-agency Leicestershire Safeguarding Adults Board. There have been 20 training sessions in implementing making safeguarding

personal. A multiagency audit around MSP by the SAB Audit Group found that people were being kept involved and informed. In relation to the Vulnerable Adults Risk Management Process training has been undertaken with service managers and feedback suggests it is positive in better supporting operational practice for work with those at risk of self-neglect.

There were 1200 safeguarding enquiries investigated in 2016/17, a third higher than the previous year. We have worked with Residential Care Providers to reduce risk in recent years and enquiries related to care homes have dropped from 61.6% to 38.9%. Work continues with a focus on work with domiciliary and supported living providers. There has been a small improvement in the number of people stating services help them to feel safe to over 90%. The Safeguarding Effectiveness Group oversees that the desired outcomes for safeguarding are achieved – which was achieved or partly achieved in 95% of enquiries.

Deprivation of Liberty – our DOLs service undertakes assessments by qualified health and social care professionals. We have invested in additional capacity to address people waiting assessment. The increase has enabled the service to manage demand more effectively. There has been a good reduction in the number of cases not yet actioned down from 1699 to 615 cases by March 2017.

Helping People Stay Well and Independent - 18-64

Learning Disabilities – Transforming Care - the Transforming Care Partnership has continued to ensure there is the right support for people with learning disabilities and/or autism to be discharged from inpatient hospital care and also to help people in the community at risk of being admitted. The partnership had a bid for £4.2m agreed to provide bespoke accommodation, the development of a four bed step down provision and a crisis service to support those at risk of admission. A reduction from 29 to 12 inpatients by April 2019 is expected from LLR. The roll out of an admission avoidance tool has also continued with more teams using the tool to identify people at risk of being admitted and to ensure they get the support they need.

Settled Accommodation and Supported Living – the proportion of people aged 18-64 with a learning disability in settled accommodation continues to improve, to 79% in 2016/17. For people aged 18-64, there are lower numbers of permanent admissions to care and fewer numbers in permanent care placements; shown as a rate per 100,000 of the wider population, the number of people in permanent placements is down from 124 in March 2016 to 116 in March 2017. We have procured a new Supported Living Framework to 2021 which streamlines services, provides a greater volume of business for suppliers and achieves economies of scale. There are now five lead providers responsible for delivering all supported living services in their area. Our pathway to housing project supporting access to settled accommodation continues to be successful.

Supporting People with Learning Disabilities into Employment – there is a greater focus on providers supporting individuals to access employment and training opportunities to enable a reduction in accessing long term formal adult social care. The proportion of people with a learning disability known to the local authority in paid

employment increased to 11% in 2016/17. The improvement has been achieved by supporting an additional 111 people through our Community Life Choices re-commissioning. We identified a provider who had supported a number of people into paid employment and worked with a further group of individuals to support them to form their own community interest company which offers a range of services within their local community. We commission a range of employment related services which are focused on preparing people for work through to work trials and then securing open employment.

Learning for Living and Work – the programme helps adults with learning difficulties gain valuable skills in areas including communication, health, personal safety and wellbeing, skills for employment and volunteering, sensory learning, independent living, creative skills and leisure. The programme is run by the Council's Adult Learning Service. In December the achievements of adult learners with learning difficulties and disabilities were celebrated. Around 100 learners and carers attended an event to celebrate their achievements.

Community Life Choices - a new framework for Community Life Choices day services was implemented in 2017. The model supports providers to deliver support for people to find non-social care funded activities in the community and to support people to gain employment and volunteering opportunities and improve their life skills.

Shared Lives - Shared Lives is a scheme that matches adults who need support with carefully selected carers who provide them with respite or long term care in the carer's home. It focuses on the local community, with households sharing their experiences and skills with the person who comes to live with them. In June we ran an event promoting our service to people who could benefit from it and also seeking to recruit more Shared Lives carers. We have seen some extremely positive stories come from Shared Lives placements. The service focuses on service user's individual needs, meaning we can tailor their care requirements to allow them to live their own lives, and fulfil their ambitions.

Working Age Adults Accommodation Strategy to 2022 - our new accommodation strategy was approved during the year to help shape the housing and other provider markets to ensure that a range of accommodation and support options are available. Through collaboration it is hoped during the next five years there will be more suitable accommodation to meet the needs of working age adults with disabilities. That more individuals are residing in supported accommodation and fewer in residential care and that accommodation options support hospital discharge, reablement and recovery.

Helping Older People to Stay Well and Independent - 65+

The number of older people admitted to permanent care during 2016/17 was higher than the previous year. Despite this the increase in the older population means that the rate per 100k has fallen. The overall number of people accessing services has also reduced, from 3617 per 100k to 3112 per 100K. Just short of 4000 people accessed reablement services during 2016/17, a 12% increase on the previous year. Only two in 10 went on to need ongoing services.

Older Persons Support - activity during the year included production of a new older persons accommodation strategy, a review of extra care housing provision, the lightbulb project and implementation of the new help to live at home service and a project with residential care homes to use assistive technology, reducing the number of falls in those homes. Following the success of the project, supporting care homes in the management of falls is no longer a pilot and is incorporated into our Team's day to day business including maximising the use of assistive technology.

Tackling Social Isolation – in December people were urged to make a pledge to help fight the hidden epidemic of loneliness. The 'post it, pledge it, mean it' social media campaign has been set up to raise awareness about the detrimental effects of social isolation. 1 in 10 people over the aged of 65 in the UK report feelings of loneliness and research shows that lacking social connections is as damaging as smoking. The campaign is focusing partnership work to improve the lives of people that feel alone in Leicestershire. The recent survey shows there has been some improvement in the proportion of service users stating that they have as much social contact as they would like - an increase to 46%.

Dementia Support – there are predicted to be over 9,000 people in the county living with dementia. Along with partners in health we fund and provide a range of information, advice and services to support people affected by dementia. In May we urged people to become Dementia Friends. Dementia Friends is an initiative which involves people finding out more about how dementia affects a person and then providing small, everyday things to help. In October a programme delivered by our museum service earned a nomination for best training initiative in the National Dementia Care awards. Memory Plus which guides professionals as they deliver a range of activities has helped to support around 1,500 people living with dementia. Joint commissioning and procurement arrangements for a single community and hospital in-reach dementia support service for Leicester and Leicestershire is providing a more joined-up service for the area, replacing three separately commissioned services. These support easier transition between hospital and community settings and co-ordinate care and integrate services around the person in order to improve outcomes,

Public Health

Our public health function plays a key role in contributing to our aim of a healthy population with increased life expectancy and reduced health inequalities. A number of public health issues have been prioritised in our Health and Wellbeing Strategy. In April 2017 we implemented a Public Health Quality Assurance and Improvement Framework to continue to improve the delivery of outcomes within public health and ensure a co-ordinated approach to quality management.

Online Health and Support Information Hub – we want people to get support as quickly as possible when they need it. Our new online information hub helps Leicestershire residents to stay fit, healthy and independent, and provides an access point for immediate support. First Contact Plus enables people to search from their own home through a broad range of wellbeing information which is all in one place. The service includes information and links to organisations which provide support around topics such as health, falls, feeling safe, living independently, debts and benefits, work, learning and volunteering, and families and relationships. First Contact Plus also signposts people to community groups, national charities and public health services. Residents in need of extra help can use the 'self-referral' button to arrange for an adviser to call them to discuss their specific needs and put them in touch with the right people for support. In 2016/17 there were 4,500 referrals and 26,467 website visits.

Early Help and Prevention – a focus on early help and prevention is fundamental to tackling the root causes of problems as soon as they arise. We commissioned an independent review of early help services and have produced an Early Help and Prevention Strategy and implementation plan. We are working toward having a comprehensive offer for community based prevention by bringing together all the resources available. This will include a core menu of prevention services which will wrap around individuals and communities as an essential component of the model of integrated care. The review proposals also aim to save £3m. In 2017 we developed a new programme delivery team to bring together services including Healthy Schools and Healthy Tots to ensure a coherent settings based health improvement approach.

Local Area Coordinators – the Local Area Coordination scheme was introduced in 2015, in eight localities across Leicestershire. The aim of the scheme is to support vulnerable people through the development of networks of community based support, utilising existing community assets. The project supports people who are vulnerable through age, frailty, disability or mental health issues to achieve their vision for a good life through early support. It operates in local neighbourhoods, closely linked to housing and community health services and to recreational and social opportunities. During 2016-17, due to demand for the service, the number of Local Area Coordinators has been increased from 8 to 20 covering a total of 26 locations across the County.

Health Checks – as people age the risk of developing conditions like high blood pressure, heart disease or type 2 diabetes increases. The Health Check programme is designed to spot early signs of conditions and help to prevent them happening. In Leicestershire health checks continue to be provided by all GP practices and 16,824 were delivered in 2016/17.

Healthy Weight and Diet – good nutrition is an essential part of a healthy lifestyle. Diet combined with physical activity can help people reach and maintain a healthy weight, reduce the risk of chronic disease and promote overall health. To help combat overweight and obesity we commission a range of services including weight watchers and the LPT Nutrition and Dietetic Service. We are also working with the CCGs to develop a more comprehensive multidisciplinary tier 3 service for people with more severe complex conditions. The Food for Life programme works with schools across Leicestershire and the Master Gardeners programme helps people to learn to grow nutritious food.

Reducing the Harm of Substance Misuse – improving drug treatment completions remains a priority. Turning Point became our provider of substance misuse services in 2016 and provides integrated support for people with drug and alcohol problems. The service is delivered through ‘recovery hubs’ in Loughborough, Coalville and Leicester. Dear Albert, a local social enterprise, continues to deliver group work programmes to increase engagement in mutual aid support for people recovering from substance misuse.

Smoking Cessation – quitting smoking is often the single, most effective way of improving health and preventing illness. In January our new stop smoking service started work. The new Quit Ready Leicestershire service offers free and confidential text, phone and web chat advice. Advisors offer support on a weekly basis during the 12-week programme to ensure people have the best possible chance of staying smoke-free. The new service also acknowledges the significant increase in the use of e-cigarettes, and behavioural support is on offer to people who use e-cigarettes. People can also self-refer using the online contact form found on the website and the service is particularly keen to support women who are pregnant, or people who have other health problems. In May the Quit-Ready stop smoking service had helped more than 400 people give up the habit.

Sexual Health – sexual ill health can affect all parts of society, often when it is least expected. In April 2016 we approved a new Leicestershire Sexual Health Strategy to 2019 which is streamlining commissioning, improving patient pathways, efficiency and quality of care. The strategy included new approaches to screening for sexually transmitted diseases, teenage pregnancy and community based services. There is continued focus on supporting schools in their work around relationships and sex education and access to services through use of new technology.

Child Health

0-19 Healthy Child Programme - in May 2016 we agreed a new service model for the Healthy Child Programme combining the health visitor and school nursing services. The service prioritises the health of looked after children, children with SEND, traveller families and those at risk of exploitation. The programme commenced in April 2017.

Breastfeeding and Maternity Support – low breastfeeding rates are linked with inequalities in health, deprivation and reduced life expectancy. Breastfeeding peer support services are available in 6 areas and breastfeeding champions have been nominated in both health visiting and children centre teams. The ‘baby buddy’ app and ‘meals on heels’ app have been embedded across the county.

Early Years Health – the Healthy Tots Programme provides a framework to support early years settings to be health promoting organisations. The programme includes emotional health, wellbeing, physical activity and healthy eating. Over 127 settings are participating and 49 have achieved healthy tots’ status.

Healthy Schools – the Leicestershire Healthy Schools Programme provides the framework to support schools to be health promoting settings. 46% of Leicestershire schools have achieved ‘Enhanced Healthy School’ Status by achieving meaningful outcomes on a public health priority.

Child Oral Health - in May a mass tooth-brushing event kicked off National Smile Month in Leicestershire. Nurseries, schools and children’s centres across the county took part in synchronised tooth-brushing to mark the start of the awareness-raising oral health campaign aiming to help children and families get into good oral health habits. Further events held throughout the county include ‘lift the lip’ sessions, being held at children’s centres, toddler groups and libraries. At ‘lift the lip’ sessions, dentists attend to work with parents and carers to assess the risk of decay for children, give them personalised advice and information, and provide free toothbrushes and toothpaste.

Teenage Pregnancy – teenage pregnancy is a key aspect of our sexual health strategy. Work over the past year has included evaluating how we support schools to deliver relationships and sex education. The partnership is also supporting teenage parents through the issuing of ‘baby boxes’, which provide young mums-to-be with useful items, as well as information and support on how to access local services. In March figures showed that Leicestershire’s teenage pregnancies had reduced for the ninth consecutive year, significantly lower than the East Midlands and England rates.

Mental Health

The considerable burden of mental illness means that strengthening individual resilience and helping people with mental illness to recover remain key priorities for us. We are a key partner in the Better Care Together Mental Health work-stream. The supporting programme incorporates a range of interventions aimed at helping people avoid becoming mentally ill and at mitigating the impact of mental illness in those who experience problems. The focus is on building wellbeing and resilience through 'Five Ways to Wellbeing', reducing mental illness stigma and in building and strengthening community based recovery networks.

Mental Ill Health Prevention – we have developed the RU OK? Website to provide information about sources of support. As part of the local Mental Health Partnership group we have also developed supporting policies and practices. The group offers Mental Health First Aid training to front line staff on a multi-partnership basis. Our adult learning service has designed a number of new opportunities for adult social care users including one for those who are anxious, depressed or low in confidence. Healthier in Mind aims to engage as many local people as possible to find out what they think should be the local priorities to improve mental health support. This will form the basis of a mental health strategy for LLR owned with local communities and businesses.

Children's Mental Health – a blueprint for transforming mental health and emotional wellbeing support for children and young people across the area launched in April 2016. The Future in Mind Plan aims to improve support across Leicester, Leicestershire and Rutland. During the year NHS England announced extra investment into the county for improved support. £8m has been allocated for children and adolescent services which will help to support measures including mental health awareness training for frontline staff and healthy school advisors to support pupils.

Adult Recovery and Resilience Services - partnership commissioning and procurement arrangements have been agreed for preventative mental health recovery and resilience services with the CCGs and Leicester City and Rutland Councils. The new model provides a much more co-ordinated approach to supporting people with mental health issues and a number of 'hubs' in Leicestershire. With new services in place from autumn 2017.

Physical Health, Sport and Physical Activity

The role of physical activity in improving our health and wellbeing is increasingly acknowledged, helping to reduce the major causes of premature death and illness as well as the prevention and management of up to 20 chronic diseases. Leicester-Shire and Rutland Sports Partnership (LRS) play a key role in sport and physical activity support and delivery. During the last year £545k of public health and £105K of 'moving at scale' funding was invested into county Locality Sport and Physical Activity Plans. £1.8m was invested through Local Sport and Physical Activity Alliances.

Active Adults – the 2017 Workplace Challenge saw over 19,300 activities logged from over 40 workplaces. Over 9,400 attendances were also recorded at sport and physical activity campaign weeks across the area. 310,773 attendances were recorded at sport and physical activity sessions included in Locality Sport and Physical Activity Commissioning Plans. 4,868 participants attended sessions delivered as part of the Sport England funded Inclusive Sport and Physical Activity Community Project.

Active Young People – over 16,000 young people participated in Team Leicestershire competitions across 9 sports, including 46 county finals. This has offered over 85,000 individual playing opportunities to secondary school pupils across LLR. 2,949 participants, including 433 disabled participants, from 158 schools competed at the Level 3 School Games Super Series Finals/Championships, which consisted of 45 competitions across 21 sports. Over £100K was invested into delivery of 28 new and 15 sustained Satellite Club projects. This resulted in over 780 participants aged 11-25 engaging in sport and physical activity linked to local community clubs. £174K was invested into Sportivate projects in the sixth and final year of the programme.

Places to Play, Clubs and Pathways - following the release of the Sport England Community Asset Fund in January 2017, LRS organised a funding workshop attended by 42 people from 31 clubs and organisations. £208K has been secured for 12 clubs and organisations towards capital projects through various funding programmes. 4 Local Authority Sports Facility Frameworks have been completed for Blaby, Harborough, Hinckley and Bosworth and North West Leicestershire, with Oadby and Wigston nearing completion. LRS is supporting a number of school sites with capital projects, helping with business cases and funding applications for new sports facilities. These include South Wigston High School, South Charnwood High School, Charnwood College, Newbridge High School and Ashby Ivanhoe College. £570K was also secured for 28 local clubs and organisations resulting from LRS Funding Officer support.

Legacy - £35,500 was invested from the GO GOLD Funding Programme to support 75 talented young athletes across Leicestershire, Leicester and Rutland. LRS supported the Level 4 National School Games Finals at Loughborough University in September 2016, through local school engagement and marketing and communication around the event. LRS also supported with the recruitment of over 500 volunteers and young leaders to assist with the smooth running of the Games and almost 100 young people attended the Talent Inspiration Camp at the event.

Safeguarding, Vulnerable Children and Families

Our aim is that children and young people in Leicestershire are safe and living in families where they can achieve their potential and have their health, wellbeing and life chances improved. We place a particular focus on vulnerable children and their families such as children in need of protection, children in care, children in need, children with special educational needs and disabilities and families with particular problems. The service has adopted a clear practice framework which underpins work with children and families. At the heart of this is the 'Signs of Safety' methodology which places children and their wider network of support at the centre of practice.

Safeguarding

We continue to work in close partnership with the local Safeguarding Children's Board to implement strong interagency arrangements for the protection of children from harm and provide a range of support services for children in need.

Safeguarding Children – the Safeguarding Children's Board publishes an annual report on its work. During the year the Board conducted a series of formal audits of organisational safeguarding approaches and case reviews of frontline practice including themes such as repeat child protection plans, neglect and child sexual exploitation. The Board has also carried out Serious Case Reviews and other reviews of cases and disseminated learning widely. Supported a campaign initiated by the Child Death Overview Panel to raise awareness of the danger of ingesting button batteries. Developed procedures in relation to bruising to pre-mobile babies and provided training including on the Safeguarding Children Competency Framework and Neglect Toolkit. The Board is continuing to challenge and drive improvement in safeguarding including developing its approach to engagement and quality assurance and continuing to embed the signs of safety approach across the partnership, particularly in schools. The safeguarding in education service continues to provide advice and support to schools and colleges on their safeguarding responsibilities and has provided training to 1000 safeguarding leads. An e-learning safety online survey continues to be popular with year 6 and year 9 pupils with recent surveys completed by over 5,000 pupils.

Safeguarding Board Ofsted Inspection - Ofsted visited us in November 2016 and inspected the Local Safeguarding Children Board (LSCB). The Board's Ofsted report rated it as 'good'. Ofsted identified a number of strengths in the work and judged the Board to be effective and well run.

Child Protection – our First Response Children's Duty Team operates 24 hours a day and is the front door to accessing children's services. The team deals with around 25,000 calls and 30,000 emails a year and includes urgent responses to those at imminent risk and an early response to stop concerns escalating.

Child Sexual Exploitation (CSE) – our CSE Team continues to work hand-in-hand with the police and NHS staff as part of one, joint team. It focuses on raising awareness about CSE and providing quicker, more effective support to victims. By disrupting offenders and helping victims feel more confident about disclosing abuse and exploitation the team is helping to secure convictions.

Cyber Safety – in February we unveiled an interactive play which helps primary school children stay safe online. ‘In The Net’ is designed to get seven-to-nine-year-olds thinking about the serious issues of keeping personal information safe, chatting to people online and the effects of cyber bullying. Over 70 teachers from 52 schools across Leicestershire watched the performance at a conference to coincide with Safer Internet Day. Online grooming is often a factor in CSE cases and ‘In The Net’ plays a key part in our work to tackle this.

Ofsted Inspection – in autumn 2016 our children’s services were inspected by Ofsted. The inspection found that we keep the most vulnerable young people safe from harm but that improvements were needed in some areas. In February 2017 we announced improvements in children’s services following the inspection. Actions taken to address the issues include more consistent management oversight and more prompt support to families. Ofsted inspectors praised a number of areas such as our steps to tackle child sexual exploitation and prevention work to stop families’ problems growing. Ofsted also found that foster carers provide good quality of care, social workers know their children well, the council is improving the health of children in care and their education outcomes and that children’s and young people’s views are taken seriously and help to shape services.

Improving Children’s Services – the Ofsted inspection found that children’s services ‘require improvement’ overall, with half of all councils inspected having this rating. We initially invested an extra half-a-million pounds to recruit social workers to reduce caseloads and drive quality across our work. Support to families is now provided more promptly, after enhancing our processes. We have updated standards for managers to ensure more consistent oversight and make smarter use of data. We have more ‘children’s officers’, are re-designing post-adoption support and boosting resource to ensure consistent high levels of support. In September 2017 we agreed an Improvement Plan to invest an extra £2.5m into children’s services to create 37 new social care posts to help reduce caseloads, improve services, address the Ofsted requirements and manage a rise in the number of children in care. The service also continues to implement its Continuous Improvement Plan 2017-20 developed to take into account the Ofsted improvements.

Effective Child Care Placements

There were 546 young people in our care in October 2017, with 64 in residential care. In December 2016 we agreed a policy with the aim that children who are looked after are best placed with families as opposed to institutions.

Fostering – we continue to promote fostering as a key activity that makes a real difference to a child’s life chances. We are encouraging a new generation of foster carers who can step into a hugely-rewarding role and offer loving homes to vulnerable children and young people. We hold monthly information evenings providing an opportunity for people to talk to carers, as well as our fostering team. We support carers from the beginning and encourage ongoing training throughout the process. In May we came together with 12 other councils to produce a film to encourage more people to come forward and foster brothers and sisters. We work to keep brothers and sisters together wherever possible. In July the film was shortlisted

in the 2017 UK Public Sector Communications Awards for partnership engagement initiative of the year.

Adoptions – in August we undertook a drive to encourage more people to become adopters. 34 children in care were in need of adoption. Our team continues to run adoption events and provide training and a wealth of information to potential and actual adopters. The average time between a child entering care and moving in with their adoptive family is 517 days against the England average of 558. The average time to find a match is 195 days against the England average of 226.

Looked After Children – our Children in Care Service was created from three locality children in care teams in autumn 2016 to deliver more positive outcomes for children in care and care leavers. In April awards were presented at a special event to celebrate children in care's achievements. Over 350 children, young people and care leavers were presented with accolades which recognised their triumphs and achievements. The events reflect academic success, personal attainment, sporting successes and community involvement. Our virtual school which promotes the education of children in care was noted by Ofsted as being highly effective and that many make good progress socially, emotionally and educationally considering their starting points. 2016/17 has seen one to one tuition for over one hundred children in care and care leavers, enabling accelerated progress in english and maths.

Placement Commissioning - during the year we have strengthened our commissioning approach with the inclusion of placements commissioning for children in care in our commissioning team. A full review of the processes for sourcing external fostering, residential and 16+ supported accommodation has been undertaken. In December 2016 the sourcing and contract management of independent and residential school commissioning for children with SEND was also transferred to the commissioning function. The Commissioning Service has so far supported the commissioning of 41 contracts with a value of £10m.

Unaccompanied Asylum Seeking (UAS) Children and Syrian Refugees – based within the Children in Care Service the UAS team is responsible for unaccompanied children who arrive within the County, often in lorries at motorway service stations, and those who 'transfer' through the national scheme. The team currently work with 58 children, an increase of 16 since March 2016. Over the last year there were 50 new arrivals. Seven children were transferred under the voluntary National Transfer Scheme. The scheme, launched in July 2017, aims to ensure that all councils support unaccompanied asylum-seeking young people, regardless of where they come into the country. When an asylum-seeking young person comes to Leicestershire, the council must ensure they have a safe home to live in, allocate a social worker and provide educational support through a 'virtual' school. In October we launched a new campaign to find foster carers who could offer safe and loving homes to young unaccompanied asylum-seekers. We are committed to playing our part in accommodating refugees from Syria and Unaccompanied Asylum Seeking Children but have repeatedly called on the Government to fully fund the costs of our participation.

Support for Vulnerable Children

SEN and Disability (SEND) Reforms – we have developed a draft new SEND Strategy to 2020 setting out our vision and priorities for developing support and provision for children and young people with SEND. The Strategy is overseen by a new Strategic SEND Board. Priorities include supporting schools to develop their provision and developing local specialist services to ensure sufficient places across a variety of needs. A project has also been established to improve the sufficiency of SEN education provision and help reduce current overspends.

Local Offer – our local offer, managed by our local offer co-ordinator, brings together in one place details about local health, education and social care services for children and young people aged 0-25. A number of improvements have been made and a new post has also been created to help gather the views of children and young people with SEND and their families. The SEND Information Advice and Support Service provides free, confidential advice and support on matters relating to SEND, including education, health and social care issues. Our Family Information Directory also provides information on useful local organisations and activities. In January 2017 we encouraged organisations involved in supporting children and young people with SEND to register for the Local Offer Live event. Local Offer Live helps to put children and young people with SEND, as well as parents and carers, in touch with local and regional services.

New Special School - in September 2017 a new £10m state-of-the-art special school in Wigston opened its doors for the first time. We built the brand-new building at the Wigston Academy campus in partnership with Birkett House School. The school provides places for up to 125 children and young people, aged 4 to 19, and includes a hydrotherapy pool and sensory interactive rooms, with virtual reality technology. The scheme is part of a masterplan for the campus which is undergoing significant transformation as part of a £4m redevelopment. We have also made funding available to install new enhanced Changing Places toilets across Leicestershire. So far 10 facilities have been installed across the county.

Disabled Children's Service - the service offers social work and occupational therapy support to children with a range of complex, significant or severe disabilities. Social Work support is provided where the child is in need, on a child protection plan or looked after. We are working to review the range of services and support available through the Local Offer so that families can get the help they need in good time. This includes short breaks, respite care and support to families in their own home. The service is also finalising revised eligibility criteria so that families and professionals can be clear about when the service can offer support.

Learning Support Service – our Learning Support Service continues to work with Leicestershire schools to support children who experience specific literacy differences such as dyslexia. The service delivered training to 185 schools last year. The ICT assessment service and the physical disabilities service have made a successful transition into the Learning Support Service which now provides a more holistic approach to meeting needs.

Early Years SEN Inclusion Service and Portage - the service works with children from birth to school entry with significant and complex SEN, and is currently working with 236 babies and children. This year the Portage Service was registered as a 5 star service with the National Portage Association. Teachers in the service contribute educational advice to assessments and provide advice, training and support to 372 early years SENCOs and 586 childminders.

Pupils Missing Education (PME) – we continue to achieve a 100% return rate from schools in relation to PME and have a good analysis system to understand pupils missing education. The PME operating framework was launched in autumn 2016 and is now well embedded across all Leicestershire schools. Ofsted reported that we had a good grasp of PME. The court team for school non-attendance continues to drive initiatives through regular meetings with school welfare officers in order to raise awareness of the detriment of missing school. This has seen a drop in the number of penalty notices issued.

Young Carers – there are around 2,500 young carers in Leicestershire, although that doesn't take into account people who don't identify themselves as carers. In June 2017 we staged an event to provide an opportunity for them to share experiences, ask for advice, and enjoy themselves. The work they do is very important, so we wanted to hear if they were getting the support they need. We urged young carers to get in touch so we can ensure that they are receiving the benefits and support they are entitled to and need.

Bullying – our Anti-Bullying Team provides anti-bullying advice, guidance, support and training. In November 2016 we joined forces with Leicester City Football Club to help prevent and tackle bullying. The conference focused on homophobic, biphobic and transphobic bullying. Teachers, support staff and students from year six upwards took part in interactive workshops aiming to encourage them to share good practice. In June 2017 more than 30 Leicestershire schools were recognised for their commitment to tackling bullying. Also in June a national charity named the Council as one of the top local authorities in the country for tackling anti-LGBT bullying in schools. The council was ranked fifth in Stonewall's Education Equality Index for its work dealing with homophobic, bi-phobic and transphobic bullying, and celebrating difference in classrooms. It's the fourth year we have been ranked in the top ten, and our highest ranking to date.

Supporting Families and Early Help

We seek to intervene early and provide a range of early help and preventative services to support children and families and ensure that problems don't escalate. Doing this helps save the cost of more expensive interventions for a range of agencies.

Good Early Learning and Child Care – in January 2017 our Early Learning and Childcare Service was invited to become an early implementer of the extended offer of 30 hours of free childcare for eligible working parents introduced from September 2017. Over a two month period the service dealt with 4649 parents who received a

unique number which they used at their chosen provider. The majority of local providers worked closely with the team to offer the best range of options for parents. Our promotional materials have been praised by DfE and shared as examples of good practice. By July 3871 children had accessed more than the standard 15 hours a week. The proposals implement an additional 15 hours a week of free child care for 3 and 4 year olds on top of the current universal entitlement of 15 hours. 80% of eligible disadvantaged 2 year olds accessed their FEEE.

Continued good progress has been made to secure sufficient high quality childcare provision across the county with currently 94% of providers judged by Ofsted to be good or better. More 3 and 4 year olds are also now accessing their entitlement to Early Years Pupil Premium, which can help accelerate progress. The percentage of children achieving a good level of development at the end of reception year has risen to 70.2%, closer to the national average. Outcomes have improved in each early learning goal and by 2.2% in writing.

Children's Centres – our Children's Centre's Programme focuses on supporting families needing extra help, especially in the first 1001 days from pregnancy until the child's second birthday. The Programme supported 10,842 children and families in 2016/17. 1423 were supported on the intensive pathway with a total of 45 active pathways. In 2016/17 93% of eligible families were registered to the programme, an increase of 2%. 38% live in the most deprived neighbourhoods in the county. 1080 children received one to one support from Family Outreach work. The programme also worked with 1296 families known to social care. 98% of parents reported that the service made a positive difference to their lives.

Supporting Leicestershire Families – our Supporting Leicestershire Families service helps people to tackle a range of issues including drugs, truancy, unemployment, domestic violence, health problems and anti-social behaviour. During the year the service worked with 885 vulnerable families and 498 young people on a one to one basis or in groups. Following the successful completion of phase one of the programme, where Leicestershire was consistently one of the highest performing authorities, we entered phase two six months early. The expanded programme requires the service to support families to achieve sustained and significant change across 6 outcome areas. To date we have achieved 25.4% of the target, with a further three years of the current phase remaining until 2020. 386 families had achieved significant and sustained progress across all identified outcome areas and a further 319 are now in continuous employment. This places Leicestershire in the top 5% of the country with only 6 other Local Authorities scoring above 25% of their 2020 target. Local assessment shows that in 9 out of the 10 assessed criteria, over 60% of families worked with have made positive progress.

Schools and Academies – Organisation and Attainment

School Organisation and Allocations - during the course of the last 12 months our School Organisation Service has worked to deliver an additional 1311 school places in primary schools through our £30m capital programme. Highlights include the completion of the Fossebrook Primary School in August 2016 and the refurbishment of the former Mount Grace High School to provide extended accommodation for Hinckley Parks Primary School. In August a new £4.5m state of the art 210 place primary school, Hallam Fields, opened its doors to serve the Birstall area. We

worked closely with contractors to develop the school which is now part of the Lionheart Academies Trust. The project also includes a recreation centre for the local community. The service has also negotiated education contributions totalling £16.7m to be used to extend and improve existing schools and build new schools on larger housing developments. Overall last year 97% of all children secured one of their three school preferences in reception or year 7.

We have also supported the removal of the remaining 10+ system in Leicestershire schools in Castle Donnington, Shepshed and Oadby from September 2017, so that all schools are operating a consistent pattern. The School Accommodation Programme 10+ works has been completed earlier than anticipated and include schemes at Long Whatton Primary School, Oadby Brookside Primary School, Oadby Brockhill Primary School and Shepshed St. Botolph's School. We have also assisted the conversion of a number of schools to Academy status, where they have expressed a wish to do so, and helped others to consider their options such as developing Multi Academy Trusts. Of the 284 Leicestershire Schools 160 are now academies many operating within one of the 27 MATs (5 national and 22 local).

Educational Quality

We continue to champion excellence in our schools and high academic achievement. We support the work of the Leicestershire Education Excellence Partnership and school heads in securing good standards, improvement advice and sharing good practice. In relation to high quality school places, 89.5% of local schools were rated as good or outstanding by Ofsted last year, slightly higher than the average.

High Standards in Primary – the number of children achieving the expected level in reading, writing and maths improved last year, rising to 61.4% compared to 52.4% in 2016. National levels are expected to improve by a similar amount meaning local and national levels will be similar. This is an area of focus for the Leicestershire Education Excellence Partnership.

High Standards in Secondary - the main metric for assessing Key Stage 4 delivery is now 'Progress 8', which measures the progress made by all pupils, rather than concentrating mainly on the higher achieving pupils. Progress in Mathematics was particularly good with boys and girls making better than expected progress overall. Progress in English was similar to national levels although girls performed better than boys within this group.

Education of Vulnerable Groups – the number of children eligible for free school meals achieving a good level of development rose by 2% to 46%. More Leicestershire children who are eligible for FSM reached the expected standard for reading, writing and maths at Key Stage 2. 37.9% compared to 29% in 2016. The number of children with a statement of SEN or an EHCP reaching the same threshold was 6.8% compared to 5% last year. At Key Stage 4 the performance of pupils in receipt of SEN support has been lower in Leicestershire than the same group nationally in recent years. Although progress of the group did improve in 2017, achievement was still below national levels and the group remains a focus for improvement.

Safer Communities

We place high priority on keeping Leicestershire communities safe by helping minimise crime and anti-social behaviour, reducing youth offending, supporting victims of crime, providing consumer protection services and supporting emergency management.

Community Safety and Crime Minimisation - in July the Police and Crime Panel noted that HMIC had conducted an inspection of Leicestershire Police and in some areas the Force was rated 'Good' and in other areas rated as 'Requires Improvement'. Nationally reported crime increased in 40 out of 43 forces last year compared to 2015/16. In Leicestershire, Leicester and Rutland there was a rise of 8068 crimes over the previous year. Overall there was a worsening of performance in relation to total crime, domestic burglary, vehicle crime, violence with injury, criminal damage and people feeling safe after dark. Vehicle crime and domestic burglary are in the bottom quartile for performance. On 3 October the Police and Crime Panel also received a report from the Police and Crime Commissioner in response to a HMIC report on crime data integrity. HMI reported that insufficient progress had been made in implementing various changes, which were undermining the effectiveness of crime-recording arrangements. HMI estimate the force failed to record over 21,200 reported crimes, including violent crimes, rape and sexual offences. Partners are working with the Police in order to look at how these issues might be resolved.

Community Cohesion and Hate Incidents - in October 2016 we urged communities to "Stand together" and report hate. The Council and partners spread the message and supported a series of events during National Hate Crime Awareness Week. The aim was to raise awareness of hate crime and incidents and how to report them. Often hate incidents go unreported. In January 2017 we hosted an event to mark Holocaust Memorial Day.

Domestic Abuse - a total of 5719 domestic violence crimes and incidents were recorded in Leicestershire during 2016/17. Domestic Violence consistently represents 40% of all violent crime recorded in Leicestershire. Through the Specialist Domestic Abuse Contract, Leicestershire residents have access to a comprehensive offer for primary victims of domestic abuse, including young people aged 13+ who are at risk from intimate partner violence. Based on sampling over the last 3 years, Leicestershire's YOS estimate that 40-50% of cases are linked to child on parent domestic abuse. A sample completed in July showed that as much as 2/3rds of YOS workers' caseloads can include child on parent domestic abuse or parental intimate partner violence. In recognition of the growing scale of child on parent domestic abuse across Early Help, a pilot resource has been grant funded for 1st April 2017 to 31st March 2018, to provide intensive 12 week whole family work with a local specialist provider. Leicestershire has access to a 0.5 FTE specialist worker, as well as training and management input. A new Domestic Abuse Executive Board is aiming to prevent incidents of domestic abuse and promote the wellbeing of victims and families through better oversight across services.

Consumer Protection

Our Trading Standards Service continues to play a key role in ensuring a good level of consumer protection, fair business trading environment and safe consumer goods.

Intelligence Led Enforcement - the Trading Standards Service adopts an intelligence led approach in supporting local businesses by identifying and proactively engaging with businesses that produce or supply high risk products. Complaint levels are also monitored to ensure that the Trading Standards Service, with other enforcement partners, can intervene as early as possible to reduce the risk of non-compliance. Surveys undertaken this year indicate an overall business satisfaction rate of 92% with regard to the support provided by the Service.

Safer Consumer Goods – the National Trading Standards Safety at Ports and Borders Project aims to reduce the risk of unsafe products from entering the UK. Last year over 700 consignments entering the UK via East Midlands Airport were examined by County Council trading standards officers and 200,000 unsafe or non-compliant goods were prevented from entering the marketplace. Cheap small electrical items such as chargers, hair straighteners, TV boxes and LED lights that could cause an electrocution and fire risk were among the items. The operation was run in partnership with the UK Border Force Agency.

Social Media Enforcement - this year counterfeit goods with a retail value of £650K were seized from sellers supplying goods via social media sites, market stalls and other online platforms. Social media is currently the most challenging forum from an enforcement perspective and our trading standards officers continue to collaborate with other agencies and adopt new enforcement techniques to detect and deter this criminal activity as a means to reduce the detrimental impact on the local legitimate economy.

Illicit Tobacco - the high street supply of illicit tobacco in Leicestershire damages the legitimate local economy and undermines smoking cessation initiatives with the availability of a cheaper option for those who might otherwise see price as a reason to stop smoking. Illicit tobacco also makes cigarettes more accessible to children. The service has executed warrants at premises across the county and seized over 6000 counterfeit and illicit tobacco products. Those that choose to engage in this form of criminal activity often reoffend and this year the Council have instituted criminal proceedings against a number of defendants.

Money Scams and Vulnerable People - around 40% of older people that trading standards discover are being scammed are known to adult social care. As part of a pilot project our trading standards officers supported 357 victims of mass marketing scam mail. Some of these Leicestershire residents require more intensive support having lost between them £478K to scams. This intervention project involved collaboration between Trading Standards, Adult Social Care and Public Health with the aim of reducing the immediate risk of financial loss and to ensure, moving forward, the victim remains confident in managing their financial affairs without again falling prey to scams. We have also located a member of trading standards staff

within our customer service centre in order to respond to scams where the person involved requires support.

Business Advice - the integrity of the food chain is vital to the sustainability of the Leicestershire rural economy and 75 new Leicestershire food businesses were supported by the Council's Trading Standards Service last year. Technical and complex compliance was provided by specialist officers which included issues around allergens and traceability of ingredients. Council animal health officers continue to maintain a presence at livestock markets and undertake inspections on farms across the county. Where an unacceptable level of compliance was not met through the advisory process the Council instituted proceedings where animal welfare or the risk of spreading disease was compromised.

Emergency Management

LLR Prepared, the local resilience forum, brings together local councils, the emergency services and other partners to ensure that effective emergency plans are in place for a range of circumstances.

County Emergency Plans - an ongoing comprehensive programme of plan reviews and training and exercising events is in place within the council to ensure that it is well prepared to respond to emergencies whatever the cause.

Local Community Plans - in December 2016 a new scheme was launched which helps villages to prepare for emergency events such as flooding, storms and other incidents. Residents in Measham were the first in the county to receive equipment, worth £600, under the scheme, which encourages people and communities to come together and produce written plans. Being prepared should be one of a communities top priorities and having a proper plan in place is a keen aim. LLR Prepared launched the scheme. LLR Prepared also helps communities with specialist advice, tools and templates. At the time of writing approximately 50 community plans were in development.

Awareness Raising - in October 2017 a campaign took place to highlight how everyone should plan for emergencies. Leicester, Leicester and Rutland Prepared Week provided advice and information on how communities can react quickly in the face of flooding and other emergencies such as power cuts and flu epidemics. The event was organised by the Local Resilience Forum. Additionally, in March the Council supported a multi-agency LLR Prepared campaign to promote business continuity preparedness to local businesses with a focus on cyber resilience. Well prepared business communities help local areas to recover more quickly from emergencies.

Great Communities

Our Leicestershire Communities Strategy sets out our commitment to develop inclusive and resilient communities that are more self-sufficient, mutually supportive and make a positive difference for local residents.

Communities Strategy – in March 2017 we considered progress on our work to support communities. The Strategy has four priorities helping communities to support themselves, individuals and families; supporting communities to work with public services and deliver better outcomes; helping the voluntary and community sector to be an effective provider; and being outward focussed, transparent and open to new ways of working. Examples of successes include supporting 30 smaller libraries to be run by community groups, launching Local Area Co-ordinators, which signpost vulnerable people to advice and support, SHIRE grants providing funding for communities and voluntary groups, a campaign to highlight what communities can do to support vulnerable people and families and grants to start and grow social enterprises. In June we launched engagement on a refreshed Communities Strategy setting out our continued commitment to work with communities to make a difference to people's lives. The Strategy provides direction for the next five years, with the ambition that communities can thrive, take pride in their local area and are able to help themselves.

SHIRE Community Grants – the SHIRE Community Grants programme makes grants of up to £10,000 available for projects that make a difference to local people in the county. In 2016-17 over £440K was awarded to 93 community-based projects to support vulnerable and disadvantaged people. Of these projects, 37 were for projects to support disadvantaged young people, while a further 30 grants supported projects for older people, adults and people with mental health issues. SHIRE Community Grants are an important mechanism for delivering elements of the Communities Strategy, particularly around empowering communities to take responsibility for local issues, and also in terms of developing and strengthening the local voluntary, community and social enterprise sector. The grants are also a key component of Early Help and Prevention, as they contribute to reducing demand on public services. The outcomes achieved by SHIRE Grant funded projects include: improving health, wellbeing and quality of life; enabling positive lifestyle choices; improving confidence and independence; and enabling vulnerable groups to participate more fully in society.

Community Capacity Building – a range of community capacity building initiatives have progressed including funding for the development of good neighbour schemes facilitated by the Rural Community Council, contracting with VAL to support communities to develop new initiatives that bring people together and develop resilience and resourcefulness and providing a Local Area Co-ordination service to support people to access community resources and build capacity.

Social Enterprises – the Cooperative and Social Enterprise Development Agency (CASE) provide a social enterprise support service across Leicestershire. In 2017, CASE supported over 100 existing and emerging social enterprises to develop their businesses, including: strategic planning, developing robust income streams and accessing other sources of funding. As a result of CASE's input, 28 jobs were created or saved in the social enterprise sector. CASE have also contributed to our approach to Social Value and to wider issues by sitting on the Business Board of the LLEP; providing expert advice around mutualism and alternative service delivery options; offering support to projects supporting business growth such as the Loughborough Generator and offering guidance on alternative finance, such as social investment and community shares.

Countywide Infrastructure Services – support for the voluntary and community sector (VCS) in Leicestershire is provided by an infrastructure services contract. The contract was recommissioned in 2016/17 following review and was won by Voluntary Action Leicestershire. The new service has been jointly commissioned with West Leicestershire CCG and East Leicestershire and Rutland CCG. The service is aligned to the shared objectives of the Council and CCGs, specifically around managing demand through early/community level intervention and prevention, increasing community resilience and more effective delivery of services by community groups. Support for VCS groups is focused on policy and voice - influencing and enabling input and responses to policy and strategy; group support - capacity building by supporting the development of new and existing groups; and volunteering - promoting, developing and supporting volunteering.

Volunteering – we continue to encourage and support people to volunteer, to help their communities, meet new people and learn new skills. In May we supported 'Volunteer 4 Good' which aims to get people aged 50+ more involved with local environmental projects. Activities across Leicestershire included a litter pick for grandparents and grandchildren at Bradgate Park, a dry stone walling taster session in Charnwood, work at Glen Parva Local Nature Reserve and 'Love Food Hate Waste' taster sessions in Anstey. Around 800 people from all backgrounds also took part in a range of volunteering opportunities organised by our Communities and Wellbeing Service last year, including maintaining the garden of a 17 century house to running interactive storybook sessions with under-fives. Although a large number of volunteers were retired (33%) and aged over 60 (35%), a fifth were aged under 25, and a quarter were in employment or studying, highlighting the value placed on volunteering by people of all ages. A study by the Royal Voluntary Service found that volunteering helps to reduce depression and social isolation in older people. It was also found to boost quality of life and life satisfaction.

Great Communities – Heritage and Culture

We continue to seek external income and funding and maximise commercial activity to ensure that Leicestershire has a good cultural offer. In addition tourism is a priority sector for the LLEP and our better place work aims to underpin this approach. Our Communities and Wellbeing Service delivers a range of services including libraries, museums, heritage and archives.

Smart Libraries – we have trialled the installation of smart technology at Syston Library to enable people to access the library outside of the usual opening hours. The smart technology enabled people to access the library, making it more convenient for people who work during the day. Users were able to use their library card to access the building in order to borrow, return and renew items or use the public computers, Wi-Fi and printing and copying facilities. During the trial opening hours increased by 30 hours a week with extra requests for using the venue for community activities. In September, following the successful trial, the self-access technology was approved to roll out to 15 libraries across Leicestershire, as part of wider plans to save £1.3m.

Digital Library Services – the needs of our library customers are evolving rapidly, and we're continually adapting our services to make them as convenient and flexible as possible. In April the Council's library service went on the road to promote its digital services. The service offers access to more than 13,500 e-books, magazines and newspapers, and, over the past 12 months, there's been a surge of interest with 70,000 digital titles borrowed in 2016-17, compared to 30,000 over the previous 12 months. The e-books and e-audiobooks are automatically returned after 21 days, meaning no late fees. In addition, they can be renewed, or returned once read, at any time.

Community Libraries – we have so far transferred control of 30 libraries to community groups, as part of the service's £800K savings. Ongoing contact with the libraries has highlighted the wide range of activities that local communities have established in their library, making them the hub of their local community. A number have increased opening hours and activities have included cinema screenings, author and other local talks and reading activities with children.

Summer Reading Challenge – in July thousands of children turned amateur detective as they participated in the Summer Reading Challenge run by Leicestershire libraries. On the opening weekend more than 600 children signed up to the Animal Agents theme involving a detective agency needing the help of young readers to solve their tricky cases. The Summer Reading Challenge helps youngsters across the county to keep up their reading skills. Children taking part in the challenge have to finish reading or listening to six books during the summer holidays.

1620s House and Garden – opened for its second full season following its relaunch in May 2016 and is showing continued growth in visitors. We've introduced discounted family tickets and updated our room information and interactives to make sure younger visitors have plenty to occupy themselves with games, dressing up and a picture trail, as well as the hands-on exploration of the house and gardens. The

gardens themselves have had a make-over, with heritage vegetables being grown and an improved maze.

Melton Museum – the museum secured grant funding from Arts Council England to look at how it creates stronger relationships with local communities. The early results of this work are encouraging with a range of new partnerships being established and an 8% growth in visitors to the museum after 5 months.

Bosworth Battlefield – in December the Council's Bosworth Battlefield won a top tourism award for the second year running. The heritage centre shared top billing with the King Richard III visitor centre in Leicester in the 'Great Day Out' small visitor attraction category at the Leicester and Leicestershire tourism awards. In August the site held its first 'Medieval Festival', which built on the successful and established annual re-enactment. The broader appeal of the festival seems to have been successful with an increase in visitor numbers and income.

Snibston Improvements – in December we announced a £1.4m investment to help people enjoy Snibston's heritage and country park and to provide extra housing. The investment will enable people to learn about the historic colliery buildings and make more of the country park, with BMX trails and a visitor centre and café. It will be funded by £1m from selling part of the site for up to 133 houses, plus a Council contribution of £400K. The annual running costs of the country park and visitor centre will be covered by income from the car park and centre. The plans include an improved public space near the Scheduled Ancient Monument and an intention to reopen the original gates on Ashby Road and new cycle route connecting the site to the town centre along the disused railway line to Oliver's crossing - providing improved access to the site and better links to the town centre.

Museum Development Programme – the service has again secured 3 years of grant funding from Arts Council England to deliver the Museum Development Programme for the East Midlands, for 2018 - 2021. The programme was commended for the quality of its outcomes against Arts Council England's 5 goals.

Record Office - the Record Office has had a number of notable events this year. In February it launched a new resource created in partnership with 'Find My Past', which provides access to 1.8m high quality digital records covering 5 centuries. In August the office submitted its accreditation application and in September it celebrated its 70th Birthday.

Registration Service – in 2016/17 our Registration Service carried out 14,400 registrations with 2,300 weddings and civil partnerships conducted, 5,000 births, and 600 people officially welcomed into Leicestershire as British citizens. 60,000 people visited the Celebrate in Leicestershire website.

World War 1 Commemorations – in November Century of Stories, a Heritage Lottery funded project exploring social history relating to the individual and shared legacy of war, won two national awards in the 'Community Research and History' and 'Children and Young People' categories at the Remember WW1 awards. The heritage-based project, which runs until 2018, is supported by volunteers who empower people across Leicestershire to research and share their WW1 related

stories. They recognise how collectively the people of Leicestershire have contributed to the national commemoration of WW1. So far over 200 volunteers have been involved with the project, 1000 school pupils have used the project's unique Leicestershire based schools pack and 450 local people have attended a history café or a drop in session.

Green Plaques – in December we unveiled a green plaque to mark the site of a meteorite that broke up over the village of Barwell in 1965. It remains one of the largest meteorite falls recorded in Britain, and the green plaque marks its arrival from the skies 51 years ago. In June pioneering inventor Sir Frank Whittle was honoured with a green plaque at the Leicestershire site where he developed the jet engine. The plaque was installed at the Ladywood Works in Leicester Road, Lutterworth where Sir Frank's workshops and test sites were located. In August the names of the latest six winners to be honoured with a green plaque were announced following 6,000 public votes being cast. A nurse in the Crimean War, Drill Hall in Melton, Heathcote and Boden's Lace Factory, John Kenney, Tommy Brown and William Pearson will all be subject to the awards.

HM The Queen - the Council's School Food Service held a competition to design a card to celebrate the Queen's 90th birthday. It also organised street parties for schools which were attended by over 37,000 pupils in Leicestershire. Leicester and Leicestershire were honoured by the presence of The Queen at Leicester Cathedral for the Royal Maundy Service. The Council's Civics Team played a major role in supporting Leicester Cathedral in planning and preparation for the event.

Armed Forces - in June a decorated war veteran, John Cassie, 91, from Leicester, who swept the seas for mines during the Second World War helped fly the flag for our armed forces and their families during armed forces week. John raised the Armed Forces Day flag at the Council's Stand Easy memorial on 19 June. Leicestershire also marked the day with a service at Leicester Cathedral, followed by a parade of more than 400 service personnel, veterans and cadets. The event recognises the sacrifice and contribution made by veterans, serving members of the armed forces, reservist troops and their families.

Future for Communities and Wellbeing Services – in September we considered proposals necessary for further savings in community services including a business case for bringing together archive and museum collections into one hub replacing five current venues; exploring alternative management arrangements for the Century Theatre including community management; reviewing the green plaques scheme and the mobile library service to find ways of reducing costs, talking to partners about future options for support service Care Online; and exploring a new model for hosting of the Portable Antiquities Scheme. Budget pressures which require further savings of £1.3m by 2020/21 are ramping up, leaving us with tough choices and it's essential to look at future options for a number of services. We are having positive discussions with volunteers about developing the Century Theatre, and are keen to see how it can grow as a community arts venue.

Great Communities – Environment and Waste

Protecting the environment and rural character of the county is an important issue and we are implementing a range of plans to do this including our Environment Strategy, Carbon Reduction Strategy and Waste Management Strategy. Our commitment to a better environment is demonstrated by our work to reduce our environmental impact. We continue to manage our environmental impact across a wide range of issues, including reducing energy consumption, business miles, paper use and office waste.

Greenhouse Gas Emissions – during 2016/17 we reduced the amount of greenhouse gas emissions for the Council by over 20% compared to the previous year, with total emissions of 21,178 tonnes. The reduction has been 37.3% compared to 2008/09. This means that the emissions target has exceeded the target projection for the first time. The significant contributors to this were the installation of the biomass boiler at County Hall and the street light replacement programme which is replacing sodium lights with LED lights. The government has released the latest carbon emissions data for Leicestershire and the rest of the country based on 2015 figures. The figures for those factors under the Council's influence show a steady decrease since 2005 where emissions per head decreased from 7.7 to 5.4 tonnes per person over the last ten years.

Community Energy Schemes – we invite applications for projects in the county to receive Shire climate change grants of up to £5,000. The initiative is designed to help improve the energy efficiency of community buildings, reduce carbon emissions and contribute towards minimising the effects of climate change. Eligible projects can include energy audits, installation of heating systems, roof or cavity wall insulation and renewable energy systems. The grants have already benefitted a number of organisations including parish councils, community and faith groups, charities and village hall management facilities. For example in 2016/17 Saint Michael's Parish Church in Stoney Stanton received a Shire grant of over £2,300 for an LED lighting project.

Electric Cars – we are piloting use of an electric pool car. By replacing some of the miles travelled in staff private cars it will provide a cleaner and greener mode of travel and is also expected to bring cost savings. Electric cars are cheaper to run and produce zero exhaust emissions, helping tackle poor air quality. We are also exploring the business case for installing additional charging points in anticipation of the growing popularity of electric cars.

Water and Energy Strategy - following the approval of our Energy Strategy in 2014 we have invested significant capital in energy saving technologies, including a biomass boiler at County Hall, solar panels on Council buildings and the conversion of street lights to LED. As a result of the investment we have reduced building running costs by nearly £420K per annum. Renewable technologies now provide nearly 11% of our energy usage and earn us about £130K p.a. The upgrading of street lights is reducing energy use and generating savings of £680,000. We are also engaging with schools to help them to upgrade their assets to make them more energy efficient. In relation to our corporate Energy Strategy £0.4m has been spent

on upgrading lighting, boilers and heating controls at Council premises. The Energy Score+ Programme has seen £0.2m spent completing works at the Bosworth Academy on solar panels and LED lighting. This will deliver on-going revenue savings for the school.

Energy Efficiency Project – in June we unveiled plans to help cut costs and carbon emissions across the public sector by setting up a new energy efficiency project supporting councils, NHS, police, fire and other public organisations across the Midlands. The scheme will provide support on a range of measures including solar panels, LED lighting and biomass boilers.

Waste Prevention, Reuse and Recycling

Recycling and Household Waste Sites – in July 2017 management of 13 of the 14 recycling and household waste sites across Leicestershire was brought in-house, saving £400K a year. The change gives us more control over the service and more flexibility to respond to changes and manage demand. The 13 waste sites continue to operate at current levels with no changes to site opening days or hours. A range of items can be recycled at the sites, including electrical items, cooking oil, tetra pak cartons, household batteries, and garden waste. A programme of small improvements and works to ensure environmental compliance at the waste sites and transfer stations also continues.

Waste Prevention, Reuse and Recycling - during 2016/17 we delivered over 30 talks and activities and over 35 classes on waste prevention and recycling across the County. We also engaged with over 5,300 residents at engagement events. We became a supporter of the Sustainable Clothing Action Plan which is a collaborative framework and voluntary commitment to deliver industry-led targets for reducing the use of resources in the clothing industry.

Reducing Food Waste – statistics show that one in five bags that leave a supermarket will be thrown away uneaten, which costs individual households more than £700 a year. In Leicestershire, alone, more than 120,000 tonnes of food is thrown out every year. In the past we have run food waste challenges and our 'Love Food, Hate Waste' volunteers offer free advice and cooking classes. In August 2017 it was announced that an award of £20,000 from Sainsbury's 'Waste less, Save more' campaign will help us tackle the amount of food waste across the county. We are launching three community kitchens as part of a scheme to get people thinking about what food they throw away at home. The kitchens will open in Earl Shilton, Barwell and Wykin. We are also encouraging volunteers to keep the community kitchens running after the initial 10 week course.

Composting - we continue to offer residents the chance to purchase cut-price compost bins in a bid to reduce the amount of organic waste sent to landfill. Each year Leicestershire residents throw away over 300,000 tonnes of rubbish into their bins. Over 22% of that is uncooked fruit, vegetables and garden waste that could have been composted rather than binned. Home composting is relatively easy and can help to improve the quality of soil in gardens whilst reducing the council's costs.

Waste Treatment – in 2016 we considered our commissioning options for the treatment/disposal of residual waste post 2020, and decided to enter into medium term (up to 2026-2031) merchanting arrangements to utilise available waste treatment and disposal capacity within the marketplace.

Natural Environment

Green Spaces – we are committed to growing Leicestershire's green spaces through a sustained programme of hedge and tree planting. In July we announced that we were continuing to work with the Woodland Trust to support schemes to increase the county's trees and hedges. There are a number of council schemes available for landowners and farmers, across Blaby, Charnwood, and Hinckley and Bosworth, aimed at increasing tree and woodland cover along with hedgerows for improving habitat connectivity. The schemes include a Targeting Tree Disease pack, a MOREhedges pack and a MOREwoods pack. During 2016/17 1.9km of new hedgerow was planted along with 475 hedgerow trees.

Rural Environment – during 2016/17 a series of workshops was held designed to improve greenspaces and habitats. People wishing to hone their rural skills signed up for a wide range of courses. The sessions were supported by the Council in partnership with local district councils. Courses on offer included pond management, woodland management and hedge laying.

Countryside Show - following the success of last year's show the Countryside Show returned in August 2017. Beacon Hill Country Park hosted the show balancing the very best of countryside life and a food marketplace. More than 6,000 visitors entered the gates of the show in 2017.

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**Leicestershire
County Council**

Annual Performance Compendium

| 2017



Published December 2017

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Inequality in Funding and Fairer Funding Campaign

Low funding remains the Council's Achilles heel and without a fair system local services could be cut to the bone. The Council's financial position moving forwards continues to be extremely challenging. The list of authorities going public with major financial issues such as Northamptonshire, Somerset, Buckinghamshire and Lancashire continues to grow, many of whom accompany the County Council at the bottom of the funding league table. The position is serious with major implications for the provision of services to the people of Leicestershire.

Extent of Funding Inequality

In terms of the scale of inequality, Leicestershire would be over £400m better off if we had the same income per head as one of the highest funded authorities, the London Borough of Camden. Chart 1 sets out the extent of current funding inequality. Given Camden's funding per head our budget would more than double and we would be looking to invest in services and not cut them. By 2021 we will have taken almost a quarter of a billion pounds out of the spending budget. This is why we must succeed in securing fairer funding, before we become unable to fund statutory services.

Lowest Funded County

Leicestershire remains the lowest-funded county council in the country with greater risks to service delivery and improvement as a result. If we were funded at the same level as Surrey, we would be £104m per year better off. Preliminary analysis shows a good correlation between the higher funded counties and higher overall service standards and performance levels. This low funded position means that the scope to make further savings is severely limited compared to other authorities.

However reductions in government funding are making it increasingly difficult to maintain good delivery levels and target service improvements where required. Leicestershire has planned ahead for reduced funding and saved £161m so far. But with a further £66m to save, £23m of which is unidentified, balancing the books is harder than ever. Without fair funding, we could be cutting to the bone of public services. Some of the identified savings areas are set out later in this report.

National Review

For a number of years, the Council has been pressing the Government for change - and they have agreed that a new approach is required. The Government has announced that it is revising the way in which local government funding is calculated, with the aim of having a new system in place by 2020/21.

Alternative Funding Model

Last year, supported by Leicestershire's seven MPs, we presented the new simplified funding model to ministers and senior civil servants at Westminster. We've developed a simple, clear formula, based on factors that drive demand for local services. It allocates money in a fair way, based on need, and narrows the gap between the highest and lowest funded councils. If implemented, the funding model would unlock an extra £53m for Leicestershire, reducing the need for further cuts. Charts 2 and 3 show current funding compared to income deprivation and population aged 65+ respectively. The charts show how the current funding model doesn't reflect needs or issues such as the ageing population. Charts 4 and 5 show the Council's simplified funding model and how this allocates funding in a fairer way based on need and with a narrower gap in funding.

Our [new model](#) allocates money in a fair way, based on need. This is a more just way of distributing money, and importantly, gives Leicestershire its fair share. It is a simple, clear formula, based upon factors that drive demand for local services, such as the number of older people, the length of roads travelled by HGVs and the number of school-age children. It also narrows the gap between the highest and lowest funded councils.

We are not taking a parochial approach to this issue. We are interested in the total resources coming into local areas for a number of public services, not just county council services. The analysis completed shows that a number of authorities outside London, including cities and counties, are disadvantaged by the current methodology. The work we are doing will hopefully be helpful to many councils.

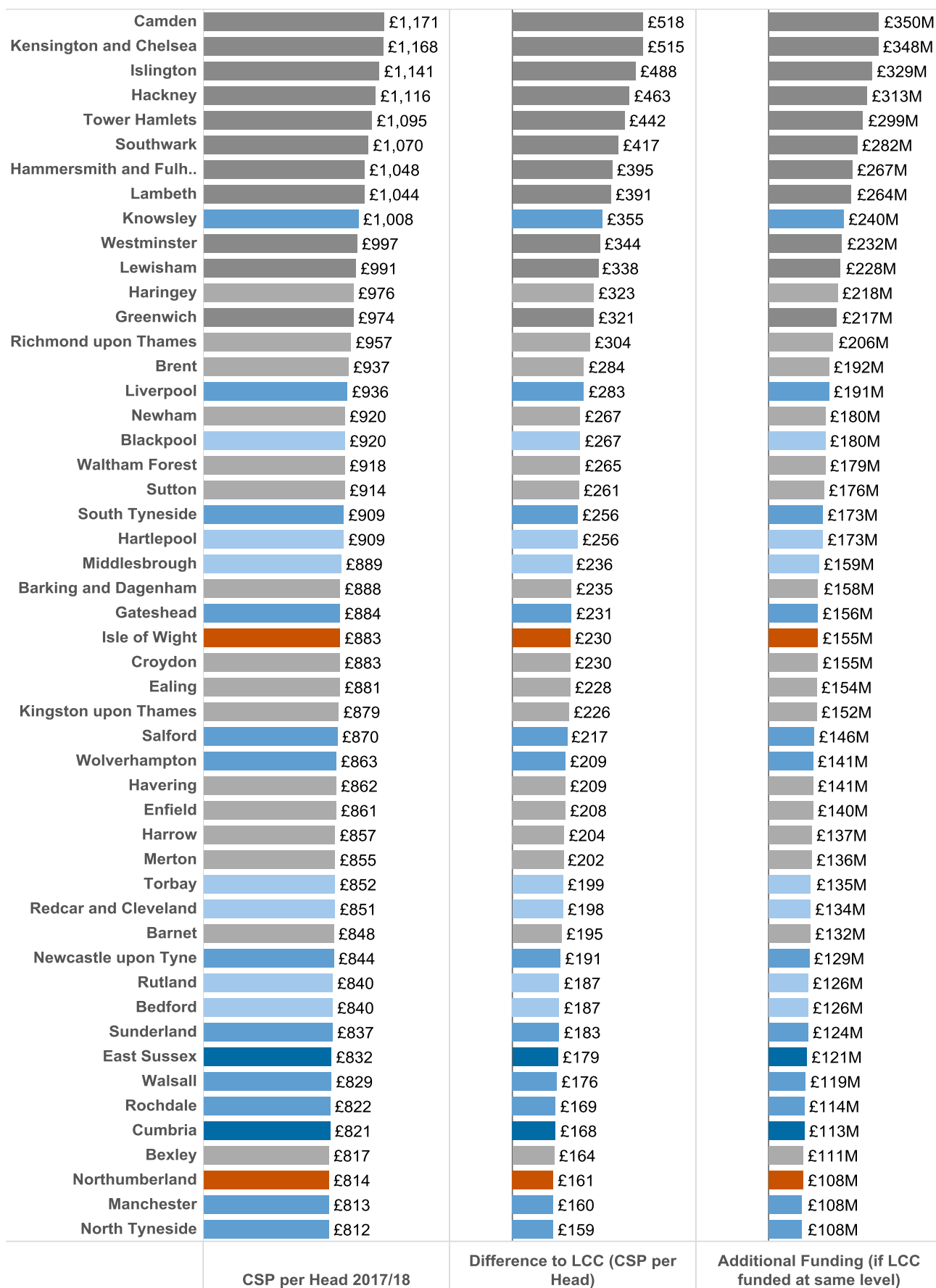
Fair Funding Campaign

In August we renewed our campaign to ensure that Leicestershire gets a fairer deal. The time is right to make fair funding a reality. The County Council believes that the current system does not share national resources fairly, and this view is shared by many others in local government. It does not match funding with an area's needs, is out-of-date, complex and unclear, and is based upon old systems which focus heavily on past spending levels. We continue to work closely with the leaders and treasurers of fellow low funded authorities - Worcestershire, Lincolnshire, Staffordshire and East Riding - and have produced and signed off on a joint response for the recent Fair Funding consultation.

Impact of Cuts on Performance

The extent of service reductions made has already impacted some areas of service delivery and performance and further cuts to come will put at risk other priority areas. The later sections of this report set out the current performance position, progress, service pressures and current risks to delivery.

Core Spending Power - All upper tier authorities (page 1 of 3)



Authority Type

- County Unitary
- Borough Unitary
- Met District
- County Council
- Inner London Boro
- Outer London Boro

Core Spending Power - All upper tier authorities (page 2 of 3)

Oldham	£812	£159	£107M
Halton	£812	£159	£107M
Sandwell	£812	£159	£107M
Blackburn with Darwen	£812	£159	£107M
Sefton	£810	£157	£106M
Devon	£808	£155	£105M
Wirral	£807	£154	£104M
Surrey	£807	£154	£104M
Hillingdon	£805	£152	£103M
Kingston upon Hull, Cit..	£804	£150	£102M
Hounslow	£801	£148	£100M
Herefordshire, County of	£801	£148	£100M
St. Helens	£799	£146	£98M
Nottingham	£797	£144	£97M
Bromley	£795	£142	£96M
Bristol, City of	£793	£140	£94M
Birmingham	£792	£139	£94M
Reading	£788	£135	£91M
Durham	£786	£133	£90M
Cornwall	£784	£131	£89M
Brighton and Hove	£784	£131	£88M
Dorset	£784	£131	£88M
Darlington	£782	£129	£87M
Redbridge	£778	£125	£84M
North East Lincolnshire	£778	£125	£84M
Stoke-on-Trent	£775	£122	£82M
Leicester	£774	£121	£82M
Norfolk	£773	£120	£81M
North Yorkshire	£770	£117	£79M
Rotherham	£768	£115	£77M
Tameside	£765	£112	£75M
Cheshire West and Che..	£763	£109	£74M
West Berkshire	£760	£107	£72M
Telford and Wrekin	£756	£103	£69M
Lancashire	£756	£103	£69M
Essex	£753	£100	£67M
Wandsworth	£748	£94	£64M
Central Bedfordshire	£748	£94	£64M
Stockport	£746	£93	£63M
Sheffield	£745	£92	£62M
Buckinghamshire	£745	£92	£62M
Shropshire	£744	£91	£61M
Plymouth	£743	£90	£61M
Stockton-on-Tees	£742	£89	£60M
Bolton	£742	£89	£60M
Bradford	£742	£89	£60M
West Sussex	£739	£86	£58M
Barnsley	£738	£85	£57M
Doncaster	£736	£83	£56M
Somerset	£735	£82	£55M
	CSP per Head 2017/18	Difference to LCC (CSP per Head)	Additional Funding (if LCC funded at same level)

Authority Type

- County Unitary
- City Unitary
- Borough Unitary
- Met District
- County Council
- Inner London Boro
- Outer London Boro

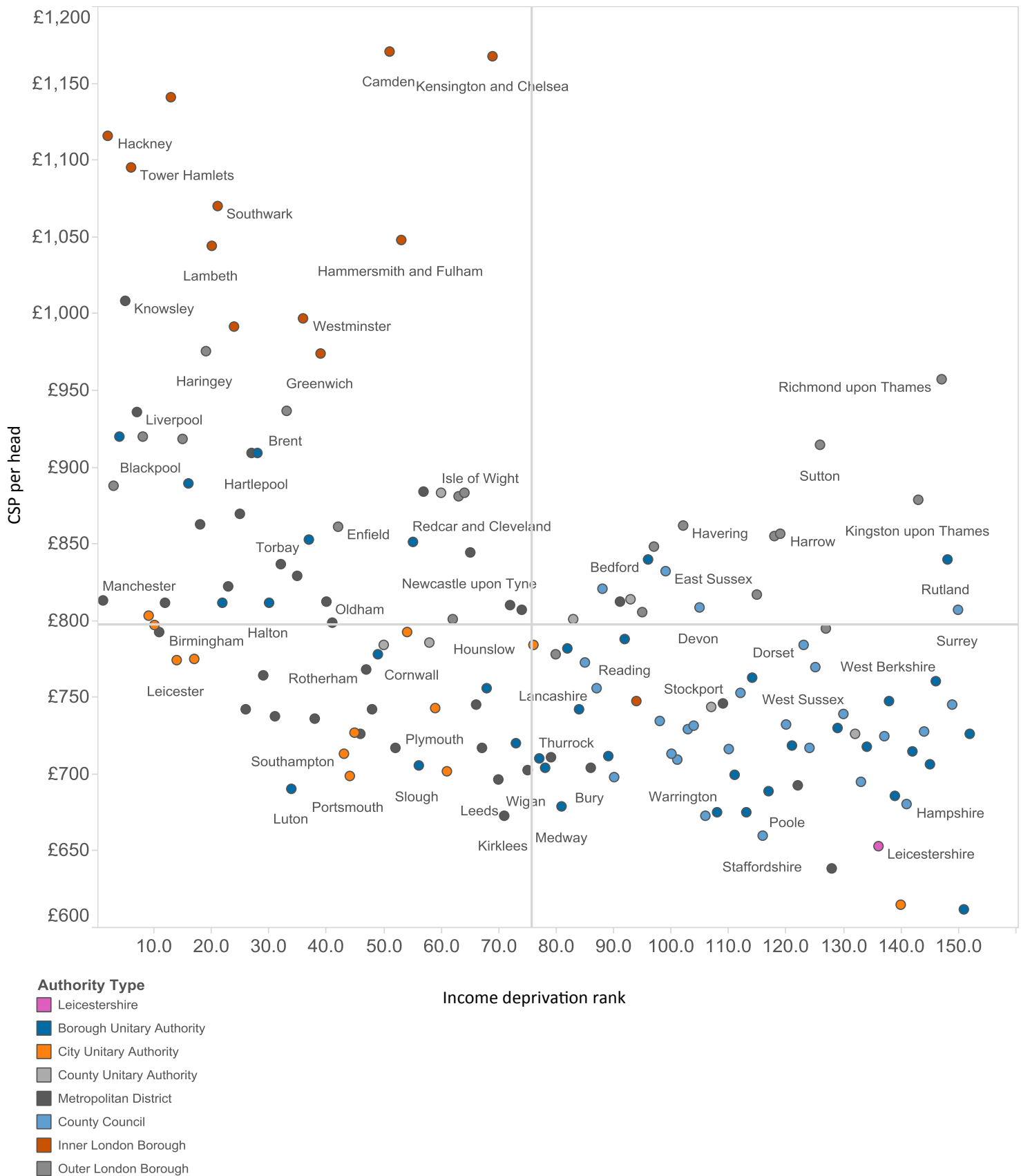
Core Spending Power - All upper tier authorities (page 3 of 3)

Warwickshire	£733	£79	£54M
Kent	£732	£79	£53M
North Somerset	£730	£77	£52M
Nottinghamshire	£730	£76	£52M
Oxfordshire	£727	£74	£50M
Peterborough	£727	£74	£50M
Coventry	£726	£73	£49M
Wokingham	£726	£73	£49M
Wiltshire	£726	£73	£49M
Hertfordshire	£725	£72	£48M
Southend-on-Sea	£720	£67	£45M
East Riding of Yorkshire	£719	£66	£44M
Cheshire East	£718	£65	£44M
Wakefield	£717	£64	£43M
Gloucestershire	£717	£64	£43M
Calderdale	£717	£64	£43M
Worcestershire	£716	£63	£43M
South Gloucestershire	£714	£61	£41M
Southampton	£713	£60	£40M
Derbyshire	£713	£60	£40M
North Lincolnshire	£711	£58	£39M
Dudley	£711	£58	£39M
Thurrock	£710	£57	£39M
Suffolk	£709	£56	£38M
Bracknell Forest	£706	£53	£36M
Slough	£706	£53	£36M
Bury	£704	£51	£35M
Bournemouth	£704	£51	£34M
Wigan	£702	£49	£33M
Derby	£702	£49	£33M
Milton Keynes	£700	£47	£31M
Portsmouth	£699	£46	£31M
Lincolnshire	£698	£45	£30M
Leeds	£696	£43	£29M
Cambridgeshire	£695	£42	£28M
Solihull	£693	£40	£27M
Luton	£691	£38	£25M
Poole	£689	£36	£24M
Bath and North East So..	£686	£33	£22M
Hampshire	£680	£27	£18M
Medway	£679	£25	£17M
Warrington	£675	£22	£15M
Swindon	£675	£22	£15M
Kirklees	£673	£20	£13M
Northamptonshire	£673	£20	£13M
Staffordshire	£660	£6	£4M
Leicestershire	£653	£0	£0M
Trafford	£639	£14	£10M
York	£615	£38	£26M
Windsor and Maidenhe..	£612	£41	£28M
	CSP per Head 2017/18	Difference to LCC (CSP per Head)	Additional Funding (if LCC funded at same level)

Authority Type

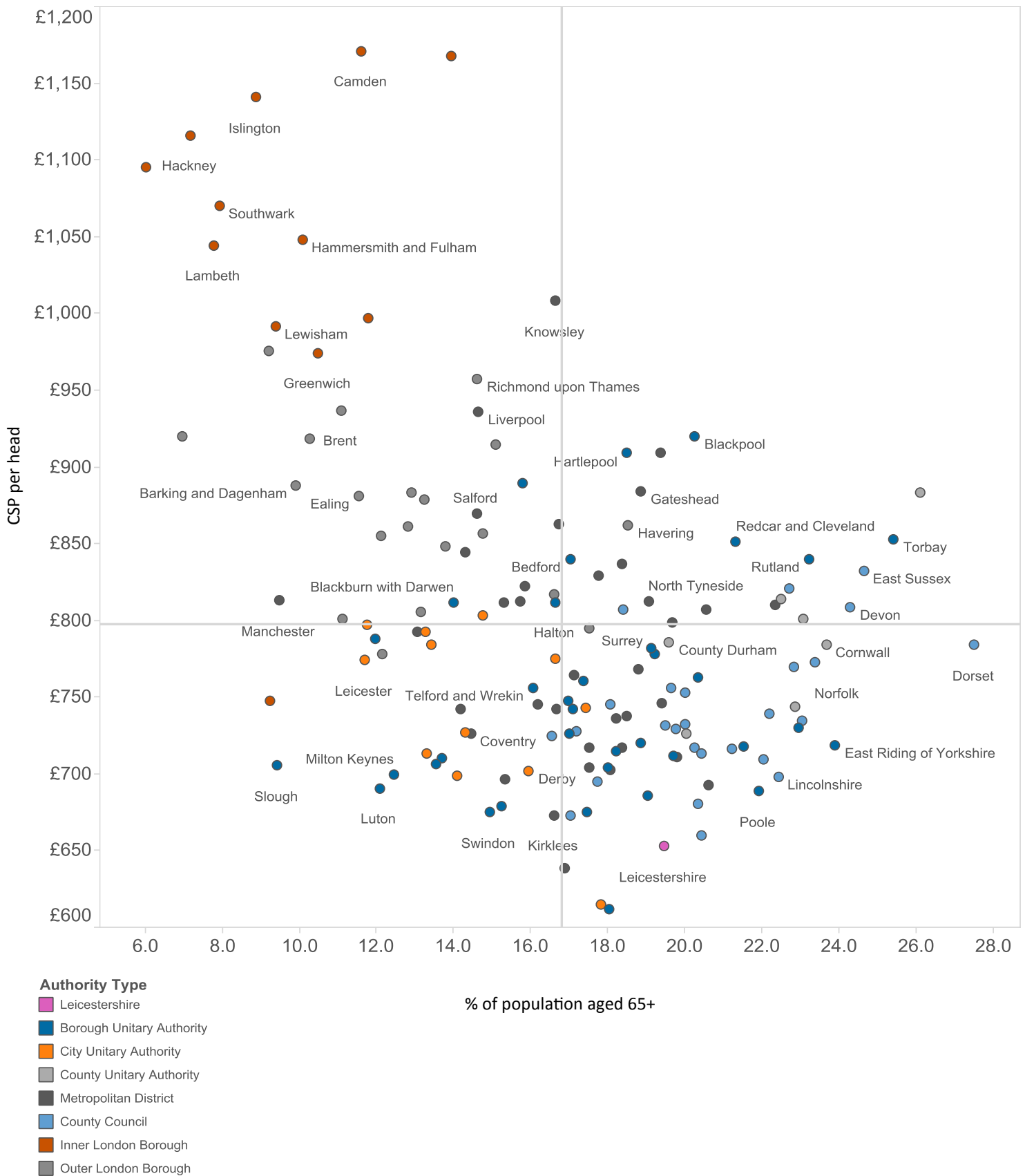
- County Unitary
- City Unitary
- Borough Unitary
- Met District
- County Council
- Leicestershire

CSP per head 2017/18 compared to Income Deprivation rank (1 = most deprived)



Rank of average rank for all neighbourhoods for ID2015 Income Deprivation (Source: DCLG, 2015)

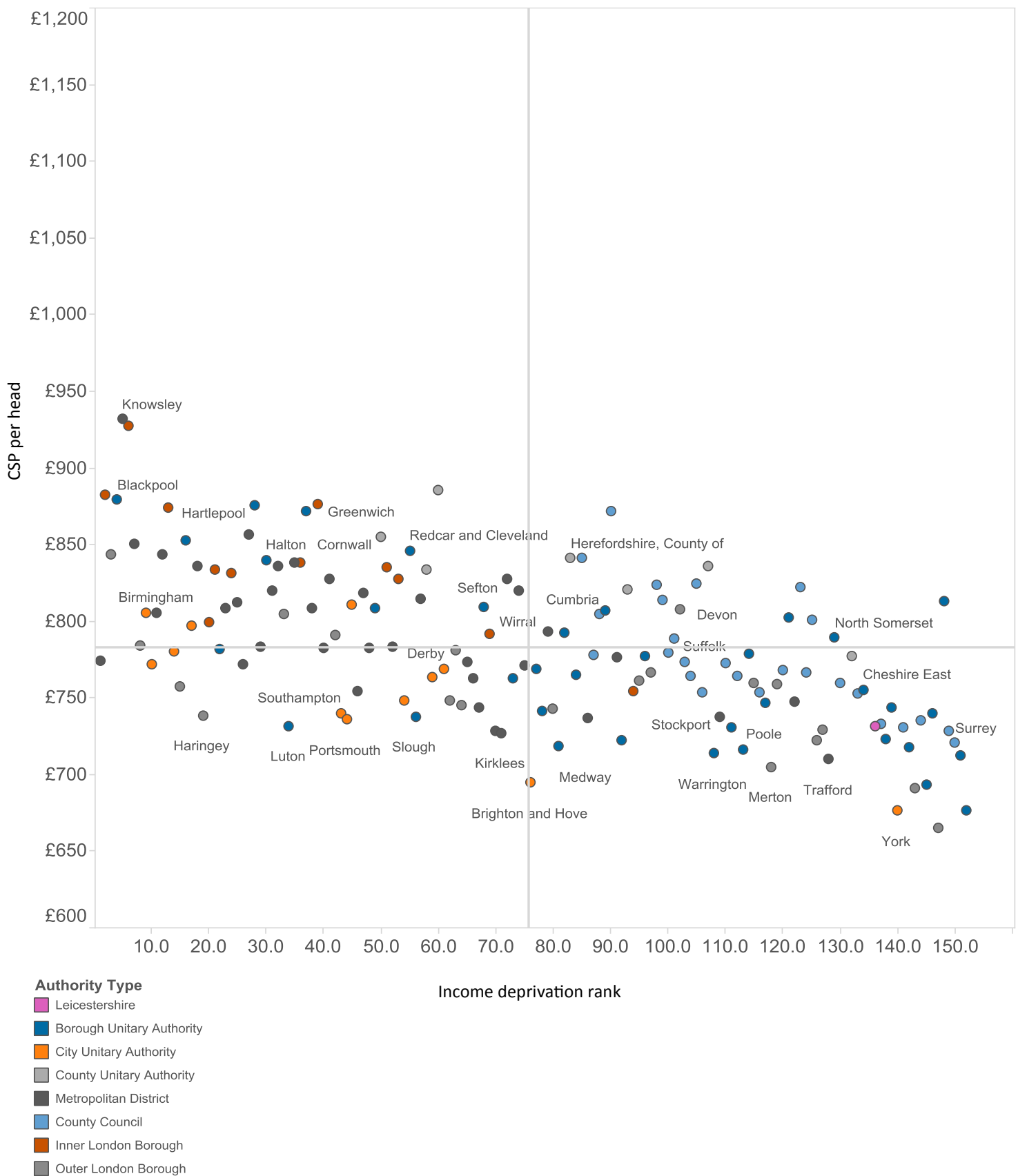
CSP per head 2017/18 compared to proportion of the population aged 65+



Modelled CSP compared to need

Chart 4

Modelled CSP per head compared to Income Deprivation rank (1 = most deprived)



Rank of average rank for all neighbourhoods for ID2015 Income Deprivation (Source: DCLG, 2015)

This scatter plot illustrates the relationship between the percentage of the population aged 65 and over and the Cost of Social Protection (CSP) per head across various UK local authorities. The y-axis represents CSP per head in pounds, ranging from £600 to £1,200. The x-axis represents the percentage of the population aged 65+, ranging from 6.0 to 28.0. A vertical line at approximately 16.8% and a horizontal line at approximately £785 provide reference points. Data points are color-coded by authority type: Leicestershire (pink), Borough Unitary Authority (dark blue), City Unitary Authority (orange), County Unitary Authority (grey), Metropolitan District (dark grey), County Council (light blue), Inner London Borough (brown), and Outer London Borough (dark grey). Many points are labeled with the name of the local authority.

Authority	% of population aged 65+	CSP per head (£)	Authority Type
Tower Hamlets	6.5	930	Inner London Borough
Hackney	7.5	880	Inner London Borough
Islington	9.0	875	Inner London Borough
Greenwich	10.5	875	Inner London Borough
Hammersmith and Fulham	7.0	785	Outer London Borough
Manchester	9.5	775	Metropolitan District
Slough	9.5	740	Metropolitan District
Ealing	11.5	780	City Unitary Authority
Brent	11.5	805	Metropolitan District
Luton	12.5	730	City Unitary Authority
Enfield	13.5	745	City Unitary Authority
Liverpool	14.5	845	Metropolitan District
Peterborough	14.5	820	City Unitary Authority
Salford	15.0	810	Metropolitan District
Leeds	15.5	735	Metropolitan District
Knowsley	16.5	935	Metropolitan District
Hartlepool	17.0	840	Metropolitan District
Walsall	18.0	840	Metropolitan District
Blackpool	20.5	880	Borough Unitary Authority
Lincolnshire	23.0	870	County Council
Torbay	25.5	875	Borough Unitary Authority
Isle of Wight	26.0	885	County Council
Norfolk	24.0	835	County Council
East Sussex	24.5	815	County Council
East Riding of Yorkshire	27.5	825	County Council
Sefton	22.5	825	Metropolitan District
Dudley	20.0	790	Metropolitan District
Suffolk	22.0	770	County Council
Leicestershire	19.0	735	Leicestershire
Warrington	18.0	680	Metropolitan District
Wokingham	17.0	660	Metropolitan District
Bracknell Forest	14.0	695	Metropolitan District
Kingston upon Thames	12.5	690	Metropolitan District

9

Financial and Service Pressures

Delivering on our outcomes and ambitions for Leicestershire continues to be hampered by low funding. The overall 2016/17 local government funding settlement as a whole involves a 7.8% real terms cut in spending power from 2015/16 to 2019/20. Over the period 2010/11 to 2015/16 authorities had a real terms reduction in spending power of 23.4%. The Council itself continues to face a very difficult financial position. Over the medium term the combination of an ageing and growing population and static income will put us under increasing financial pressure that means we need to continue to save money.

The serious financial position is particularly of concern for a low funded authority such as Leicestershire with limited room for further savings. It is very unlikely that the Council when it rolls forward the MTFS into 2021/22 will be able to identify sufficient savings to bridge the funding gap in later years. To balance the budget without a significant impact on services will require a major efficiency initiative and a successful outcome to the fair funding campaign.

Whilst the four-year finance settlement has already confirmed that financial pressures will continue over the course of the current Parliament, the extension of austerity suggests that the UK is not yet halfway on the road to economic stability. The deepening financial crisis in the NHS, proposed funding reforms in education and local government, and the expected transfer of new responsibilities to the County Council suggest that the second half of this period of austerity is going to be much harder than the first.

MTFS Requirements and Budget Pressures

Our current Medium Term Financial Strategy (MTFS) includes £66m of savings of which £23m have yet to be identified. In September we published an updated financial picture which showed that a further year of austerity and rising demand could push up the council's budget gap to £40m by 2021/22. The financial position is compounded by Leicestershire being the lowest funded county in the country. The £40m gap is on top of the £204m of savings the council is set to have achieved by 2021. Budget pressures identified in the report include: rising demand in children's social care - a 36% increase in children in care since 2012 plus the cost of residential care requires growth of £5m; Ash dieback – expected to cost around £5m to deal with danger from fallen trees; public sector pay cap – each 1% rise equates to £1.5m.

Delivery of our current MTFS requires savings of £66m to be made from 2017/18 to 2020/21. Our updated MTFS therefore sets out in detail the £43m of savings planned and proposed reviews that will need to identify further savings to offset the £23m funding gap in 2020/21. To ensure that the MTFS is a credible financial plan unavoidable cost pressures have been included as growth. By 2020/21 this represents an investment of £25m, primarily to meet the forecast increase in demand for social care.

County Council Further Service Reductions and Transformation

Examples of identified savings that are due to be introduced over the next four years include £4.3m from children's social care placements, by using more foster care, £1.3m by introducing smart self-access libraries and a central museums collections hub and £400,000 from a review of how recycling and household waste sites are run. Areas where the council will have to consider further savings, to help bridge the £23m gap, include savings from providing a more joined-up service with partner organisations to support disabled people, a further review of the £10m social care and special educational needs transport budget (see more details below) and reviewing services where the council could generate income.

Attention will also need to be given to services funded by specific grants as these services are exposed to grant cuts and demand increases with shortfalls typically falling on the council budget. This is the eighth austerity budget and savings of £177m have already been achieved. The identification of new savings will be very challenging.

Refreshed Transformation Areas – we have refreshed our Transformation Programme for the period 2017 to 2021 to align with the complex financial challenges and priorities facing the organisation. An additional £23m savings will be delivered within the new Transformation Programme, £20m will be delivered by departments with new commissioning and business strategies identifying operational efficiencies and service changes, with an extra £23m savings still to be identified. Transformation changes will involve –

Remodelling Service Delivery – education high needs block, LED conversion, children's centres, alternative fleet provision and education of children in care.

Promoting Independence – help to live at home, revised community and wellbeing service, smart libraries, social care service transitions and whole life disability strategy.

Service Commissioning – reduced cost social care placements, external commissioning review, recycling credits, review of personal budget allocations, SEN/social care transport.

Modern Council – operational highways review, ASC workforce strategy, new department operating models, revised Council target operating model, household waste site delivery.

Maximising Income – increasing Commercial and Traded Services contributions, highways and transport income charging, council tax and business rates, commercialism.

SEN Transport cost pressures and changes – a new approach to some school transport delivery is being considered. The proposals could see changes to the special educational needs (SEN) school transport service and the home to school transport service. Including reducing the level of discount available to students from low income families and stopping council arranged taxi and minibus provision for transport students to post 16 education and providing direct financial support instead. The changes have been put forward as SEN transport costs have increased from £6.5m in 2011/12 to £9.2m in 2016/17 – an increase of 42%. The costs are expected to grow further by 4%-5% every year unless something is done to manage this spend. The council does not have a statutory duty to provide home to school and college transport free of charge to students aged 16 to 19 in the same way it does for children aged between five and 16 years old.

CIPFA and Institute for Government Analysis of Performance

A report by CIPFA and the Institute for Government in spring 2017 took a data driven analysis to look at the performance of government, with a particular focus on hospitals, adult social care, schools, prisons and the police. In the context of the government being committed to implementing further reductions in public spending while maintaining or in some cases increasing quality such as creating a seven day NHS and closing the attainment gap between school pupils from different backgrounds.

The report attempts to shed light on the extent to which public services are at breaking point or whether there is room for more efficiency. The report identifies signs of mounting pressure in some public services for example people waiting longer for hospital services such as A and E, while clinical standards have held up this has been achieved through record deficits. Delayed transfers of care have also risen sharply in some areas. Since the review the trends have intensified, pushing services such as adult social care towards breaking point. Indeed the Health Secretary has acknowledged there are 'extraordinary pressures' in the health and care system.

In response the Government allowed councils to bring forward council tax increases to provide short term extra funding. The report concludes that the pressures on services are real and easy to identify and within the next two years the government could face failing public services and breached spending controls. It asks the government to take seriously the emerging signs of pressure such as recruitment problems and rising stress levels.

Adult Social Care Nationally

In the Care Quality Commission's annual report to Parliament on the state of health and adult social care services, CQC warned that the adult social care sector was "approaching a tipping point" and its fragility could put the quality of care that people should expect to receive at risk. This followed calls from bodies representing adult social care providers, commissioners, people who use services and elsewhere that the sector was not appropriately set up to meet current and anticipated demand.

In the Spring Budget 2017, the government announced an additional £2bn for councils in England over the next three years for adult social care. This money was made available for three purposes: to increase the numbers of care packages available; to stabilise the social care market; and to help the NHS.

The CIPFA and IfG report takes a specific look at adult social care where nationally spending has fallen by 6% in real terms since 2009/10. The report identifies that local authorities have been grappling with tightening budgets, rising costs and rising demand for some time. The response has been a reduction in the numbers receiving care, and squeezing the fees paid to independent providers.

Adult social care money comes from the Department for Communities and Local Government (DCLG). The DCLG budget for local government has been cut by 60% since 2011/12 and is set to fall to £3.3b by 2020, an 88% reduction over nine years. Spending on ASC fell by 10% up to 2014/15. Spending fell by at least 20% in 25 local authorities. Since 2009 the number of people aged over 65 in England has increased by 16%. This is set to rise by a further 6% by 2030. At 65 most people have at least one long term health condition and by 75 most have at least 2. As better health care has improved life expectancy the number with long term needs has increased. Between 2009/10 and 2013/14 the number of adults with learning disabilities rose by 20%.

The number of people receiving state-funded care has been reduced by a quarter, with most of those reductions in community care. It is in the area of community care that there has been the largest decline (28%) fewer people receiving services up to 2013/14. The report points out that a wide range of things can happen to people who might previously have received state funded care including they may receive short term interventions such as reablement, fund their own care, rely on informal care, live with basic needs unmet or end up in hospital.

The average fees paid to social care providers have fallen by 6.2% since 2011. The financial pressure on providers compounded by the national living wage is pushing up costs. At the same time providers are facing difficulties recruiting and retaining staff. The Local Government Ombudsman has also seen increases in complaints for home care and residential care.

CIPFA highlighted CQC concerns that almost 30% of providers provided low-quality care and also lacked the capacity to improve. 47% of providers re-inspected after a 'requires improvement' rating remained at that level and 8% slipped further. 82% of social care directors reported providers in their area were facing quality challenges.

Local Adult Social Care Pressures

Locally the most pressing concern for the adequacy of the local adult social care service is the workforce. Social worker and community support worker roles are in short supply with vacancies covered by temporary or agency staff. We have therefore implemented a workforce strategy and are initiating a recruitment and media campaign to increase the workforce capacity. An apprenticeship scheme is

proposed using Adult Social Care grant funding to work with home care providers to enhance career pathways.

Quality standards for contracted services form part of the core agreement and providers are monitored against these standards. The Council has embargoed or restricted placements at 8 residential care locations, 3 domiciliary care providers and 1 supported living provider. CQC were taking action in relation to 5 home care providers and 20 residential/nursing care providers in Leicestershire. Whilst 77.8% of local providers are rated good or outstanding, better than the national average, 22.2% require improvement. One residential care home closed for financial reasons. Occupancy levels were running at 90% across residential and nursing homes. The withdrawal of large home care providers from lots has created difficulties at implementation with temporary providers operating. We continue to aim to work with fewer partners for home care, supported living and community life choices. This has included supporting new providers into the market.

Local Children's Social Care Pressures

Ofsted is seeking to drive higher regulatory quality standards in children's social care delivery through its demanding inspection and performance regime. The Council was inspected under the regime in autumn 2016 and while Ofsted highlighted many positive aspects it also highlighted a number of areas of practice that required improvement to meet its new 'good' level of practice. Some key pressures highlighted at the time in the Ofsted report include:-

- *Some services being inadequately resourced including capacity and processes in First Response Services and lack of development programmes for practitioners and first line managers, lack of regular supervision meetings;*
- *Caseloads in some areas being too high;*
- *Consistent quality of assessments and care plans;*
- *Disabled children's plans reviewed by non-social work staff;*
- *Timely access to mental health services for children looked after;*
- *Too few care leavers securing a place in FE, education or training.*

The Council has now made a number of improvements in response to the Ofsted inspection and has an action plan to ensure the service meets the good standard across all areas. With an extra £2.5m being invested as a result.

Capital Funding of Assets – the National Audit Office in 2016 found that local authorities face a growing challenge to continue long-term investment in their existing assets. Total spending has remained stable, but increasingly capital activities are focused on 'invest to save' and growth schemes that cover their costs or have potential to deliver a revenue return. Many areas of authorities' asset

management programmes do not meet these criteria and are now seen as a lower priority. According to the NAO, local authorities' debt servicing costs have grown as a proportion of revenue spending as their revenue resources have fallen. A quarter of single-tier and county councils now spend the equivalent of 9.9% or more of their revenue expenditure on debt servicing.

Staff Wellbeing - Wellbeing staff offer a wide range of support for employees including counselling. The total number of staff who came forward in 2016/17 is 391 up from 337 in 2015/16. A sample of reasons was taken with roughly 45% home related and 55% work related. Overall the majority were related to mental health, depression, and anxiety. Other issues included relationship problems, work pressures and bereavement.

Risks and Risk Management

Given the pressures and further reductions it is important that the Council has effective performance monitoring and risk management arrangements in place. In relation to risk management the Council has a good risk management process in place to help it to identify possible risks, score these in terms of likelihood and impact and take mitigating actions. The council has departmental and corporate risk registers. **Corporate risks** currently identified include –

Delivering future financial savings – risks around the MTFS including the ability to deliver savings through service redesign and transformation, impact of the living wage and other cost pressures. The council's financial position has worsened as a result of forecast overspends within CFS, which requires growth adding extra savings requirements. The Transformation Unit is continuing to develop emerging savings initiatives.

Children's Social Care Placements – the children's social care placement budget is under increasing pressure as the number of looked after children continues to rise. There has been an increase over May to July 2017 which has increased to 56 in total.

High Needs Pupils – if the support to high needs pupils including SEN placements cannot be reduced then required savings will not be achieved.

Sustainability and Transformation Plan (STP) – if the STP does not lead to improved outcomes for health and wellbeing, better care and quality of services and financial sustainability. A review of the STP has been undertaken highlighting concerns regarding the financial position which are being addressed through additional bed capacity planning.

Provider Performance – if the required level of performance from providers is not supplied then service delivery will be impacted. Contract management reviews have been carried out and action plans agreed. Next steps include implementing key performance indicators for contracts.

New Risks recently added to the risk register include risks relating to managing sickness absence, Children and Family Services being able to recruit and retain skilled social workers and managers, supplier continuity plans, SEN transport risk assessments, robust records management processes, and buildings fire risk management.

Enhanced Contract and Operational Performance Management

As a result of the above and in line with our new business intelligence strategy we are continuing to enhance performance reporting through greater data warehousing, self-service dashboards and tableau technology. This is in terms of both outcomes for residents and also operational service performance metrics for managers. A wide range of engagement, surveys, inspections, peer review, quality systems and feedback channels are also in place to detect quality issues at an early stage. As set out above contract management is also being enhanced in key areas.

In light of the unfair funding situation and continuing funding reductions, as well as progress on delivering a range of areas, the Council is now commencing work on reviewing and further targeting and reducing its priorities. A new Outcomes Framework is being developed to guide future commissioning and service activity.

Comparing Our Performance: Benchmarking Results 2015/16

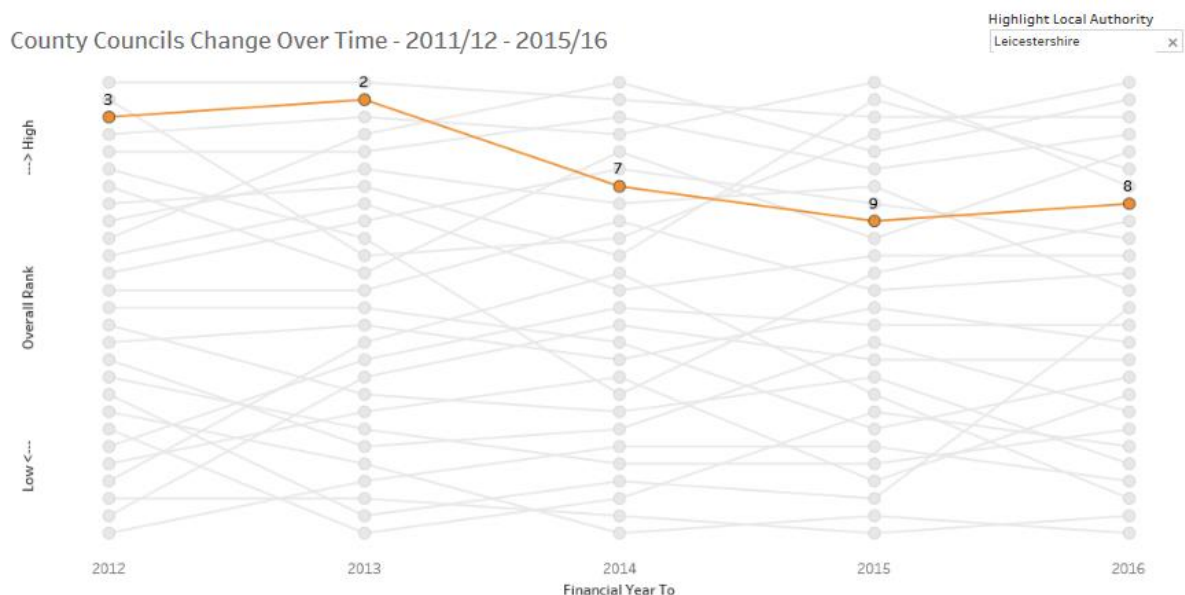
This annual report compendium uses performance indicators to compare our performance over time, against targets and with other local authorities. Comparison or 'benchmarking' helps to place Leicestershire's performance in context and also to prompt questions such as 'why are other councils performing differently to us?' or 'why are other councils providing cheaper or more expensive services?'

The Council County compares itself with all 27 two-tier English county areas in terms of spend per head and performance. We use a range of nationally published indicators linked to our improvement priorities, inspectorate datasets, and national performance frameworks. Our sources include central government websites, the Office for National Statistics, NHS Digital and the Local Government Association.

Our comparative analysis draws on 144 performance indicators across our main areas of service delivery. Our approach looks at performance against each indicator and ranks all county areas with 1 being highest performance and 27 lowest. We then group indicators by service or theme and create an average of these ranks as well as an overall position.

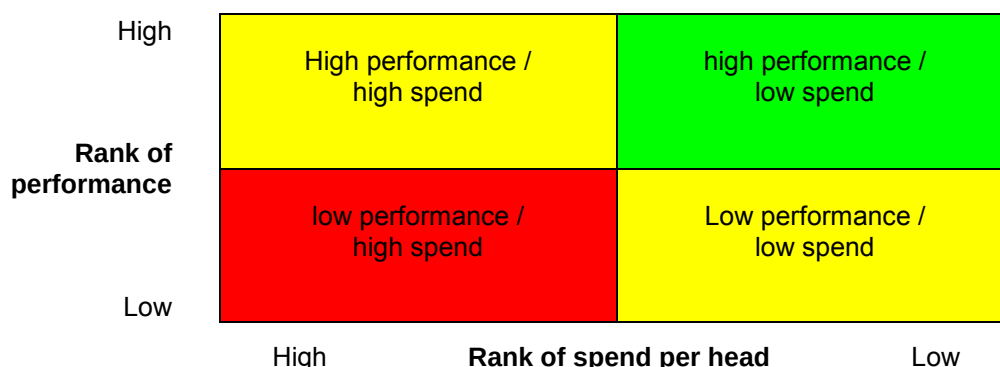
Overall Comparative Performance

The chart below shows Leicestershire's relative overall performance compared to the 27 two-tier counties over the past 5 years, excluding any consideration of funding/ expenditure. Low comparative funding has meant that Leicestershire has had to move more quickly to reduce some service levels, which has reduced the overall pure comparative performance position to 8th during 2015/16.



Comparing Performance and Expenditure

The 'Fair Funding' section of the report notes that Leicestershire is the lowest funded county in the country. It is therefore critical to review the Council's performance in the light of spend per head on different services. Our approach uses scatter charts to show the relationship between spend and performance. The vertical axes show performance rank with higher performance at the top. The horizontal axes show rank of net expenditure per head, with low spend to the right. Therefore authorities that are high performing and low spending would be in the top right quadrant, while those that are low performing and high spending would be to the bottom left as shown below.



Overall Performance vs. Expenditure

Looking at the overall position, Leicestershire is ranked 8 of 27 counties in performance terms, where 1st is highest performing. In terms of net spend per head, Leicestershire is ranked 25 of 27 counties, i.e. among the lowest spending of all counties. This and the theme performance discussed below are shown in charts over the following pages.

Looking at **Adult Social Care**, Leicestershire is ranked 17 of 27 in terms of performance, excluding survey based indicators – 23 if you include them. In terms of spend per head it is ranked 27, i.e. the lowest funded county. For **Children's Social Care**, Leicestershire is ranked 7 of 27 in performance terms, and 26 of 27 in funding terms. Looking at **Education Services**, which includes early years, school OFSTED ratings, school admissions and SEN statement processing, Leicestershire is ranked 4 of 27 in performance terms and 20 of 27 in funding terms. For **Public Health**, Leicestershire is ranked 11 of 27 in performance terms and 21 of 27 in funding terms. Looking at **Transport & Highways**, we are ranked 2 of 27 in performance terms and 26 of 27 in funding terms. In terms of **Waste Management**, Leicestershire is ranked 11 in performance terms and 16 of 27 in funding terms.

Overall of the current comparative analysis out of 121 indicators 29 are top quartile, 41 second quartile, 27 third quartile and 24 fourth quartile. Page 27 sets out details of those lower performing – 4th quartile – indicators highlighted in the 2015/16 benchmarking analysis. The latest figures for those areas are included in the 2016/17 dashboards. The overall benchmark analysis will be updated for 2016/17 when final data is released later in the year.

Introduction	What is our Overall Performance?	Public Health	Schools and Academies	Adult Social Care (survey-based)	All Other Themes	Data Table - Public Health	Data Table - All Other Themes	Ordered Indicators
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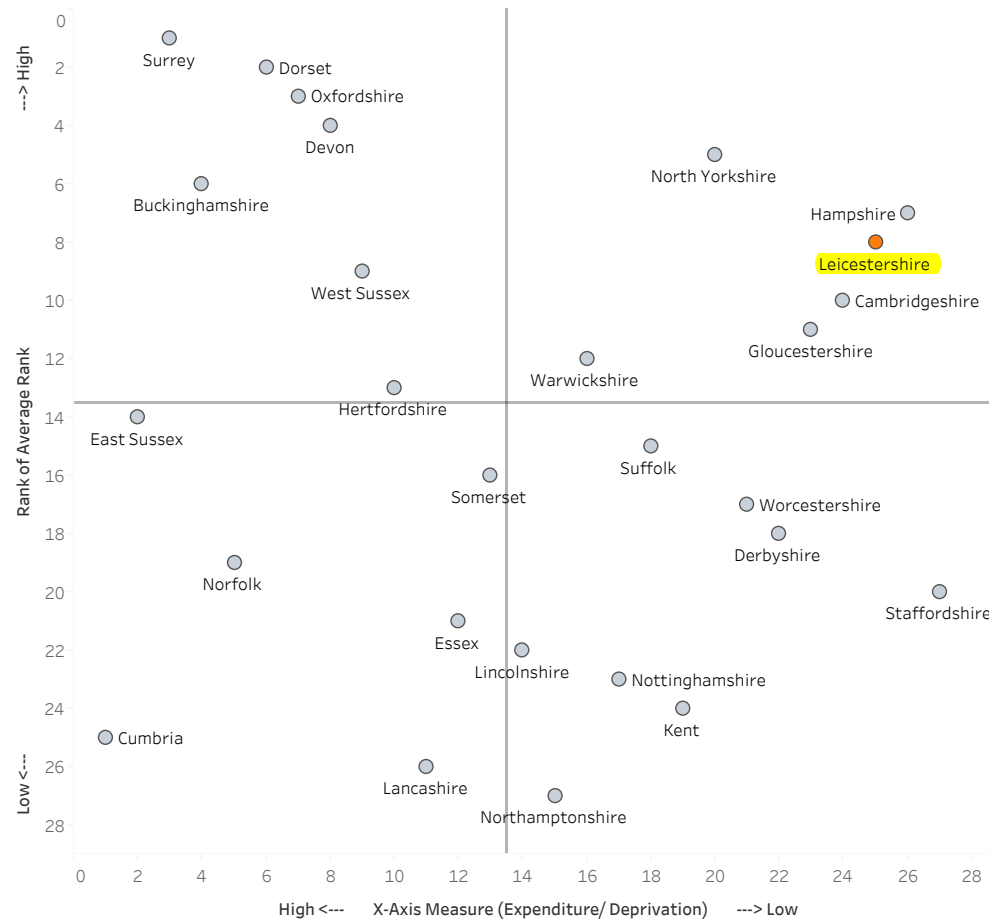
- ☒ Overall Rank
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- ☐ Children's Social Care Sub Theme
- ☐ Education Services Sub Theme
- ☐ Public Health Sub Theme
- ☐ Transport and Highways Sub Theme
- ☐ Waste Sub Theme

X-Axis Measure

- ☒ Net Expenditure per Head
- ☐ Multiple Deprivation

N.B. Composite measures are the rank of average rank by local authority across all indicators or those within a Sub Theme. Sub Themes only included in chart where a corresponding net revenue expenditure figure is available/ practical. Revenue rank is the rank of net revenue expenditure per head for that Sub Theme. For more information on indicators used, see Data Table tabs. Ranks only calculated where data available. High Multiple Deprivation rank = more deprived.

Composite Measure - Overall Rank



Basket of 110 indicators across the following sub-themes:

Adult Social Care (15 ASCOF' indicators)
 Children's Social Care (13 indicators)
 Education Services (11 indicators)
 Public Health (30 indicators used in the LCC Strategic Plan)
 Transport & Highways (15 indicators)
 Waste (4 indicators)

Economic (9 indicators)
 Safer Communities (7 indicators)
 Environment (CO2 / Planning) (4 indicators)
 Culture (4)
 Sickness / Complaints (2 indicators)

Introduction	What is our Overall Performance?	Public Health	Schools and Academies	Adult Social Care (survey-based)	All Other Themes	Data Table - Public Health	Data Table - All Other Themes	Ordered Indicators
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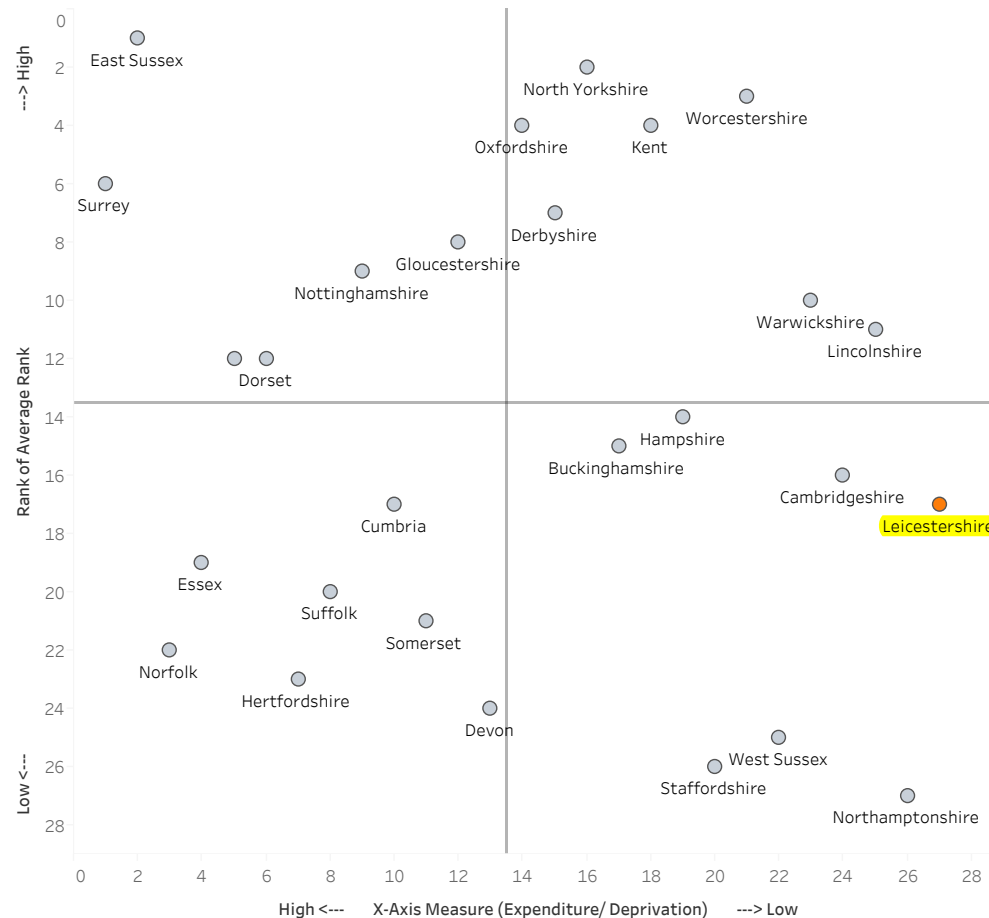
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Composite Measure - Adult Social Care Sub Theme



ASCOF Indicators: all 15 non-survey based indicators:
Service Users: 1 Indicator covering outcome of short-term services
Direct Payments: 4 indicators covering service users and carers
Learning Disability: 2 indicators covering employment and settled accommodation
Mental Health: 2 indicators covering employment and settled accommodation
Admissions to residential & nursing care: 2 indicators
Hospitals discharge, re-ablement & DToCs: 4 indicators

Introduction	What is our Overall Performance?	Public Health	Schools and Academies	Adult Social Care (survey-based)	All Other Themes	Data Table - Public Health	Data Table - All Other Themes	Ordered Indicators
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Composite Measure - Children's Social Care Sub Theme



Basket of Indicators:

1. % single assessments completed in 45 days
2. % re-referrals to social care
3. % child protection conferences held in 15 days
4. % child protection cases reviewed on time
5. % repeat Child Protection Plans
6. Children looked after placed more than 20 miles from home and outside LA
7. % children with 3+ placements in the year

8. % children in the same placement for at least 2 years or placed for adoption
9. Care Leavers in EET
10. Care Leavers in suitable accommodation
11. % waiting less than 18/20 months to move in with adoptive family
12. Average time between entering care and moving in with adoptive family
13. Average time between court authority and placing with adoptive family

Introduction	What is our Overall Performance?	Public Health	Schools and Academies	Adult Social Care (survey-based)	All Other Themes	Data Table - Public Health	Data Table - All Other Themes	Ordered Indicators
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Composite Measure - Education Services Sub Theme



Basket of Indicators

1. % achieving a good level of development (early years)
2. % inequality gap in achievement (early years)
3. % Early Years providers assessed as good or outstanding
4. % All Schools assessed as good or outstanding
5. % Special Schools assessed as good or outstanding

6. % pupils offered first choice primary school
7. % pupils offered first choice secondary school
8. % of 2 year olds benefitting from funded early education
9. % take up of 3&4 years olds of early education
10. % of SEN statements issued in 26 weeks (all)
11. % of SEN statements issued in 26 weeks excluding exceptions

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Composite Measure - Public Health Sub Theme



Selection of 30 PHOF Indicators from LCC Strategic Plan:
 Life Expectancy & Mortality rates (5 indicators)
 Cancer screening (2 indicators)
 Adults excess weight and physical activity (3 indicators) HIV late diagnosis (1 indicators)

Adult mental health (5 indicators)
 NHS Health Check uptake (1 indicators)
 Drugs, alcohol & smoking (4 indicators)
 Injuries due to calls (1 indicators)
 Children & young people's health (8 indicators)

Introduction	What is our Overall Performance?	Public Health	Schools and Academies	Adult Social Care (survey-based)	All Other Themes	Data Table - Public Health	Data Table - All Other Themes	Ordered Indicators
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Composite Measure - Transport and Highways Sub Theme



Road Safety Indicators:

1. % reduction in casualties (2015 vs. 2010-14 average)
2. % reduction in people KSI (2015 vs. 2010-14 average)
3. Satisfaction with Safer Roads

Public Transport Indicators:

4. Passenger journeys on local bus services per head
5. Local bus journeys originating in the area per head
6. Non-frequent bus services running on time
7. Satisfaction with Local Buses
8. Satisfaction with Public Transport information

Road Maintenance Indicators:

9. % Principal roads requiring maintenance
10. % Non-principal roads requiring maintenance
11. % of unclassified roads requiring maintenance
12. Overall satisfaction with condition of highways
13. Satisfaction with Highway condition
14. Satisfaction with Pavements
15. Satisfaction with Street Lighting

Introduction	What is our Overall Performance?	Public Health	Schools and Academies	Adult Social Care (survey-based)	All Other Themes	Data Table - Public Health	Data Table - All Other Themes	Ordered Indicators
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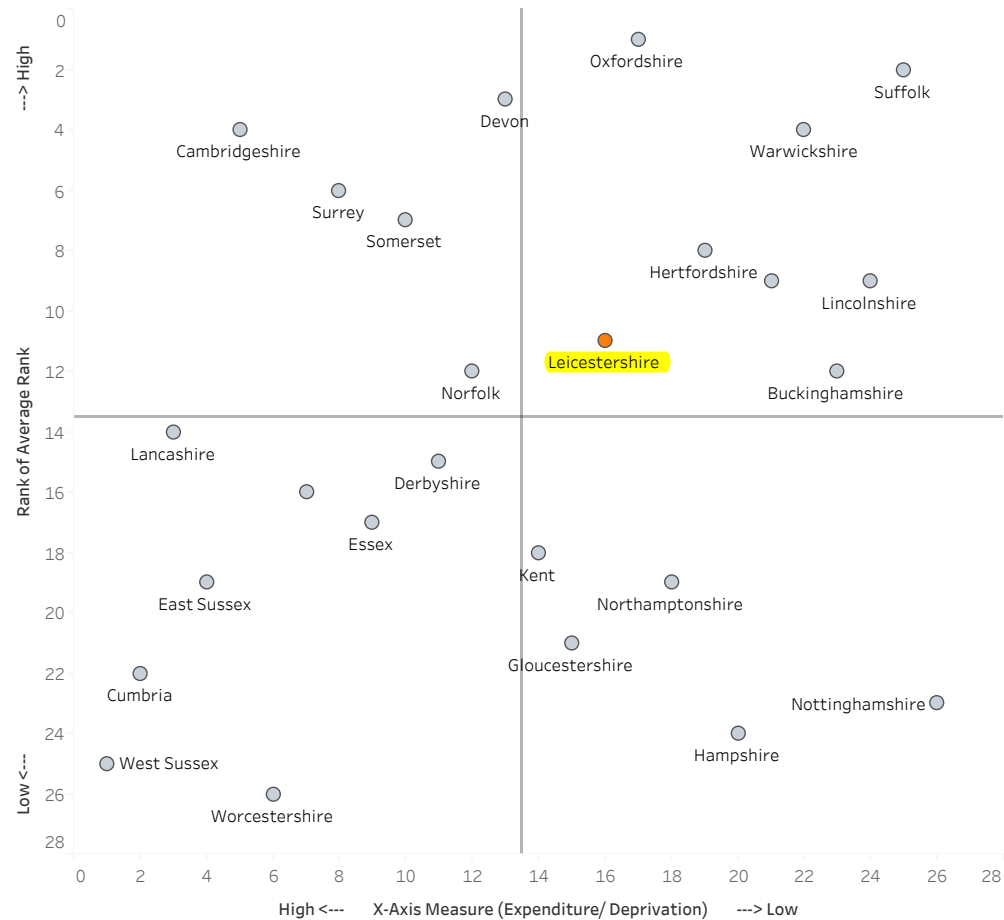
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Composite Measure - Waste Sub Theme



Basket of 4 Indicators:

1. Household waste per household (kg)
2. % of household waste sent for reuse, recycling and composting
3. % of local authority collected waste landfilled
4. Residual Household Waste per Household (kg)

Lower Comparative Performing Areas 2015/16

The indicators listed below fall within the lower (4th) quartile, which is defined as performance that falls within the bottom 25% of relevant comparators.

Strong Economy

- Passenger journeys on local bus services per head

Wellbeing – Health & Care

Adult Social Care - survey based indicators

- % of people who use services who find it easy to find information about support (ASCOF 3D part 1)
- % of people who use services who had as much social contact as they would like (ASCOF 1I pt 1)
- Overall satisfaction of people who use services with their care and support (ASCOF 3A)
- Social care related quality of life (ASCOF 1A)
- Carers reported quality of life (ASCOF 1D)
- % carers who had as much social contact as they would like (ASCOF 1I (2))
- % carers who find it easy to find information about services (ASCOF 3D part 2)
- % of people who use services who feel safe (ASCOF 4A)
- % people who use services who have control over daily life (ASCOF 1B)

Public Health

- % people offered a health check annually that have received a health check (uptake)
- % 5 year olds who are free from obvious dental decay
- Smoking prevalence in adults
- Healthy life expectancy at birth - males

Keeping People Safe

Safeguarding Children and Looked After Children

- % of looked after children with three or more placements in the year
- % children having a repeat child protection plan

Early Years

- % Early years providers rated as good or outstanding
- % Achieving Good Level of Development

Great Communities – Environment & Waste

- CO2 emissions - % difference from 2010

Libraries

- Library issues per 1000 population
- Library active borrowers per 1000 population
- Library book stock per 1000 population
- Library visits per 1000 population

Lower Performing Areas - Partnerships**Police & Crime**

- Domestic burglary (per 1,000 pop.)
- Vehicle Crime (per 1,000 pop.)

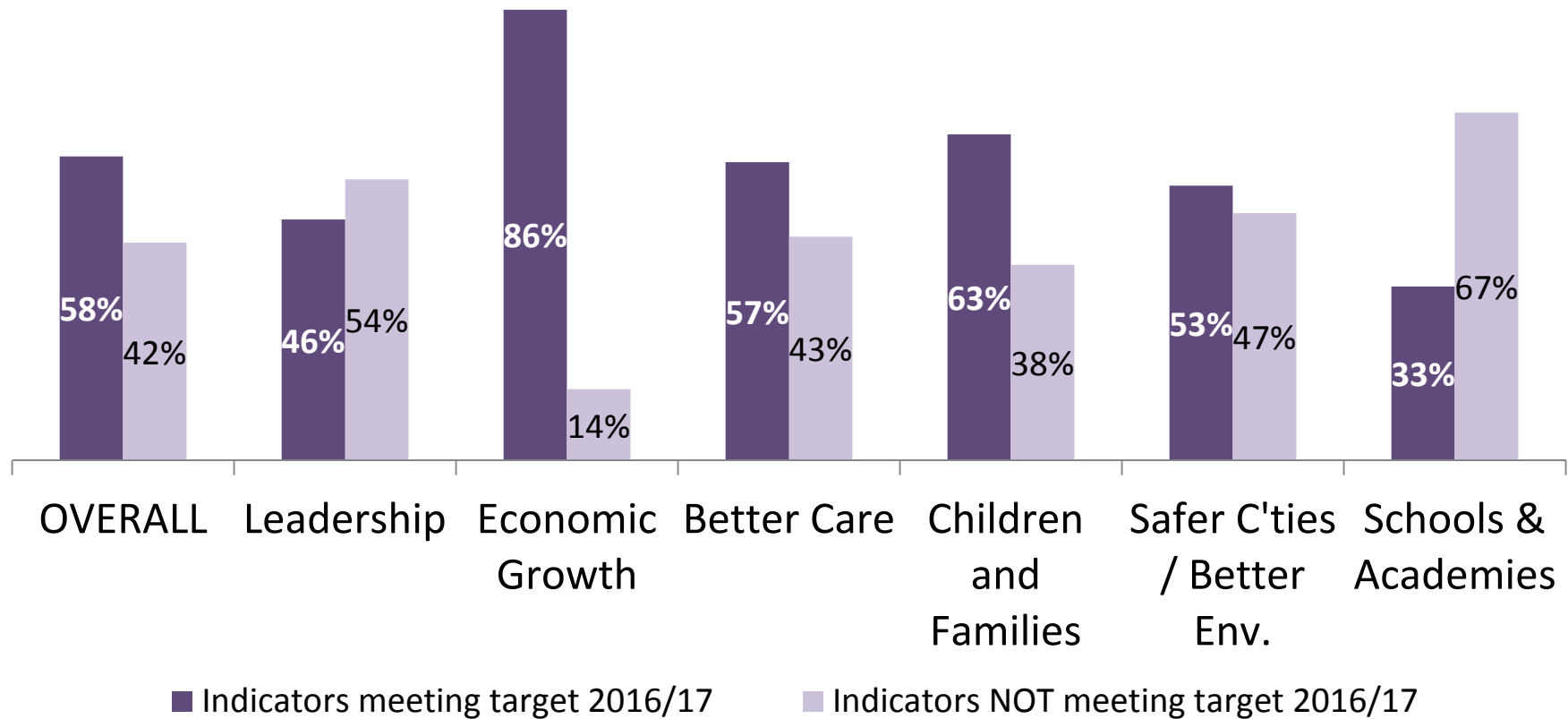
Schools & Academies

- Reading progress between Key Stage 1 and Key Stage 2
- Average Progress 8 per pupil (overall Key Stage 2-4 progress)
- Average Progress 8 per pupil (overall Key Stage 2-4 progress) eligible for free school meals
- Average Attainment 8 score per pupil eligible for free school meals

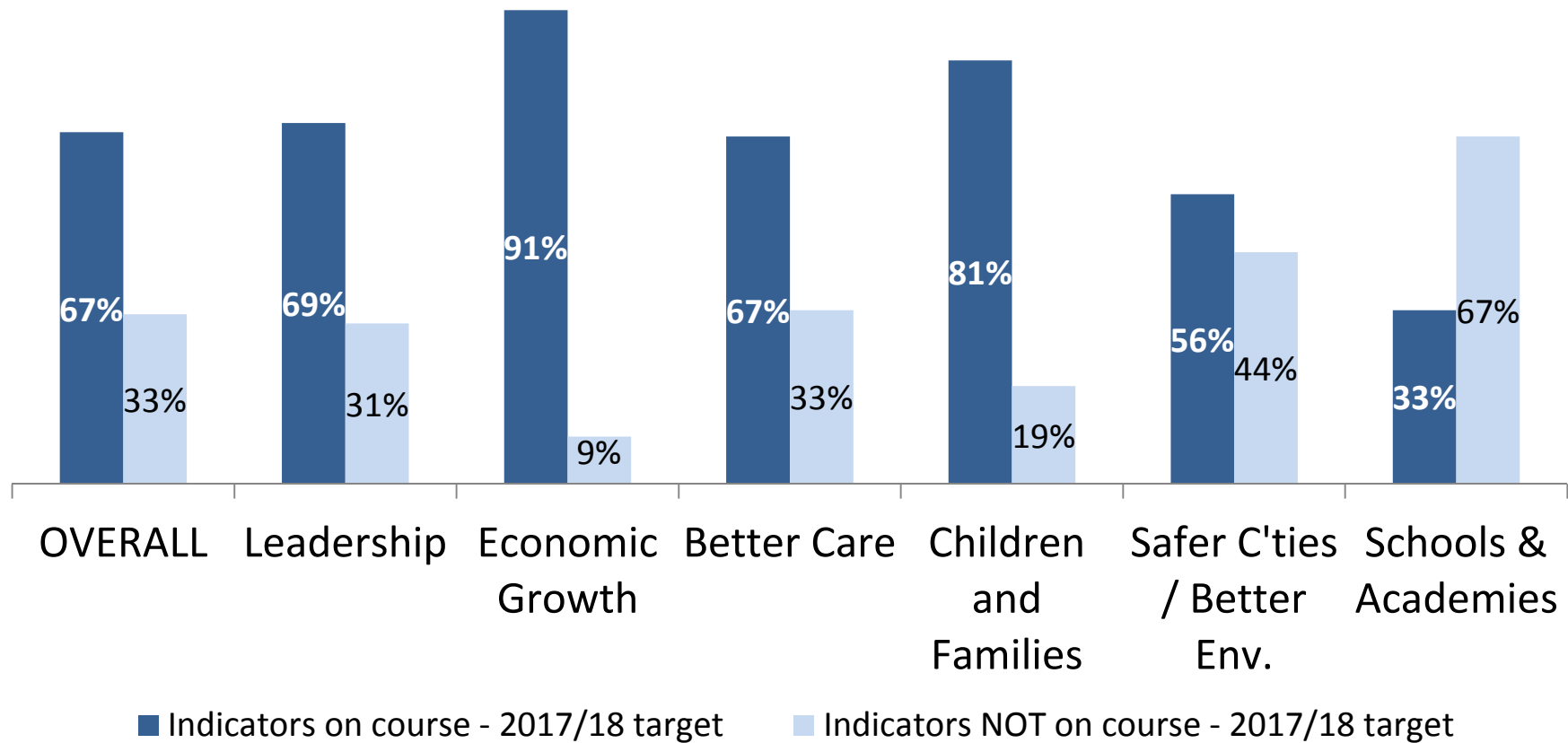
Progress Against Strategic Plan Priorities and Targets

Also included is a summary of progress against targets set out in the Council's Strategic Plan to 2018. Overall 58% of indicators have attained the improvement targets set in 2014 with 67% predicted to hit the targets by 2018. A third will fall short of the target and 30% overall have yet to show significant improvement. Whilst this can be seen as some good progress, the funding constraints are making it difficult for the Council to progress all of the areas it would wish to improve. Indeed the final section of this Performance Compendium (Performance Dashboards 2016/17) highlights around 25% of areas declining this year.

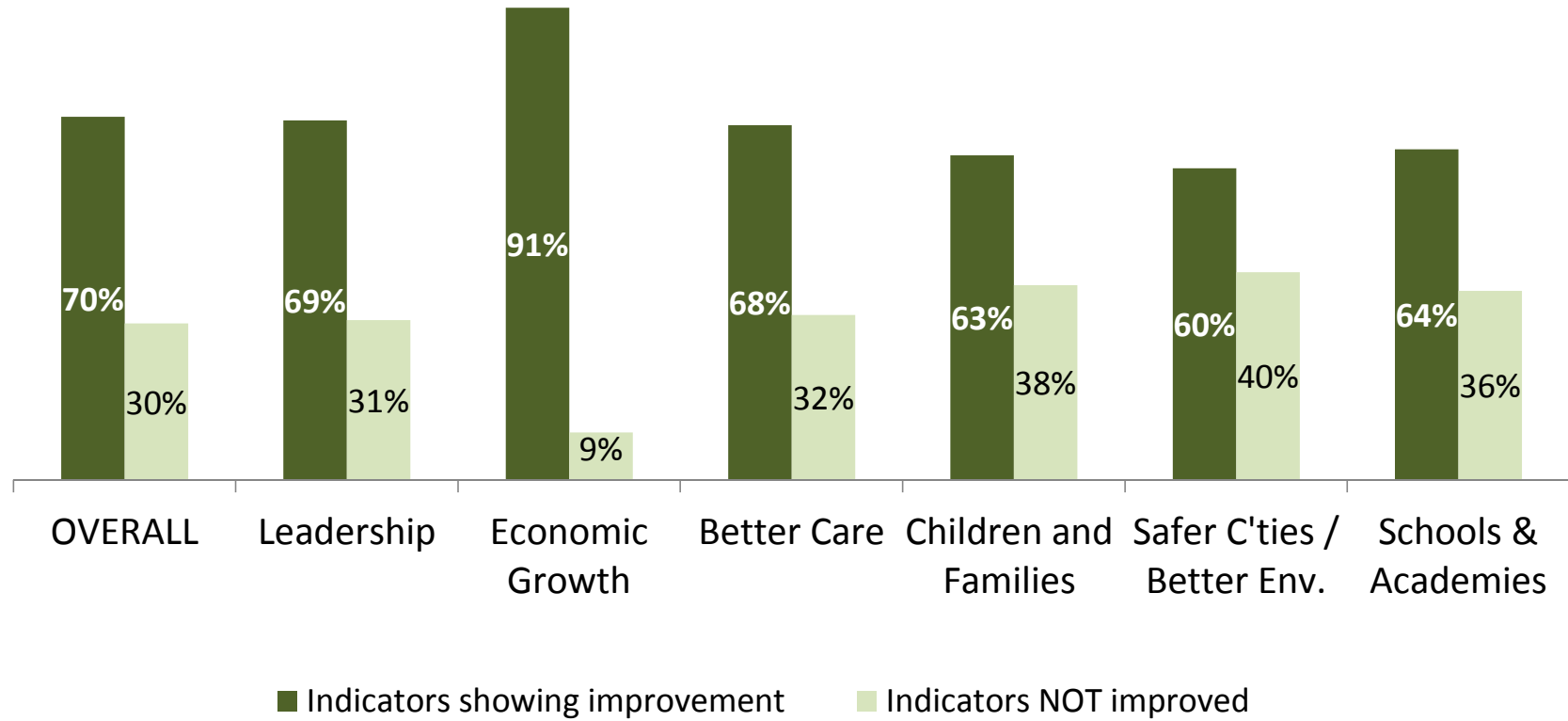
Indicators meeting Strategic Plan targets during 2016/17



Indicators on course to meet Strategic Plan targets in 2017/18



Indicators Showing Improvement during Strategic Plan



Theme Performance Dashboards 2016/17

Introduction

In order to measure our progress against our priority outcomes, we are tracking a number of key performance measures for each of the outcomes. These are summarised in a set of theme dashboards with ratings that show how our performance compares with other areas where known, whether we have seen any improvement in performance since the previous year and whether we have achieved our targets.

As well as this annual report we also publish theme dashboards on our website on a quarterly basis so that our overall performance and progress is transparent.

Overall the report shows continued progress by the County Council and partners in delivering on local outcome priorities. Initial analysis of 2016/17 end year data shows of 156 metrics (excluding schools and crime) 80 service metrics improved (51%) 28 show no real change (18%) and 38 (24%) getting worse. 10 are not currently available.

More information on service performance and progress is set out in the individual theme sections of the report.

Overview of Performance Improvement and Reduction

The paragraphs that follow review each theme dashboard, highlighting indicators that have shown improvement compared to the previous period, as well as those that have worsened.

Strong Economy

Overview

This dashboard provides a high level overview of the Leicestershire economy. Looking at the 9 performance indicators, 8 showed improvement compared to the previous period. These indicators covered economic growth, business creation, high speed broadband and the tourism sector. One indicator (business survival) was unchanged compared to the previous period, but remains well above national and regional averages.

Employment & Skills

This dashboard covers the skills of the local population, as well as employment and unemployment. Looking at the 7 performance indicators, 3 showed improvement compared to the previous period. These indicators covered the skills of the working age population as well as young people not in education employment or training (NEET). The employment and unemployment rates remained broadly unchanged, both comparing favourably with comparator areas. Only 1 indicator showed deterioration in performance (participation in education employment or training at age 17) but performs well compared to available comparators.

Transport

This dashboard covers transport infrastructure including road condition, journey times, bus usage and road safety. Looking at the 9 performance indicators, 4 displayed improvement compared to the previous period. These indicators covered road safety, bus passenger numbers and satisfaction with the condition of highways. Two indicators covering road condition and gritting performed well but remain unchanged. Three indicators showed a decline in performance. These covered journey times, CO₂ emissions from road transport and satisfaction with cycle routes & facilities.

Housing – Affordable & Quality Homes

This dashboard covers the supply of new housing. Looking at the 4 indicators, 1 showed an improvement (5 Year Supply of Deliverable Sites), 2 covering supply of new housing showed reductions, but remain good compared to other county areas. The final indicator is a new survey-based measure with no previous data.

Wellbeing - Health & Care

Health & Care

This dashboard covers work with health partners to reduce admissions to hospital and residential care, and facilitate discharge from hospital and reablement. A number of the indicators have associated Better Care Fund (BCF) targets. Looking at the 11 performance indicators, 5 displayed improvement compared to the previous period. These indicators covered admissions of younger adults to residential care, supporting schemes to reduce non-elective admissions, admissions due to falls, perceptions of ease of finding information about support, people receiving reablement with no subsequent long-term service. Five indicators showed a decline in performance. These covered admissions of older people to residential care, non-elective admissions to hospital, delayed transfers of care from hospital, and older people remaining at home following discharge from hospital. Patient satisfaction with support to manage long term health conditions remained broadly the same as for the previous period.

This dashboard also covers adult social care services including support for carers. 6 of the 14 indicators are derived from nationally mandated surveys. Looking at the 14 performance indicators, 2 showed a decline in performance. These covered service users receiving self-directed support and the satisfaction of carers with their care and support. A total of 10 indicators displayed improvement compared to the previous period. These covered direct payments, carers receiving self-directed support, satisfaction of service users with their care and support, perceptions of care related quality of life, sufficiency of social contact and control over daily life. Also improved were the dementia diagnosis rate by GPs and the % of adults with a learning disability who live in their own home or with their family.

Public Health

This dashboard covers the health of children and adults. Looking at the 22 indicators, 10 showed an improvement compared to the previous period, while 5 deteriorated and 4 showed no change. Data was not available for 3 indicators. The 10 indicators showing improvement covered the Slope Index of Inequalities, CVD and cancer mortality, smoking prevalence among adults, hospital admissions for alcohol related causes, take-up of NHS healthchecks, women smoking at time of delivery, chlamydia diagnoses and under 18 conceptions. The 5 indicators displaying lower performance covered female life expectancy, respiratory disease mortality, completion of opiate drug treatment and excess weight in primary school children. The indicators showing no change covered male life expectancy, completion of non-opiate drug treatment, adult obesity and presentation of HIV at a late stage.

Mental Health

This dashboard covers mental health and wellbeing as well as physical activity. Looking at the 8 indicators, 4 showed improvement compared to the previous period, 1 displayed a decline in performance and 2 showed no change. Data was not available for 1 indicator. The 4 indicators showing improvement covered people with a high anxiety score, excess mortality in adults with serious mental illness, suicide rate and timeliness of routine child mental health treatment. The area showing lower performance was the % of physically inactive adults. The indicators showing no change were % of physically active adults and people with a low happiness score.

Keeping People Safe

Safeguarding Children, Families & Vulnerable Adults

This dashboard covers Early Years and Early Help services, child and adult safeguarding, looked after children, youth justice, domestic abuse, and work to promote safe trading. Looking at the 32 indicators, 19 showed improvement compared to the previous period, while 5 displayed a decline in performance and 6 showed no change. Data was not available for 2 indicators. The 19 indicators showing improvement covered looked after children (except health checks), quality of early years provision, take-up of free early education by 2 year olds, achievement of a Good Level of Development (early years), Troubled Families Payment by Results (PBR), timeliness of child protection reviews, repeat child protection plans, use of youth custody, hate incident reporting, safe trading and the people who use adult services saying that services have made them feel safe. The 5 indicators displaying a decline in performance covered take-up of free early education by 3 & 4 year olds, timeliness of single assessments, looked after children's health checks, youth reoffending and perceptions that the police and other local public services are dealing with ASB and crime.

Police & Crime

This dashboard includes indicators for total crime as well as specific crime types covering burglary, vehicle crime, violence and criminal damage. All 6 of the indicators showed a decline in performance. Two indicators now fall within the bottom (worst) quartile compared to other two-tier county areas: domestic burglary and vehicle crime rates, while two indicators (violence with injury rate and criminal damage rate) remain within the top quartile.

Schools & Academies

This dashboard covers school admissions, school quality, and attainment including a focus on vulnerable groups. Looking at the 17 indicators, 9 showed improvement compared to the previous period, 1 displayed a decline in performance and 3 showed no change. Comparable data was not available for 4 indicators. The 9 indicators showing improvement covered school quality, key stage 1 attainment, key stage 2 attainment including pupils with SEN, progress between key stages 1 and 2, and 'A' level attainment. The indicator showing a decline in performance was pupils offered their first choice secondary school. The indicators showing no change covered pupils offered first choice primary school, progress between key stages 2 and 4, and special school quality (all special schools continue to be rated good or outstanding by OFSTED).

Great Communities - Environment & Waste

This dashboard covers waste management, the County Council's environmental impact, libraries, cohesion and volunteering. Looking at the 13 indicators, 7 showed improvement compared to the previous period, 2 displayed a decline in performance and 4 showed no change. The 7 indicators showing improvement covered household waste per household and all 6 County Council environmental impact measures. The 2 indicators showing a decline in performance were household waste sent to landfill and library issues. The indicators showing no change covered household waste recycling, volunteering and cohesion.

Corporate Enablers

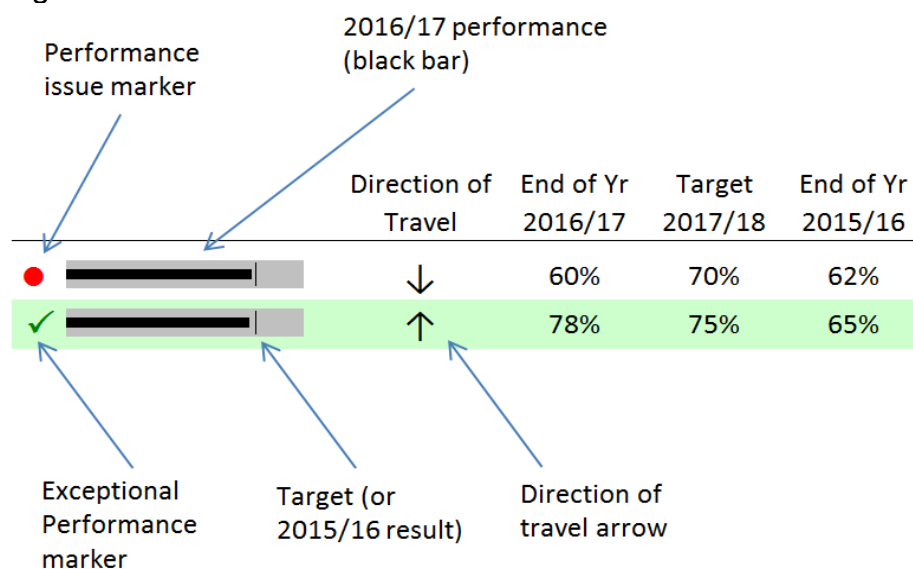
This dashboard covers customer service delivery, procurement and the County Council workforce. Looking at the 16 indicators, 6 showed improvement compared to the previous period, 5 displayed a decline in performance and 5 showed no change. The 6 indicators showing improvement covered satisfaction with the Customer Service Centre, County Council website rating and usage, complaints received, representation of ethnic minorities in the workforce and representation of women in management posts. The 5 indicators showing a decline in performance covered overall satisfaction with the County Council, speed of response to complaints, procurement savings, sickness absence, and the Stonewall Workplace Equality Index Ranking. The indicators showing no change covered procurement spending with SMEs, staff satisfaction, the Equality Framework for Local Government rating, representation of people with disabilities in the workforce, and staff perception of the Council's commitment to equality & diversity.

Explanation of Performance Indicator Dashboards

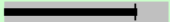
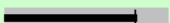
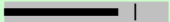
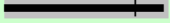
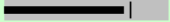
The performance dashboards set out year end results for a number of the performance indicators (PIs) that are used to help us monitor whether we are achieving our priority outcomes. These outcomes have been identified within our Strategic Plan. Many indicators relate to more than one theme, but in this report, each indicator has been assigned to just one theme.

Where relevant, the performance sections show 2016 /17 year end outturn against performance targets or indicators (where applicable), together with comparative performance information where available and commentary. Where it is available, the dashboards indicate which quartile Leicestershire's performance falls into. The 1st quartile is defined as performance that falls within the top 25% of relevant comparators. The 4th quartile is defined as performance that falls within the bottom 25% of relevant comparators. Each dashboard uses different comparator groups and these are explained at the bottom of each dashboard. The polarity column indicates whether a high or low figure represents good performance.

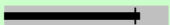
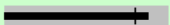
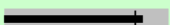
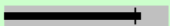
Of the current comparative analysis out of 122 indicators 31 are top quartile, 43 second quartile, 27 third quartile and 21 fourth quartile. The report uses performance dashboards for each theme to display performance data so that important information and risks can be identified more readily. A dashboard is a visual display of the most important information so that it can be monitored at a glance. The report uses 'bullet charts' to display performance against targets as shown below.



- The vertical black line shows our long term target (or the 2015/16 result where no target has been set).
- The black bar shows our end of year figure for 2016/17. Where the black bar extends beyond the vertical line, the target has been met.
- A red circle indicates a performance issue.
- A green tick indicates exceptional performance.
- The direction of travel arrows indicate an improvement or deterioration in performance compared to the previous result.

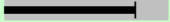
Fair Funding								
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Finance & Value For Money								
Core Spending Power per head of population		↓	£653		£661	Leicestershire is the lowest funded authority of 27 county councils nationally which poses a risk to service delivery going forwards - fair funding campaign proposing new funding model.	4th	High
Net expenditure per head of population*		↓	£502		£531	Leicestershire is the lowest funded authority of 27 county councils nationally which poses a risk to service delivery going forwards - fair funding campaign proposing new funding model.	4th	High
Education - expenditure per head of population*		↓	£337	MTFS	£341	Education spend per head is the lowest of 27 county councils nationally.	4th	High
Adult Social Care - expenditure per head of population*		↓	£209	MTFS	£214	Adult Social Care spend per head is the lowest of 27 county councils nationally.	4th	High
Children's Social Care - expenditure per head of population*		↑	£89	MTFS	£77	Children's Social Care spend per head is the lowest of 27 county councils nationally.	4th	High
Public Health - expenditure per head of population*		↑	£40	MTFS	£36	Additional functions transferred to public health with some associated funding.	4th	High
Highways & Transport - expenditure per head of population*		↓	£38	MTFS	£46	Highways & Transport spend per head is the second lowest of 27 county councils nationally.	4th	High
Environment & Regulatory - expenditure per head of population*		↑	£46	MTFS	£44		3rd	High
Culture - expenditure per head of population*		↓	£14	MTFS	£16		3rd	High
Efficiencies and other savings achieved		N/A	£26.17m	£26.57m	£34.96m	Efficiencies and savings achieved during 2016/17 represent 98.5% of the annual target.	-	High
% agree County Council provides value for money		↓	69.8%		73.8%	The Authority receives the lowest funding of all county councils. For 2016/17 the Authority increased Council Tax by 1.99% and levied the government's 2% adult social care precept. Results remain significantly higher than 5 years ago and are better than the England average of 47%.	1st/2nd	High
Notes: Comparators are other county councils. * Provisional figures - currently being finalised								

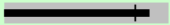
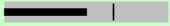
Strong Economy

	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Infrastructure for Growth								
Productivity and competitiveness (total Gross Value Added to local economy) (Leics, Leicester & Rutland)	✓ 	↑	£23.7bn	£23bn	£23.1bn	Continued growth in the local economy. Data shown is for 2015 and 2014.	-	High
Productivity and competitiveness (Gross Value Added to local economy per head) (Leics & Rutland)		↑	£22,689	£23,500	£22,597	As above	2nd	High
% of premises with access to high speed broadband	✓ 	↑	95%	93.8%	92%	There are now 76,000 additional premises with access to high speed broadband.	-	High
Business Growth & Support								
Number of new enterprises per 10,000 population		↑	50.1	-	48.9	The result is similar to previous year. The Council has encouraged business growth and survival by investing in enterprises through allocating Regional Growth Funds to businesses and setting up a business gateway that provides advice and guidance. Data shown is for 2015 and 2014.	3rd	High
3 year business survival rates		→	62.8%	57.1%	63.1%	A range of business growth and business support initiatives continue to support business survival. (Data shown is for 2015 and 2014)	2nd	High
Tourism								
Number of jobs supported by tourism activity (Leicester & Leics)	✓ 	↑	22,032	21,564	21,441	Sustained growth across a five year period. More than 2,400 additional jobs created in the tourism sector since 2012. (Data shown is for 2016 and 2015 calendar years).	-	High
Economic impact value of tourism (Leicester & Leics)	✓ 	↑	£1.762bn	£1.533bn	£1.675bn	The value of tourism increased by 5.2% on the previous year. (Data shown is for 2016 and 2015)	-	High
Tourist visitor numbers (Leicester & Leics)	✓ 	↑	33.39m	-	32.18m	Overall in 2016 there were 33.39m visits to Leicester and Leicestershire. (2016 STEAM data).	-	High
Heritage visits - all sites		↑	152,200	-	146,300	There were over 152,000 visits to heritage sites in 2016/17; a 4% increase on the previous year.	-	High
Notes: Comparators are other county councils								

Strong Economy - Employment & Skills

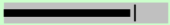
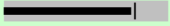
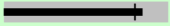
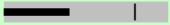
	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Employment & Skills Support								
% achieving a Level 2 qualification by the age of 19		→	85.6%	88%	85.4%	Leicestershire saw a small increase of 19 year olds qualified to Level 2.	3rd (2015/16)	High
% of working age population with at least NVQ2 level qualifications	✓	↑	79.9%		77.5%	Equivalent to 5 GCSEs at A* to C - considered labour market entry qualification. Work continues to progress improvements in skills. (Data shown is from the ONS Annual Population Survey for year to December 2016)	1st	High
% of working age population with at least NVQ4 level qualifications		↑	35.2%	35%	34.5%	Data shown is from the ONS Annual Population Survey for year to December 2016.	3rd	High
Unemployment rate (JSA claimant count)		→	0.8%	1.1%	0.7%	Rate has followed a downward trend since 2013 and is lower than the regional (1.6%) and national positions (2.0%). (Data shown is for March 2017).	1st	Low
Employment rate		→	77.4%	75.6%	77.8%	Leicestershire's employment rate now exceeds the target. (Data shown is for year to March 2017).	2nd	High
16 to 17 year olds who are not in education employment or training (NEET)	✓	↑	2.2%	<4%	3.0%	The NEET rate continues to be amongst the lowest in the country. Methodology has changed for 2016 and is now focussed on 16 and 17 year olds.	1st (2015/16)	Low
Participation in education employment or training (EET) at age 17		↓	92.4%	97%	95.6%	Participation is slightly below 2016 but remains high compared to available comparators.	1st (2015/16)	High
Notes: Comparators are other county councils								

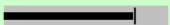
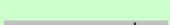
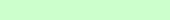
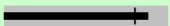
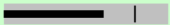
Strong Economy - Transport								
	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Strategic Transport Infrastructure								
Average vehicle speeds during the weekday morning peak (7am-10am) on locally managed 'A' roads in Leicestershire (mph)		↓	31.7 (2016)	30.3 (2020/21)	32.3 (2015)	In 2015 DfT changed the way in which they calculate this indicator. The average speed figure now incorporates every day of the year, where previously it excluded the school holidays, and so will be greater than values supplied by the old method. It is also now calculated by calendar year rather than academic year.	2nd (2014/15)	High
Total CO2 emissions in the local authority area originating from road transport (DECC) (kilotonnes).		↓	1,816	<1797	1,803	The Council continues its work to reduce emissions through a variety of schemes. Latest data is for 2015, previous data is for 2014. While emissions per capita have reduced, the 2015 figure is marginally above the target to remain below the 2010 baseline (1%). The quartile position is largely determined by motorway mileage.	4th	Low
Sustainable Transport & Road Maintenance								
% of the classified road network (A, B and C class roads) where structural maintenance should be considered (SCANNER)		→	2%	5-6%	2%	The condition of Leicestershire highways remains at a very good level and is amongst the best in the country.	1st	Low
% of network gritted		→	45%	45%	45%	We expect to grit all of our priority routes 1 and 2 (which cover 45% of the network). In 2016/17 we gritted all of these routes for each of 61 call outs.	-	High
Overall satisfaction with the condition of highways (NHT satisfaction survey)		↑	40.0%	top quartile	38.4%	Leicestershire was ranked as the best county for satisfaction in the NHT 2016 survey.	1st (2016)	High
Satisfaction with cycle routes/lanes & facilities		↓	40.9%		43.9%	Despite a decline in satisfaction since 2015 Leicestershire was ranked one of the best compared to participating counties in the NHT 2016.	1st (2016)	High
Number of bus journeys		↑	13.78m		13.75m	There has been a slight increase in overall passenger journeys compared to 2015/16	3rd (2015/16)	High
Road Safety								
Total casualties on our roads		↑	1705	1638	1768	2016 saw a reduction in overall casualties on Leicestershire roads. The figure is very slightly above the trajectory set to achieve the long term target of 1,494 in 2020 and 1.1% above the target for 2016 (1,686)	2nd	low
People killed or seriously injured in road traffic accidents		↑	225	178	242	Although 2016 saw a reduction in KSI with 225 compared to 242 in 2015, we remain above the trajectory set to achieve the long term target of 167 by 2020. The 2016 total of 225 was 21.6% above the target of 185.	2nd	low
Notes: Comparators are other county councils								

Housing - Affordable & Quality Homes								
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Housing, Infrastructure & Planning								
5 Year Supply of Deliverable Sites - housing units		↑	26,096		23,679	Good supply of housing development being supported in Leicestershire.	-	High
Total new dwellings		↓	3,660	4,716	3,840	Target is the notional annual requirement for new housing identified in the Housing and Economic Development Needs Assessment (HEDNA). Quartile is new dwellings per 10k population using 2016 mid-year population estimates.	1st	High
New dwellings - Registered Social Landlord owned		↓	580		770	2016/17 result is lower than the previous two annual results. Quartile is new dwellings per 10k population using 2016 mid-year population estimates.	1st	High
% agree that local housing meets local needs		N/A	61.8%		-	Quarter 1 2017/18 data	-	High
Notes: Comparators are other county councils								

Wellbeing - Health & Care

Note: 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework

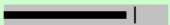
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18*	End of Yr 2015/16	Commentary	Quartile position	Polarity
Unified Prevention, Information & Urgent Response								
Permanent admissions of older people to residential and nursing care homes per 100,000 pop (ASCOF 2A Pt II) (BCF)		↓	632.7	606.4	593.6	The number of people aged 65 or over permanently admitted to residential or nursing care during 2016/17 increased from the previous year. BCF target achieved.	3rd	Low
Permanent admissions to residential or nursing care of service users aged 18-64 per 100,000 pop (ASCOF 2A Pt I)	✓ 	↑	7.1	7.5	7.4	Further improvement was made in 2016/17 with a continued reduction in the number of people aged 18-64 permanently admitted to residential or nursing homes.	1st	Low
Non-elective admissions to hospital per 100,000 pop per month (BCF)	● 	↓	760.4	737.92	737.46	Non-elective admissions to hospital continue to be higher than planned for and additional work is underway to tackle this. Actions progressing through BCF plan implementation.	-	Low
Supporting schemes to achieve BCF non-elective admissions target.		↑	2010	N/A	1581	Actual figure and target are uplift from 2015/16 figures. Schemes include, Rapid Response Falls Service, 7 Day Working Primary Care, Rapid Assessment Older Persons Unit and Crisis Response.	-	High
Admissions from injuries due to falls per 100,000 pop per month (BCF)	✓ 	↑	132.11	139.8	144.95	There were 2,162 emergency admissions for injuries due to falls for residents of Leicestershire aged 65 and over in 2016/17. BCF target achieved.	-	Low
% of people who use services who find it easy to find information about support (ASCOF 3D part 1)		↑	70.1%	69.0%	67.1%	The proportion of service users who found it easy to find information improved slightly during 2016/17.	4th	High
Long Term Conditions								
Patients satisfied with support to manage long term health conditions (BCF)		→	62.7%	62.2%	63.6%	This metric is volatile, depending on who is included in the survey. BCF target achieved.	-	High
Improved Discharge & Reablement								
Delayed transfers of care from hospital per 100,000 pop per month (BCF)	● 	↓	377.10	312.19	314.98	This indicator measures the number of bed-days taken up due to a delay in hospital discharge. Data shown is for the final quarter of each year.	-	Low
Delayed transfers of care - adult social care only - per 100,000 pop per month		↓	1.8	0.9	1.0	During 2016/17 there was a national increase in the number of delayed transfers of care and the position in Leicestershire was no different. Despite this, Leicestershire remains in the top quartile when compared to 21 similar or east midlands authorities	1st	Low
% of people aged 65+ still at home 91 days after discharge from hospital into reablement / rehabilitation services (ASCOF 2B Pt I) (BCF)		↓	86.5%	84.2%	87.5%	Actions progressing through BCF plan implementation. BCF target achieved.	-	High
% of people receiving reablement with no subsequent long-term service (ASCOF 2D)		↑	80.2%	77.0%	76.2%	ASCOF 2D measures the proportion of people who had no need for ongoing services following reablement. Performance in 2016/17 show improvement on the previous year.	2nd	High
Notes: ASCOF benchmarks are compared to all social services authorities								
* BCF indicator targets are for 2016/17								

Wellbeing - Adult Social Care								
Note: 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework. Benchmarks are compared to all social services authorities								
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Personalisation								
% of people who use services who have control over their daily life (ASCOF 1B)		↑	78.0%	80%	74.9%	The proportion of service users stating that they have control over their daily life improved from the previous year.	2nd	High
% of people using social care who receive self-directed support (national, ASCOF 1C Pt 1a)		↓	95.5%	97.0%	97.0%	The proportion of people in receipt of a personal budget has reduced slightly on last year.	2nd	High
% of carers receiving self-directed support (ASCOF 1C Pt 1b)		↑	99.7%	98.0%	98.7%	The proportion of carers in receipt of a personal budget increased further in 2016/17	2nd	High
% of service users receiving support via cash payments (ASCOF 1C Pt 2a)	✓ 	↑	55.4%	38.0%	37.6%	There was a marked increase in the uptake of direct payments last year with over half the people in receipt of community based services now doing so via a cash payment.	1st	High
% of carers receiving direct payments (ASCOF 1C Pt 2b)	✓ 	↑	96.7%	95.0%	94.3%	As with the proportion of carers receiving a personal budget, there was a further increase last year in the proportion with a direct payment.	2nd	High
Dementia								
Dementia diagnosis rate by GPs	✓ 	↑	69.10%	67%	58.50%	Latest data is for Leicestershire and as of June 2017. Target shown is CCG set target for 2015/16.	3rd (Eng.)	High
Learning Disabilities								
% of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	✓ 	↑	79.4%	73%	77.5%	The proportion of people with a learning disability aged 18-64 who live in settled accommodation has continued to improve with almost 8 out of 10 now receiving a service away from a permanent residential or nursing home placement.	2nd	High
Care Quality								
% of people who use services who had as much social contact as they would like (ASCOF 1I pt 1)		↑	46.2%	42.0%	41.0%	ASCOF 1I is sourced from the annual adult social care survey. 46% of service users responding to the survey stated that they had as much social contact as they would like; a marked improvement from the previous year.	2nd	High
Overall satisfaction of people who use services with their care and support (ASCOF 3A)		↑	65.3%	N/A	58.0%	The level of satisfaction improved during 2016/17. However the proportion, which is taken from the annual survey, varies each year by approximately 6% points either up or down, and the change last year is part of that pattern.	2nd	High
Overall satisfaction of carers with their care and support (ASCOF 3B)	● 	↓	31.2%	N/A	41.2%	The figure is taken from the biennial survey of carers. Based on the findings from the survey conducted in 2016/17 there was a reduction in levels of satisfaction from 41% two years ago to 31% last year.	4th	High
% of Care Homes requiring improvement or inadequate - rating		N/A	18%	N/A	N/A	Indicator based on Care Quality Commission (CQC) data.	-	Low
% of Home Care Providers requiring improvement or inadequate - rating		N/A	10%	N/A	N/A	Indicator based on Care Quality Commission (CQC) data.	-	
Social care related quality of life (ASCOF 1A)		↑	18.9	N/A	18.5	This measure is drawn from a number of questions in the annual survey of service users including such topics as control over daily life, how time is spent, and social contact. Findings show improvement from the previous year.	3rd	High
Carers reported quality of life (ASCOF 1D)		↑	7.5	N/A	7.4	Similar to ASCOF 1A except focus being on quality of life of carers (surveyed biennially). Findings from the survey in 2016/17 show little change from that conducted two years previously.	3rd	High

Wellbeing - Public Health

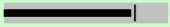
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Public Health								
Life Expectancy – Males (Leics)		→	80.5	80.3	80.5	Males in Leicestershire can expect to live 1 year longer than the average for England. To reduce health inequalities we are tackling the wider determinants of health through a range of projects/activity. Latest data is for the period 2013-15.	1st (Eng.)	High
Life Expectancy – Females (Leics)		↓	83.9	84.6	84	Females in Leicestershire can expect to live 0.8 years longer than the average for England. Latest data is for the period 2013-15.	2nd (Eng.)	High
Slope Index of Inequalities – Males (Leics)		↑	6.1	top quartile	6.2	The gap in life expectancy between the best-off and worst-off males in Leicestershire for 2013-15 is 6.1 years. Ranked 4 out of 16 similar areas.	-	Low
Slope Index of Inequalities – Females (Leics)		↑	4.8	top quartile	5	The gap in life expectancy between the best-off and worst-off females in Leicestershire for 2013-15 is 4.8 years. Ranked 6 out of 16 similar areas.	-	Low
Under 75 CVD Mortality (per 100,000 population)	✓	↑	62	65.5	64	A variety of work contributes to reducing cardiovascular disease. Latest data is for the period 2013-15.	1st (Eng.)	Low
Under 75 Cancer Mortality (per 100,000 population)		↑	124.5	133.1	128.4	Various actions to help people to adopt healthier lifestyles and become more aware of cancer risk factors. Latest data is for the period 2013-15.	1st (Eng.)	Low
Under 75 Respiratory Disease Mortality (per 100,000 population)		↓	24	23.6	23.3	Public health advice and support and wider prevention programmes for respiratory disease. Latest data is for the period 2013-15.	1st (Eng.)	Low
Prevalence of smoking among persons aged 18 years and over	✓	↑	13.5%	16.3%	17.4%	A new stop smoking service began in 2017. Between 2012 and 2015, Leicestershire's smoking prevalence has been similar to the England average. In 2016, the smoking prevalence is significantly better than the national average. The England average in 2016 is 15.5%.	2nd (Eng.)	Low
Rate of hospital admissions for alcohol related causes (per 100,000 population - Leics)		↑	592	548	596	As part of early intervention work, the alcohol brief intervention service has been extended to pharmacies in addition to GP practices. Leicestershire is better than England average. Latest data is for period 2015/16.	2nd (Eng.)	Low
% who successfully completed drug treatment (non-opiate)		→	40.5%	48%	40.2%	Data shows completions in 2015 with non re-presentations up to 6 months. A slight increase from previous year.	2nd (Eng.)	High
% who successfully completed drug treatment (opiate)	●	↓	6.8%	15%	9.3%	Data shows completions in 2015 with non re-presentations up to 6 months. A decrease from the previous year.	2nd (Eng.)	High
Percentage of people offered a health check annually that have received a health check (uptake)	●	↑	43.1%	61.0%	42.2%	New health check service contract with the GPs has been agreed along with efforts to encourage pharmacies and GPs to work together to improve health check uptake.	4th (Eng.)	High
% of adults classified as overweight or obese (Leics)		→	64.7%	top quartile	64.7%	Data sourced from Active People Survey. Latest data is for period 2013-15. Prevalence shows no change from 2012-14.	2nd (Eng.)	Low
% people presenting with HIV at a late stage of infection		→	43.1%	50%	43.2%	Latest data is for period 2013-15. The percentage has shown a slight improvement compared to 2012-14.	2nd (Eng.)	Low

Wellbeing - Public Health

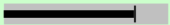
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Child & Family Health								
Smoking at time of delivery (Leics & Rutland)		↑	10.0%	10.8%	10.3%	Small year-on-year reduction and continue to meet the target. Latest data is for the period 2015/16.	2nd (Eng.)	Low
% Mothers initiating breastfeeding (where status is known)		N/A	No data	increase	74.4%	No updated data since 2014/15. Breastfeeding peer support services are available in six areas and breastfeeding champions nominated in health visiting teams.	2nd (Eng.)	High
Prevalence of breastfeeding at 6–8 weeks from birth (Leics)		N/A	No data	increase	47.2%	No data available for 2015/16.	2nd (Eng.) (2015/16)	High
Percentage of 5 year olds who are free from obvious dental decay		N/A	No data	reduce	71.6%	No updated data. In April 2015 responsibility for commissioning oral health promotion transferred to local authorities. A new oral health promotion contract commenced in August 2015. The plan includes establishing a range of oral health promotion activities with additional funding agreed.	3rd (Eng.)	Low
Excess weight in primary school age children in Reception (Leics)		↓	21.3%	19.9%	20.3%	Slight decline in performance from 20.3% in the previous year. Leicestershire still performs better than the England average of 22.1%.	2nd (Eng.)	Low
Excess weight in primary school age children in Year 6 (Leics)		↓	31.3%	31.3%	30.0%	Slight decline in performance from 30.0% in the previous year to 31.3%. Leicestershire remains in the top quartile and performs better than the England average of 34.2%.	1st (Eng.)	Low
Chlamydia diagnoses (per 100,000 aged 15-24) (Leics)	✓ 	↑	1942	1680	1889	Improvement in performance in chlamydia detection rate from 2015 to 2016. New sexual health strategy in place including new approach to screening for diseases such as chlamydia.	2nd (Eng.)	High
Under 18 conception (rate per 1,000 females aged 15-17) (Leics)	✓ 	↑	16.3	24.2	18.5	Leicestershire's teenage pregnancy rate has dropped for the 8th consecutive year - lower than East Midlands and England rates. Latest data is 2015.	1st (Eng.)	Low

Notes: PHOF benchmarks are compared to all single / upper tier authorities

Wellbeing - Mental Health

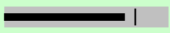
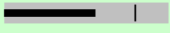
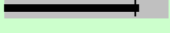
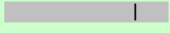
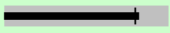
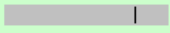
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Mental Health								
% of people with a low satisfaction score		N/A	No data	top quartile	3.4%	We are a key partner in the Better Care Together Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2014/15. We are now better than England average.	-	Low
% of people with a low happiness score	✓ 	→	6.9%	top quartile	7.1%	We are a key partner in the Better Care Together Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2015/16. We are better than England average and within the target.	1st (Eng.)	Low
% of people with a high anxiety score	✓ 	↑	16.8%	top quartile	18.1%	We are a key partner in the Better Care Together Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2015/16. We are within the target.	1st (Eng.)	Low
Excess under 75 mortality rate in adults with serious mental illness		↑	362.9	reduce	437.1	New transformation plan being progressed to strengthen community based support and access to specialist help. Latest data is for period 2014/15. The average for England is 370.0	2nd (Eng.)	Low
Suicide rate (per 100,000)		↑	9.3	top quartile	9.6	We are a key partner in the Better Care Together Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2013-15. The average for England is 10.1	2nd (Eng.)	Low
% of patients that received treatment in Child & Adolescent Mental Health Services (CAMHS) within 13 weeks - (routine)	✓ 	↑	96.8%	Increase	60.2%	Data shows a significant increase compared to 2016.	-	High

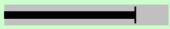
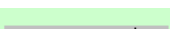
Wellbeing - Physical Health, Sport and Physical Activity

% of physically active adults		→	59.5%	increase	59.9%	Latest data derived from the Active People Survey 2015 results.	2nd	High
% of physically inactive adults		↓	26.0%	reduce	24.8%	Latest data derived from the Active People Survey 2015 results.	2nd	Low

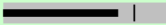
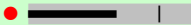
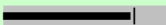
Notes: PHOF benchmarks are compared to all single / upper tier authorities

Keeping People Safe - Safeguarding Children, Families & Vulnerable Adults								
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Early Years								
% of providers in early years assessed as good or outstanding		↑	94.0%	increase	84.8%	Strong improvement across the year leading to a significant increase compared to 2016	4th	High
% take-up of free early education by 2 year olds		↑	80.0%	80%	79.2%	Take up of free childcare places for 2 year olds has remained stable this year after initial raising awareness of the new entitlement in 2016.	3rd	High
% take-up of free early education by 3 & 4 year olds		↓	95.0%	95%	98.0%	Take-up was 95% at the end of year but was often 100% during previous quarters	2nd	High
% Achieving Good Level of Development (early years)		↑	70.2%	60%	67.5%	Achievement in Leicestershire has risen for the fourth consecutive year.	4th (2015/16)	High
% Inequality gap in achievement across early learning goals		→	28.3%	reduce	28.3%	While overall achievement has improved (see above) the inequality gap remains the same as previously.	2nd (2015/16)	Low
Supporting Families & Early Help								
Number of families supported by Supporting Leicestershire Families service		→	2006	480	2016	The SLF service continues to support a high number of families in Leicestershire	-	High
% of Payment by Results (PBR) families outcomes met - SLF Phase 2	✓	↑	927	2799	364	Leicestershire has already achieved 33% of the 2020 target.	-	High
Safeguarding Children								
Single assessments completed within 45 working days		↓	86.0%		96.3%	The national framework has a target of 45 days for completion.	2nd (2015/16)	High
Child protection cases which were reviewed within required timescales		↑	100%	100%	99.1%	Improvement on previous result.	1st (2015/16)	High
Children becoming the subject of a Child Protection Plan for a second or subsequent time		↑	19.0%		30.5%	Analysis of second and subsequent child protection plans (CPPs) undertaken. As a result of findings, management oversight has been strengthened, particularly over cases where it is proposed to end the CPP at the 3 month review stage.	3rd (2015/16)	Low

Keeping People Safe - Safeguarding Children, Families & Vulnerable Adults								
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Looked After Children								
Stability of placements - children in care with 3 or more placements in year.		↑	9.8%	<9%	11.0%	Analysis undertaken to determine reasons for placement changes. As a result, work is underway to ensure that the first placement that a child has on coming into care is more successful. Provisional figure - to be confirmed by DfE in Autumn.	2nd (2015/16)	Low
Stability of placements - children in same placement for 2+ years or placed for adoption		↑	69.3%	70%	65.0%	See comment above.	3rd (2015/16)	High
% Looked after children receiving health checks		↓	62.7%	increase	90.6%	Specialist nurse for Looked After Children progressing improvements	-	High
% Looked after children receiving dental checks		↑	83.3%	increase	65.8%	Specialist nurse for Looked After Children progressing improvements	-	High
% Looked after children receiving immunisations		↑	81.2%	increase	79.0%	Specialist nurse for Looked After Children progressing improvements	-	High
% children in care achieving expected standard or above in Reading, Writing and Maths at Key Stage 2		↑	22.2%	increase	17.6%	Improvement compared to the previous year. The number of looked after children in each school year group is very small, so the results can fluctuate.	3rd (2015/16)	High
% children in care achieving Attainment 8 (new measure covering attainment in 8 subjects at GCSE / Key Stage 4 level)		N/A		increase	23.4%		2nd (2015/16)	High
Care leavers aged 19, 20 and 21 in education, employment or training		↑	52.0%	top quartile	49.0%	Improvement compared to previous year. Children in Care service working closely with Prospects to identify those in need of support.	2nd	High
Care leavers aged 19, 20 and 21 in suitable accommodation		↑	90.0%	top quartile	88.0%	Improvement compared to previous year.	1st	High
Total average time in days to place with prospective adopters		↑	444	reduce	517	Range of initiatives to improve fostering and adoption. Data shows 3 year average for 2014-2017. Provisional figure - to be confirmed by DfE in Autumn.	1st (2015/16)	Low
% children who wait less than 14 months for adoption		N/A	37.3%	increase		This indicator always measures 3 years of performance. Annual target has been reduced from 16 months to 14 months therefore previous year's data is not comparable. Provisional figure for period 2014-17 - to be confirmed by DfE in Autumn.	4th (2015/16)	High

Keeping People Safe - Safeguarding Children, Families & Vulnerable Adults								
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Youth Justice								
% of juvenile offenders re-offending within 12 months		↓	34.9%	top quartile	32.1%	Comparative data shows that the percentage of young people reoffending in Leicestershire (34.9%) was the same as the regional (34.9%) and ahead of the national (37.7%) performance.	3rd (2014/15)	Low
Number of first time entrants to the criminal justice system aged 10 - 17	✓ 	→	126	top quartile	124	First time entrants have remained low at 126 compared to the 2014/15 baseline figure of 190.	2nd (2015/16)	Low
% of juvenile offenders given a custodial sentence	✓ 	↑	1.3%	>5%	4.0%	Between April 2016 and march 2017 two young people received a custodial sentence, 6 fewer than recorded in the previous year.	2nd (2015/16)	Low
Anti-social Behaviour								
% of people stating that they have been a victim of anti-social behaviour		→	5.4%	reduce	5.4%	The % of people surveyed that report they have been a victim of ASB has remained the same at 5.4%.	-	Low
% of people stating that they feel that the police and other local public services are successfully dealing with ASB and crime in their local area		↓	84.5%	-	92.7%	The CBS also shows the perception that the police and local authorities are addressing local crime and disorder remains relatively high although there has been a steady reducing trend	-	High
Vulnerable People								
Reported hate incidents (per 1,000 population)		↑	0.66	-	0.58	There has been a recent increasing trend in reporting of hate incidents. The Hate and Prevent Delivery Group will oversee a multi-agency action plan, the aim is to ensure an effective response to reported hate incidents, promote confidence in communities and encourage reporting.	-	High
Reported domestic abuse incident rate (per 1,000 population)		→	8.47	-	8.82	Reports of domestic abuse have remained fairly constant.	-	High
% of domestic violence cases reviewed at MARAC that are repeat incidents		→	30%	28%-40%	28%	MARAC re-referrals in the county are 30%. This is an increase of 2% on the previous financial year and is within the SafeLives recommended threshold of between 28% and 40%.	-	NA
Safeguarding Adults								
% of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)		↑	90.9%	89%	89.2%	The proportion of people stating that the services they receive help them to feel safe remains high at 91%.	1st	High
Trading Standards								
% satisfied with Trading Standards Service (non-business customers)		↑	92.9%		91.9%	Slight improvement on the previous year.	-	
% satisfied with Trading Standards Service (business customers)		↑	91.7%		90.9%	Slight improvement on the previous year.	-	
Notes: Comparators are other county councils, except where (Eng.) indicates that comparison is with all English local authority areas.								

Keeping People Safe - Police & Crime

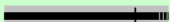
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Crime Minimisation								
Total Crime rate (per 1,000 pop.)		↓	51.31	44.75	47.21	Total number of crimes are 14% higher than the previous year. Leicestershire is ranked 9th lowest when compared to its comparable neighbours.	2nd	Low
Domestic burglary (per 1,000 pop.)		↓	3.91	2.99	3.53	Domestic Burglary continues its increasing trend. Leicestershire has the third highest rate when compared to its comparable neighbours.	4th	Low
Vehicle Crime (per 1,000 pop.)		↓	7.29	4.91	7.07	Vehicle crime has shown a steady increasing trend over the last 12 months. Leicestershire has the fourth highest vehicle crime rate when compared to comparable neighbours.	4th	Low
Violence with injury rate (per 1,000 pop.)		↓	3.93	3.51	2.95	The number of reported violence with injury offences has risen by 38%. However Leicestershire still has the lowest rate compared to all its neighbours.	1st	Low
Criminal damage rate (per 1,000 population)		↓	6.91	-	6.71	Criminal damage rate has increased slightly	1st	Low
% People who feel safe after dark		↓	88.6%	95%	90.7%	Data taken from Community Based Survey. Although the figure is slightly lower this quarter the level of positive responses is still high.	-	High

Notes: Responsibility of Police & Crime Commissioner (published as part of overview & scrutiny role). Comparators are other county areas.

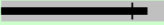
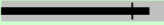
School & Academy Performance

Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
School Place Planning								
% of pupils offered first choice primary school		→	91.4%	90%	91.8%	The number of pupils offered their first choice primary school remained similar for 2016/17.	3rd	High
% of pupils offered first choice secondary school		↓	93.3%	98%	95.7%	The number of pupils offered their first choice secondary school was slightly lower in 2016/17.	1st	High
School Quality								
% of schools assessed as good or outstanding	✓	↑	90.1%	>84%	87.0%	The number of good or outstanding schools has again increased.	1st	High
Key Stage 1								
Key Stage 1 expected standard or above in Reading, Writing and Maths		↑	62.7%	increase	58.4%	Increased compared to 2016 but expected to be approximately 1% below national levels.	3rd	High
Key Stage 2								
Achievement of expected standard or above in Reading, Writing and Maths at Key Stage 2		↑	61.4%		52.5%	Increased performance compared to 2016, expected to be similar to national averages.	2nd	High
% pupils eligible for Free School Meals achieving expected standard in Reading, Writing & Maths at KS2		↑	38.2%		28.9%	Improved performance compared to 2016.	3rd (2015/16)	High
Reading progress between Key Stage 1 and Key Stage 2		↑	-0.50	Above average	-1.04	Improved performance compared to 2016.	4th (2015/16)	High
Writing progress between Key Stage 1 and Key Stage 2		↑	-0.40	Above average	-0.73	Improved performance compared to 2016.	2nd (2015/16)	High
Maths progress between Key Stage 1 and Key Stage 2		↑	-0.80	Above average	-1.12	Improved performance compared to 2016.	3rd (2015/16)	High
Key Stage 4 & 5								
Attainment 8 (attainment in 8 subjects at GCSE / Key Stage 4 level)		N/A	45.1		49.4	Attainment 8 scores are not directly comparable to 2016 due to the introduction of a new points system	3rd (2015/16)	High
Attainment 8 - pupils eligible for Free School Meals		N/A	31.4		35.3	As above. The attainment of pupils eligible for Free School Meals remains a priority in Leicestershire.	4th (2015/16)	High
Progress 8 (measure covering overall Key Stage 2-4 progress)		→	-0.10	Above average	-0.11	Similar performance to 2016.	4th (2015/16)	High
Average points score at 'A' Level (or equivalent)		↑	212.2	215	206.4	Improved performance compared to 2016.	3rd (2015/16)	High

School & Academy Performance

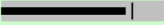
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Vulnerable groups								
% of special schools assessed as good or outstanding	✓ 	→	100%	100%	100%	All special schools are now rated as good or outstanding.	1st	High
Pupils with special educational needs achieving expected standard or above at KS2 (Reading, Writing and Maths)		↑	6.8%	increase	5.0%	Slight improvement compared to the previous year.	3rd (2015/16)	High
Pupils with special educational needs achieving 5+ GCSEs (inc. English and Maths)		N/A		increase	15.2%		-	High
Secondary school persistent absence rate		N/A	12.8%	>13.1%		The definition has changed: persistent absence is now defined as missing 10% or more of possible sessions (previously the threshold was 15% or more).	3rd (2015/16)	Low
Notes: Responsibility of schools and academies with support from Leicestershire Education Excellence Partnership (LEEP). Comparators are other county councils.								

Great Communities - Environment & Waste

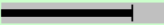
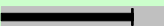
Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Waste Management								
Total household waste per household (kg)	✓ 	↑	1094	<1104	1112	Total household waste has decreased slightly this year resulting in improved performance.	4th (2015/16)	Low
% of household waste sent by local authorities across Leicestershire for reuse, recycling, composting etc.		→	49.7%	50%	49.6%	This shows a slight increase in the percentage of household waste sent by local authorities for reuse, recycling and composting (49.7%). It remains close to meeting target of 50%.	2nd (2015/16)	High
% of municipal waste sent to landfill	● 	↓	29.9%	30%	27.6%	The proportion of waste landfilled remains low and has declined in performance slightly compared to last year.	3rd (2015/16)	Low
Waste produced from LCC sites (tonnes)	✓ 	↑	456	<791	507	Waste produced at LCC sites has continued to reduce due to a variety of improvement work and has met its target.	-	Low
% waste from LCC sites recycled		↑	59.0%	70%	57.4%	The internal recycling rate for the Council of 59% is well below the target of 70%. Although the recycling rate at County Hall is very good (around 80%), other County Council buildings, particularly those with community use, are only achieving recycling rates of less than 50%. Work is underway to visit these buildings and to work with staff to address this.	-	High
Reducing Carbon Emissions & Mitigating the Impact of Climate Change								
Total CO2 emissions from LCC operations (excluding schools) (tonnes)	✓ 	↑	21,178	26,120	24,225	The council's carbon emissions have reduced this year by 12.6% compared to 15-16 and are well ahead of their target.	-	Low
Carbon emissions from LCC buildings (tonnes)	✓ 	↑	5,710	8,222	6,580	Carbon emissions from our buildings have reduced by 13.2% compared to 15-16 and are well ahead of their target. The most significant gain has come from the County Hall biomass boiler replacing gas use.	-	Low
CO2 emissions from LCC street lighting & traffic signs (tonnes)	✓ 	↑	9,532	11,476	11,502	Carbon emissions from street lighting and traffic signs have reduced following the ongoing installation of LED lighting and lighting management (80% complete).	-	Low
Total Business miles claimed ('000s of miles)	✓ 	↑	6,199	6,982	6,583	The number of business miles claimed continues to reduce and is now ahead of the long-term (2020-21) target.	-	Low

Great Communities

Libraries & Community Libraries

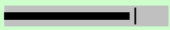
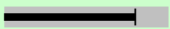
Library total issues	● 	↓	1.48m		1.56m	National trend of reduction in library issues. E-loans and online issues continue to increase.	4th (2015/16)	High
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Community Cohesion & Volunteering

% agree people from different backgrounds get on well together		→	95.0%	95%	97.1%	We continue work to strengthen community cohesion, supporting communication with and across community groups.	-	High
% people willing to work together with others on something to improve their neighbourhood		→	71.3%		71.0%	Results similar to previous year. Source: County Council Community survey.	-	High
% people involved in unpaid (voluntary) work over past 12 months		→	35.1%		35.0%	Results similar to previous year. Source: County Council Community survey.	-	High

Notes: Comparators are other county areas.

Corporate Enablers

Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Customer Services & Digital Delivery								
% think Leicestershire County Council doing a good job		↓	56.2%		59.0%	Latest result is a slight reduction compared to the previous year, but represents an improvement over past 5 years.	-	High
% satisfied with the overall service from the Customer Service Centre (Cmetrix ratings)	✓ 	↑	88.8%	80%	81.2%	Results from Cmetrix tool which measures customer satisfaction - findings are being used to further improve the service.	-	High
County Council website star rating (SOCITM)	✓ 	↑	3	3+	2	Digital Strategy will enhance digital delivery across a range of services.	2nd	High
Number of unique visits to the LCC website		↑	1.24m		1.15m	Work is underway to exploit web analytics to better target services and the digital offer. Comparative data is web visits per household (published by SOCITM).	3rd	High
Number of complaints reported		↑	260		325	36% of the complaints were upheld during 2016/17 compared to 30% during 2015/16.	-	Low
% Complaints responded to within 20 days		↓	90%		96%	Slight decline on previous year. 69% of all complaints received a response within 10 working days.	-	High
Procurement & Commissioning								
County Council procurement spend with SMEs		→	52%	45%	52%	The Council is a member of the LLEP Procurement Taskforce, which aims to make successful procurement achievable for SME businesses based within the LLEP area.	-	High
County Council procurement savings		↓	£2.36m	MTFS	£3.54m	Figure excludes savings projects which may have a procurement element but which are not exclusively the results of procurement activity.	-	High

Corporate Enablers

Description	2016/17 performance	Direction of Travel	End of Yr 2016/17	Target 2017/18	End of Yr 2015/16	Commentary	Quartile position	Polarity
Equalities and People Strategy								
% staff satisfaction with County Council as an employer		→	89.2%	85%	91.0%	The result from the 2017 Staff Survey is slightly lower than the 2015 result.	-	High
Working days lost to sickness		↓	10.16	7.5	9.32	Performance is slightly below the England average for local authorities of 9.3 days. New Attendance Management Policy and a workplace health and wellbeing strategy have been implemented.	3rd	Low
Equality framework for local government		→	Excellent	Excellent	Excellent	The authority continues to be recognised for its good equality and human rights practices.	-	High
% of whole workforce from a BME background		↑	12.09%	12%	11.87%	Targets are designed to achieve the same level of representation of those from BME backgrounds as within the local population, based upon the 2011 census.	-	High
% of whole workforce that is disabled		→	4.18%	7%	4.23%	Targets are designed to achieve the same level of representation of those with disabilities as within the local population, based upon the 2011 census. The Council Equalities Board is closely monitoring this issue.	-	High
% of employees graded 13 and above that are women		↑	58.82%	61%	57.94%	Work continues to support female manager development through the spring forward positive action programme.	-	High
% of the workforce that feels that LCC is committed to equality & diversity		→	91.5%	90%	91.9%	The result from the 2017 Staff Survey is very similar to the 2015 result.	-	High
Stonewall Workplace Equality Index Ranking*		↓	36		7	The Council remains the highest placed local authority in the Index, in which 439 employers participated during 2017.	1st*	Low
Notes: Comparators are other county councils. * Comparators are all entrants in the Stonewall Workplace Equality Index								

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Working together for the benefit of everyone

Leicestershire County Council's
Strategic Plan 2018-22

**DRAFT for
consideration at Cabinet
24 November 2017**





Foreword by Nick Rushton, Leader of Leicestershire County Council

Leicestershire County Council remains one of the best performing Councils in the country, despite its very low funding position. We have changed the way we do things: we've employed new technology and more commercial approaches, kept tight control of our finances, in a time of reducing resources and increasing demand for our services, whilst maintaining good relationships with our partner organisations to deliver the best outcomes for the residents of the County. The future remains uncertain, but brings with it challenges and exciting opportunities for all of us.

The County Council has developed this Strategic Plan by focussing on the things that will make life better for people in Leicestershire. We have developed a "shared vision" across the Council that we want people to experience in their daily lives.

A clear vision for our place and its people will strengthen the Council's leadership role. It will enable the Council to have a more joined-up approach to service delivery.

In developing this vision, we have made a commitment to working together across different services and with other agencies, to make best use of all the resources available. By investing in local priorities, we aim to deliver real and lasting benefits for Leicestershire and its residents and the best value for the Leicestershire pound.

The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire. The Council alone cannot deliver all the change that will be needed. We will need to work together to make life good for everyone in Leicestershire. We need our residents to share responsibility for their communities and take care of themselves and plan for the future – some people can do this by themselves, others will need help from the Council. Through collaboration with our partners to coordinate and integrate our plans, we hope to make the maximum impact on the most pressing problems that we face and celebrate and build upon what is good about this great County.

This Strategic Plan describes the Council's overall policy framework and approach. As well as outlining the Council's vision and priorities for the County and the organisation, it also includes a high-level overview of a number of strategies which provides the detail on how we plan to deliver positive change for Leicestershire, in line with these high-level commitments.

This vision has been informed by evidence of the current baselines and trends for Leicestershire, what local residents and businesses have told us is important to them. It also reflects existing partnership commitments and national statutory requirements and measures.

I welcome your engagement with and support to meet these challenges. If you wish to feedback any improvement suggestions or ideas on how we can deliver services differently and more efficiently and reduce costs then please let me know at leadersoffice@leics.gov.uk

Nicholas Rushton

Introduction

This Strategic Plan describes the Council's overall policy framework and approach. As well as outlining the Council's vision and priorities for the county and the organisation it also includes a high level overview of a number of strategies which provide the detail on how we plan to deliver positive change for Leicestershire in line with these high level commitments.

The County Council has developed this Strategic Plan by focussing on the things that will make life better for people in Leicestershire. We have developed a shared vision across the Council of the County we want people to experience in their daily lives.

A clear vision for our place and its people will strengthen the Council's leadership role. It will enable the Council to have a more joined up approach to delivery.

In developing this vision we have made a commitment to working together across different services and with other agencies to make best use of all the resources available. By investing in local priorities we aim to deliver real and lasting benefits for Leicestershire and its people and the best value for the Leicestershire pound.

The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire. The Council alone cannot deliver all the change that will be needed but will understand in depth the issues where it is the lead organisation or has significant influence to drive positive change. Through collaboration with our partners to coordinate and integrate our plans and outcomes we hope to make the maximum impact on the most pressing problems that we face and celebrate and build on what is good about this great county.

This vision has been informed by evidence of the current baselines and trends for Leicestershire, existing partnership commitments and national statutory requirements and measures.

The Council's Vision: Working together for the benefit of everyone

The Council is here to make a positive difference to the lives of Leicestershire people. This vision captures what the Council wants for Leicestershire and what type of organisation it strives to be over the next 20 years.

We want Leicestershire to have a strong economy that creates the best life chances for all. People are well and safe, living as part of great communities where people enjoy life with maximum independence in quality homes that are affordable.

The Council wants to remain a sustainable and successful organisation leading modern, highly effective services.

We will nurture strong, transparent, and trusting relationships with our partners, customers and communities to improve people's lives - now and in the future.

The vision: Great outcomes for Leicestershire

The Council has developed five **strategic outcomes** that we think are essential for good quality of life in Leicestershire. These set out our aspirations for our people and place, describing the results we want people to see and experience in their daily lives. These outcomes are drawn from conversations with stakeholders inside and outside the Council to shape the priorities.

Taking an outcomes approach will mean focusing on the difference the Council wants to make, rather than on the things we do as an organisation. Successfully achieving these outcomes will require close and effective partnership working with individuals, business, other organisations, communities and national government.



Strong Economy

Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.



Wellbeing and Opportunity

The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.



Keeping People Safe

People in Leicestershire are safe and protected from harm.



Great Communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.



Affordable and Quality Homes

Leicestershire has a choice of quality homes that people can afford.

The Council will focus on some more specific areas to deliver its contribution against these wider aims for the County. These are the issues where we have a statutory responsibility, leading role or where we can act as a key influencer or coordinator to support and enable activity across the county by providing local leadership. These **supporting outcomes** provide more detail on where the Council is targeting its resources.

The Vision: What success looks like

This section describes the results we want to see in Leicestershire and the focus for the Council.

Strong Economy

Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.

- **Leicestershire has a highly skilled and employable workforce**
- **Leicestershire has the right infrastructure for sustainable growth**
- **Leicestershire is an attractive place where businesses are supported to flourish**

This outcome will focus on ensuring there is a thriving, balanced and inclusive economy in Leicestershire that manages resources sustainably, provides employment, business opportunities and growth that works for everyone. Ensuring that people have the skills and aptitudes to access employment will help businesses to grow and provide a more inclusive economy that supports a good quality of life for everyone. Leicestershire is well placed to become a centre for jobs in science, technology and engineering.

People and businesses need infrastructure that provides excellent connectivity that meets their every-day needs. Transport infrastructure is a key enabler providing access to opportunity and opening up sites for growth. Access to the latest digital infrastructure and the development of the skills to support wider uptake and use can open up different ways to stay connected.

We need to ensure sustainable management of our natural resources continues to protect our environment. Attractive market towns, villages and the surrounding countryside enhance the profile of Leicestershire as a place to visit, live, work and do business which encourages investment and creates the right environment to attract businesses which can grow and flourish now and in the future.

Wellbeing and Opportunity

The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.

- **Every child gets the best start in life**
- **Every child has access to good quality education**
- **Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities**
- **Everyone is able to aim high and reach their full potential**
- **People are cared for at home, in their own community, whenever possible, and for as long as possible**

Ensuring our children get the best start in life is a priority as it is also an investment in our future. We want parents to get it right in the 1001 critical days after birth and to ensure children are prepared and ready for school, whatever their background.

We want to break down intergenerational cycles of deprivation and poor outcomes, preventing problems from escalating and reducing the need for the involvement of statutory services; this is critical to improving people's quality of life throughout each life stage. The Council has a key role in ensuring good life chances for all by reducing inequalities in educational attainment and health and wellbeing by raising standards for those with poorer outcomes. We want parity for emotional and mental health and wellbeing.

We want people to be enabled take control of their health and wellbeing throughout their lives and to be as independent as possible but receive the right support, in the right place, at the right time when they need it. Although some people can fulfil their potential by themselves, others need help, sometimes throughout their lives.

The Council can also support the wider population to stay well through prevention and early intervention and through its services that affect the wider determinants of health and wellbeing such as the environment, housing, employment and education.

Keeping People Safe

People in Leicestershire are safe and protected from harm.

- **People at the most risk or in crisis, are protected and supported to keep them safe**
- **All children are living in stable environments and have secure attachments**
- **Families are self-sufficient and able to cope**
- **People in Leicestershire are safe in their daily lives**

This outcome covers people feeling secure and being safe and protected from harm. Within its scope are the Council's statutory responsibilities for safeguarding adults with care needs and children. People need to feel safe in their daily lives to enjoy good quality of life, both at home and whilst out and about in the county and their community.

Great Communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

- **Diversity is celebrated in Leicestershire communities**
- **People feel welcome and are included in their communities**
- **Communities participate in the design and delivery of initiatives and plans for the future**
- **Cultural and historical heritage and the natural environment are enjoyed and conserved**
- **Leicestershire communities are resilient to emergencies**

This outcome reflects the importance of good quality, thriving communities. We want communities that embrace diversity with a strong sense of place, celebrating culture and heritage and the protection of the county's high quality environment. Communities provide

social contact and support networks, particularly for those who find it hard to leave home. It is important that communities are involved in shaping and providing local opportunities for involvement. The Council must be responsive and reflect the assets and needs of communities to ensure services build on local strengths - helping communities to help themselves. Preparing for emergencies and responding to and recovering from incidents such as flooding and other threats is important for preventing harm to Leicestershire's communities.

Affordable and Quality Homes

Leicestershire has a choice of quality homes that people can afford.

- **Leicestershire has the right number and type of homes in the right places to meet needs and support economic growth**
- **There is enough suitable housing to support independence for those with social care needs**
- **Development does not have a negative impact on the environment and health and wellbeing of existing communities**

Housing is a key enabler to delivering the other outcomes as a secure, quality, appropriate and affordable home in the right location is essential for good quality of life. Housing matters – it influences people's security, health, access to education and employment and can enable the effective provision of care. This outcome addresses the need for sufficient housing of a range of types and tenure, including for those in need of care, either in specialist care or within their own home. Quality housing should ensure sustainability in terms of the environment, supporting infrastructure and links with existing communities whilst being affordable to own or rent and run.



Achieving the Vision

Our principles

These **principles** will shape our approach and define how we work as an organisation to achieve the vision.

- **Good value:** We make the best use of all the resources available to get the best return for Leicestershire
- **Informed:** We make good decisions, based on evidence, and try new things to drive innovation in public service
- **High expectations:** We have outstanding staff who aim high to make a real difference – focusing on the outcomes for people not just the delivery
- **Collaborative:** We work together with partners, communities and residents to share responsibility, build our strengths and find solutions
- **Open:** We listen to and empower local people; keep them informed and involve them in our plans
- **Responsible:** We contribute positively to the environment and we are committed to equality

Our approach

The following priorities are vital for us to realise our vision for Leicestershire and cut across the themed outcomes. They reflect the current context in which the Council is operating, particularly the need to actively manage demand for services whilst facing increasing financial pressures.

- **Fair and sustainable finance:** The County Council has maintained tight control on its finances and balanced the need to raise income against limiting council tax rises. The Council plans to place itself at the forefront of any new opportunities for increased funding. Leicestershire remains the lowest-funded county in the country and the Council is making renewed calls for fair funding. Now, with budget pressures intensifying, the County Council is stepping up its campaign and saying the time is right to make fair funding a reality and has drawn up and proposed a new funding formula.
- **Local decision making:** the County Council wants to strengthen local decision making by working even more closely with partners. This will be important for attracting investment for infrastructure, the co-design of innovative, integrated service solutions and presenting a united voice to get the best for Leicestershire from Brexit, the Midlands Engine and central government deals.
- **Self-care - personal and community responsibility:** the Council wants to help people to help themselves to be self-sufficient and able to cope. Rather than building a culture of service dependency we want to support people to maintain as much independence as possible and avoid problems becoming more serious. We will help people to recover quickly after a crisis and facilitate solutions by working with people, families and communities. The way we design and deliver all our information and services will promote self-sufficiency and early intervention.

- **High aspirations for everyone:** we want the best for Leicestershire by ensuring access to good opportunities that can provide a good quality of life for all. Although some people can fulfil their potential by themselves, others are more vulnerable and will need help, sometimes throughout the whole of their lives so this is where we will target our support.
- **A more commercial approach that maximises social benefits through the adoption of new ways of working:** The Council understands the need to be efficient and effective, to save money and generate extra income. We need to be entrepreneurial and ensure that the Council's many assets and resources are working to deliver the Council's vision. We want the Social Value of Council contracts to contribute to better outcomes by working closely with our suppliers.
- **Striking a balance between early help, prevention and meeting need:** In Leicestershire we see a focus on early help and prevention as fundamental in tackling the root causes of problems as they arise. In doing so, we can reduce avoidable spend in acute services where early intervention would have prevented or reduced the need for them, and hence provide better value for public money.
- **Whole family; whole life:** Many families have emerging or complex needs which often require support to enable their children to achieve good outcomes in life and make a successful transition into adulthood. Early identification of problems, joined up working practices between agencies, and working together with families to meet their specific needs, is at the heart of providing an effective response.

Working with others in partnership

We have not developed this Plan in isolation. The Council's priorities are shaped by its statutory duties, national policy and evidence of local need. Similarly, we do not work in isolation and recognise that working in partnership in a joined up way can often offer the best value solution to the challenges the County is facing and provide a better coordinated experience for the customer, especially in situations where multiple agencies need to be involved in offering support. To this end, the Council is committed to working together in key **partnerships** to deliver joint strategy commitments and towards joint outcomes. These are included in the summary table below.

The County Council is uniquely placed to provide local leadership, to encourage collaboration between organisations, and share our learning and good practice with other partners, for the benefit of Leicestershire and its people. The Council will continue to play a significant role in working with other organisations in partnership and through integration to ensure the best use of all the resources available.

Working together across the Council

In order to determine how a focus on outcomes will affect the services the Council provides, medium term **commissioning strategies** will be developed against the five priority themes. Detailed annual **service planning** will be created to direct the work of our service areas with a supporting performance management framework in place to help us understand the progress we are making and to measure the impact we are making on our outcomes.

This outcomes-based approach will also require us to change the way we work as an organisation. A new approach to our **transformation** effort will see us align our internal strategies and support functions, such as Finance, Workplace, People, IT and Digital etc., to ensure we make the most of the resources available to us and that we operate as a modern, effective and efficient organisation.

Our work will be guided through effective engagement and communication, working closely with customers and communities. The Council's equality and environment strategies explain the approach to our social responsibilities which are part of everything we do.



Our vision: Working together for the benefit of everyone

Strategic outcomes



Strong Economy:

Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.



Wellbeing and Opportunity:

The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.



Keeping People Safe:

People in Leicestershire are safe and protected from harm



Great Communities:

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.



Affordable and Quality Homes:

Leicestershire has a choice of quality homes that people can afford.

Supporting outcomes

- Leicestershire has a highly skilled and employable workforce.
- Leicestershire has the right infrastructure for sustainable growth.
- Leicestershire is an attractive place where businesses are supported to flourish.

- Every child gets the best start in life
- Every child has access to good quality education
- Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities
- Everyone is able to aim high and reach their full potential
- People are cared for at home, whenever possible, and for as long as possible

- People at the most risk or in crisis, are protected and supported to keep them safe
- All children are living in stable environments and have secure attachments
- Families are self-sufficient and able to cope
- People in Leicestershire are safe in their daily lives

- Diversity is celebrated in our communities
- People feel welcome and are included in their communities
- Communities participate in the design and delivery of initiatives and plans for the future
- Cultural and historical heritage and the natural environment are enjoyed and conserved
- Leicestershire communities are resilient

- Leicestershire has the right number and type of homes in the right places to meet needs and support economic growth
- There is enough suitable housing to support independence for those with social care needs
- Development does not have a negative impact on the environment or health and wellbeing of existing communities

Achieving the vision: Working with others in partnership

- Midlands Engine: Vision for Growth & Midlands Connect Strategy (Midlands Engine Partnership)
- Transport for East Midlands
- Strategic Economic Plan (Leicester and Leicestershire Enterprise Partnership - LLEP)
- Strategic Growth Plan (Members Advisory Group)
- Strategic Transport Plan (Strategic Transport Board)
- Leicester & Leicestershire Rail Strategy (partnership between Leicester City & Leicestershire County Council and the LLEP)
- Leicestershire Local Broadband Plan (Strategic Management Board)

- Leicestershire Joint Health and Wellbeing Strategy (Health and Wellbeing Board)
- Leicestershire Health and Care Integration Programme (Leicestershire Integration Executive and the Unified Prevention Board)
- Leicestershire Educational Excellence Partnership
- Leicester, Leicestershire and Rutland Sustainability and Transformation Plan (STP) Workstreams (e.g. Home First)

- Leicestershire & Rutland Safeguarding Adults Board (SAB) Business Development Plan (Leicestershire & Rutland SAB)
- Leicestershire & Rutland Local Safeguarding Children Board (LSCB) Business Development Plan (Leicestershire & Rutland LSCB)
- Leicestershire Safer Communities Strategy Board
- Corporate Parenting Board
- Leicester, Leicestershire & Rutland Road Safety Partnership

- Leicester, Leicestershire and Rutland (LLR) Prepared – the Local Resilience Forum
- Leicestershire Safer Communities Strategy Board
- Leicestershire Rural Framework (Leicestershire Rural Partnership)
- Leicestershire Municipal Waste Management Strategy (Leicestershire Waste Partnership)

- Strategic Economic Plan (Leicester and Leicestershire Enterprise Partnership)
- Strategic Growth Plan (Members Advisory Group)
- Housing Services Partnership

Children and Families Plan (Children and Families Partnership)

Achieving the vision: Working together across the Council

Principles and approach

These will define how we will work as an organisation

Commissioning

Medium term **commissioning strategies** will be developed against the outcomes

Service planning

Detailed annual plans will be created to direct the work of our service areas with a supporting performance management framework

Transformation

Ensuring we make the most of the resources available to us and that we operate as a modern, effective and efficient organisation

Measuring progress

The Council will build on its existing performance reporting to develop a robust performance management framework supported by the datasets and tools set out within business intelligence strategy. This will allow us to monitor progress against the outcomes for the population of Leicestershire, the effectiveness of our programmes of work and how we have performed as an organisation in deploying our resources to achieve the change we want to see. This will include benchmarking the Council against other comparable areas and analysing integrated data, where relevant, with our partners.

The following tables by theme provide an outline framework of the key strategic indicators for the Council based on its existing performance arrangements. The measures reflect not only the areas where the Council has direct control but also elements that ‘tell the story’ of what life is like in Leicestershire. This framework will be developed and reviewed regularly to ensure it reflects the outcomes and will be backed up by more detailed frameworks measuring operational performance measures.

In addition to these measures we will continue to use qualitative information which evaluates our success. This will include feedback from our consultation and engagement with residents, customers, suppliers, staff and partners, as well as inspection reports and other insights.

Regular reports will be delivered to County Council members, Chief Officers and other senior managers. An integrated annual performance report against the outcomes will be made publicly available.



1. Strong Economy: Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential

Supporting Outcome	The suggested measures that we will develop to monitor progress
Leicestershire has a highly skilled and employable workforce	• % of working age population qualified to Level 2+ / Level 3+ / Level 4+ • % achieving a level 2 qualification by the age of 19 • % 16-17 year olds who are not in Education Employment or Training (NEET) • Unemployment rate • Out of work claimant rate • Take up and completion of apprenticeships • % businesses experiencing recruitment difficulties due to skills issues • Median wage levels
Leicestershire has the right infrastructure for sustainable growth	• % of the classified road network where structural maintenance should be considered • Overall satisfaction with the condition of highways • Average vehicle speeds during the weekday morning peak on locally managed 'A' roads • % businesses citing concerns about traffic congestion • Local bus passenger journeys • % premises with access to high speed broadband (check wording) • % take up of new high speed broadband (check wording) • <i>Private funding secured to deliver infrastructure e.g. Section 106 and section 278 funds</i>
Leicestershire is an attractive place where businesses are supported to flourish	• 3 year business survival rate • Number of new enterprises per 10,000 population • Gross Value Added (GVA) per head • Business confidence • <i>Inward investment (source: Place Marketing Organisation)</i> • <i>Availability / occupancy of commercial space</i> • Economic impact value of Leicester and Leicestershire Enterprise Partnership (LEEP) priority sectors

KEY:

Bold indicators are those for which LCC has primary responsibility.

Italic orange indicators are proposed areas for monitoring which may need further development.



2. Wellbeing and Opportunity: The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing

Supporting Outcome	The suggested measures that we will develop to monitor progress
Every child gets the best start in life	• Smoking at time of delivery • Breastfeeding prevalence • % of all childcare providers rated good or outstanding. • % of eligible 2 year olds taking up free early education (FEEE) • % of eligible 3 and 4 year olds taking up FEEE • % of reception pupils reaching a 'Good' level of development' • Attainment gaps for vulnerable groups at early years stage
Every child has access to good quality education	• % of pupils offered choice of primary / secondary school • % of schools rated Good or Outstanding • % of pupils in Good or Outstanding schools • Secondary school persistent absence rate • <i>Measures covering children missing education</i>
Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities	• Child Health • % of five year old children free from dental decay • % with excess weight at age 4-5 years and 10-11 years • Under 18 conceptions • Chlamydia detection rate (15-24 year olds) • % of patients that received treatment in Child and Adolescent Mental Health Services (CAMHS) within 4 weeks (urgent) / 13 weeks (routine) • Adult Health • Life expectancy and healthy life expectancy • Age standardised mortality for preventative causes for age 75 and under • Excess weight in adults • % of physically active / inactive adults • Smoking Prevalence in adults - current smokers • Substance misuse metrics • Self-reported wellbeing metrics • Excess under 75 mortality rate in adults with serious mental illness

continued

Supporting Outcome	The suggested measures that we will develop to monitor progress
Everyone is able to aim high and reach their full potential	• % of pupils achieving expected standard in Reading, Writing and Mathematics at Key Stage 1 • % of pupils achieving expected standard in Reading, Writing and Mathematics at Key Stage 2 • Attainment 8 score (Key Stage 4) • Progress 8 score (Key Stage 4) • 'A' Level average points score (per entry) • <i>Measures to track vulnerable children and those with special educational needs having their needs identified, assessed and met</i> • Attainment gaps for vulnerable groups at all key stages • % of adults with a learning disability in paid employment • % of adults in contact with secondary mental health services in paid employment
People are cared for at home, in their own community, whenever possible, and for as long as possible	• Permanent admissions to residential and nursing care homes of those aged 65+ - Better Care Fund (BCF) • % of people aged 65+ still at home 91 days after discharge from hospital into reablement / rehabilitation services – BCF • Delayed transfers of care from hospital - BCF • Non-elective admissions to hospital – BCF • Admissions to hospital from injuries due to falls • Dementia diagnosis rate • Permanent admissions to residential and nursing care homes aged 18-64 • Social care-related quality of life score • Carer reported quality of life • % of people who use services who have control over their daily life • % of service users and carers who find it easy to find information about support • <i>Measures relating to NHS Sustainability and Transformation Plan (STP) workstreams when available</i>

KEY:

Bold indicators are those for which LCC has primary responsibility.

Italic orange indicators are proposed areas for monitoring which may need further development.



3. Keeping People Safe: People in Leicestershire are safe and protected from harm

Supporting Outcome	The suggested measures that we will develop to monitor progress
People at the most risk or in crisis, are protected and supported to keep them safe	• Number of safeguarding adults alerts raised • % of safeguarding adults substantiated or partly substantiated • % service users say services have made them feel safe (Adult Social Care Outcomes Framework 4B) • Uptake of crisis services e.g. Adult Social Care 24/7 support service • % re-referrals to children's social care within 12 months • % of children becoming subject to a child protection plan for second or subsequent time • % child protection cases which were reviewed within required timescales
All children in Leicestershire are living in stable environments and have secure attachments	• Looked after children's placement stability • Looked after children's educational attainment • Physical / emotional health of looked after children metrics • Number of Looked after children seen by CAMHS • % of care leavers in suitable accommodation • % of care leavers in education, employment and training (EET) • % children who wait less than 14 months for adoption
Families are self-sufficient and able to cope	• Number of individuals open to Early Help services • Number of cases stepped up from Early Help to Social Care services • Family Star positive progress • Supporting Leicestershire Families claimed for as a % of overall payment by results target • Carers reported quality of life
People in Leicestershire are safe in their daily lives	• Total crime rate • % of people that agree Anti-Social Behaviour has decreased or stayed the same • Domestic abuse incident rate (aim to improve reporting) • % Multi Agency Risk Assessment Conference re-referrals • Number of first time entrants to the criminal justice system aged 10-17 • Rate of re-offending by young offenders • Number of casualties on our roads • Number of people killed or seriously injured on our roads

KEY:

Bold indicators are those for which LCC has primary responsibility.

Italic orange indicators are proposed areas for monitoring which may need further development.



4. Great Communities: Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area

Supporting Outcome	The suggested measures that we will develop to monitor progress
Diversity is celebrated in our communities	• % of respondents agreeing that their local area is a place where people from different backgrounds get on well • % of respondents who had experienced or witnessed a hate incident or crime • Reported hate incident rate (aim to improve reporting)
People feel welcome and are included in their communities	• % of people who use services who reported that they had as much social contact as they would like • % of carers who reported that they had as much social contact as they would like
Communities participate in the design and delivery of initiatives and plans for the future	• % of respondents willing to work together with others on something to improve their neighbourhood • % of respondents agreeing that they can influence County Council decisions affecting their local area • % of respondents stating that they were satisfied with their local area as a place to live • % of respondents who had given some unpaid help in the last 12 months • Local election turnout (county & district) • <i>Volunteer conversion rate (from enquiry to volunteering) for enquiries supported by Voluntary Action Leicestershire</i> • <i>Number of Neighbourhood Plans adopted</i>
Cultural, historical and natural heritage is enjoyed and conserved	• Library total visits, issues, e-downloads and community use • Number of communities running their own library • Number of visits to heritage sites • <i>Natural Heritage metrics</i> • % satisfied with access to parks and open spaces • % of municipal waste sent to landfill • % of household waste sent by local authorities for reuse, recycling, composting • Total household waste per household • CO₂ emissions per capita in the local area
Leicestershire Communities are resilient	• % of high flood risk areas with flood wardens • Number of good neighbour schemes • % emergency management plans in place / tested

KEY:

Bold indicators are those for which LCC has primary responsibility.

Italic orange indicators are proposed areas for monitoring which may need further development.



5. Affordable and Quality Homes: Leicestershire has a choice of quality homes that people can afford

Supporting Outcome	The suggested measures that we will develop to monitor progress
Leicestershire has the right number and type of homes in the right places to meet needs and support economic growth	• 5 Year Supply of Deliverable Sites - housing units • Number of new dwellings completed / number of net additional homes • Number of affordable homes delivered • Housing affordability - ratio of lower quartile house price to lower quartile earnings • Number of households living in temporary accommodation • % agreeing that local housing meets local needs • <i>Land released by County Council for housing development</i>
There is enough suitable housing to support independence for those with social care needs	• Number of units of supported accommodation for working age adults • Number of units of specialist accommodation / extra care housing per 1000 popn aged 75+ • % of adults with a learning disability who live in their own home or with their family • % of adults in contact with secondary mental health services living independently, with or without support • <i>Measures relating to the Lightbulb Service</i>
Development does not have a negative impact on the environment or health and wellbeing of existing communities	• Number of Local Plans adopted within the last 5 years • Number of Local Plans adopted with conservation policies • % of new residential addresses created on greenfield sites (non-previously developed land) • <i>Highways Development Management indicators covering numbers of cases and timeliness of processing</i>

KEY:

Bold indicators are those for which LCC has primary responsibility.

Italic orange indicators are proposed areas for monitoring which may need further development.

Corporate Enablers: A sustainable and successful organisation leading modern, highly effective services

Supporting Outcome	The suggested measures that we will develop to monitor progress
Customers	• Customer satisfaction monitoring • Complaints & commendations
Communications and Digital	• Resident perceptions survey • Web usage and performance – google analytics • Media monitoring • Information security monitoring • Telephone call analysis
People	• Staff levels & turnover • Sickness absence • Mandatory training compliance • Equality & Diversity monitoring • Health & Safety monitoring • Staff perception / satisfaction survey
Finance	• Revenue budget: projected outturn vs. annual budget • Savings: projected annual savings vs. planned savings • Capital programme: capital receipts, delivery
Commissioning	• Savings / efficiencies achieved • Contract exceptions
Transformation	• Programme & project monitoring
Commercial	• New income streams
Environmental Impact	• Total CO₂ emissions from LCC operations (excluding schools) • Waste produced from LCC sites • % waste recycled from LCC sites



Single Outcomes Framework 2018 - 2022 Engagement Report

August 2017

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Introduction

Background

Leicestershire County Council has developed this Strategic Plan by focussing on the things that will make life better for people in Leicestershire. We have developed a shared vision across the Council of the outcomes we want people to experience.

A clear vision for our place and its people will strengthen the Council's leadership role. It will enable the Council to have a more joined up approach to delivery.

In developing this vision we have made a commitment to working together across different services and with others to make best use of all the resources available. By investing in local priorities we aim to deliver real and lasting benefits for Leicestershire and its people.

The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire. The Council alone cannot deliver all the change that will be needed but is seeking to understand the issues where it is the lead organisation or has significant influence to drive positive change. Through collaboration with our partners to coordinate and integrate our plans we hope to have maximum impact in addressing the most pressing problems that we face.

This vision has been informed by evidence of the current baselines and trends for Leicestershire, existing partnership commitments and national statutory requirements and measures.

Methodology

The draft Single Outcomes Framework was the subject of a 6-week engagement exercise which took place from 26th June to 4th August 2017. The engagement was targeted at key stakeholder organisations (45 consultees) and partnerships (13 consultees).

A discussion document including consultation questions was sent to the organisational stakeholders listed at the end of this report. The discussion document was also either mailed or presented to all of the partnerships included in the stakeholder list and comments invited. The questionnaire consisted of a range of open-ended questions which were used to guide the structure and content of responses but all stakeholders were free to provide their feedback in any format. All the documents (draft Single Outcomes Framework and questionnaire) were available in different formats and languages upon request.

Targeted notifications were sent to all County Councillors and Leicestershire MPs and a presentation was provided to the County Council's Scrutiny Commission as part of the engagement process.

Results

This report includes the combined results for all 20 respondents.

The County Council has developed a shared vision across the Council of the outcomes we want people to experience. The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire.

'Leicestershire has a strong economy, people are well and safe, we have great communities and quality homes are affordable.

We are a strong, sustainable and successful organisation leading modern, highly effective services – which empower people to be independent, fulfilled and healthy in their own lives.

We have built strong, trusted relationships with our partners, customers and communities to improve people's lives - now and in the future.'

1. To what extent do you agree or disagree with the County Council's proposed vision for Leicestershire?

The vast majority of respondents broadly agree with the proposed vision.

a) Why do you say this?

b) Is there anything else you think we should consider?

Several respondents acknowledged that the vision aligned closely with their own and that it reflected the key priorities for the County Council.

There was a commonly held view that it is too long and should focus on the place and community of Leicestershire rather than incorporating the Council's organisational vision.

There was strong support for the commitment to work in partnership.

Alignment with Leicester and Rutland was requested by one organisation which covers the whole area.

There was one call for the environment to be added to the vision.

The County Council have agreed the following principles to shape the way they work together.

- We make the best use of all the resources available to get the best return
- We make good decisions, based on evidence of what works and try new things
- We have outstanding staff who aim high to make a real difference – focusing on the outcomes for people not just the delivery
- We work together with partners, communities and residents to build on our existing strengths
- We listen to and empower local people; keep them informed and involve them in our plans
- We contribute positively to the environment and are committed to equality

2. To what extent do you think our principles will help us to deliver our vision?

a) Why do you say this?

b) Is there anything else you think we should consider?

There was strong support for the principles with minor changes suggested and a broad alignment with other organisations.

Several respondents suggested separating equality and environment.

It was suggested that 'prevention' should underpin all outcomes, not just be referenced in the Wellbeing and Opportunity outcome.

The Outcomes

The Council has developed five strategic outcomes that we think are essential for good quality of life in Leicestershire.

Strong Economy

Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.

Wellbeing and Opportunity

The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.

Keeping People Safe

People in Leicestershire are safe and protected from harm.

Great Communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

Affordable and Quality Homes

Leicestershire has a choice of quality homes that people can afford.

3. Do you agree with the five strategic outcomes for Leicestershire?

a) Why do you say this?

b) Is there anything else you think we should consider?

The five strategic outcomes were supported by most of the respondents.

The environment and education were recommended as additional outcomes for consideration in several responses.

Several respondents felt it would be helpful to reflect the County Council's role in each of the themes e.g. lead, support, influencer, advocate

Strong Economy

Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.

- **Leicestershire has a highly skilled and employable workforce.**
- **Leicestershire is well connected county.**
- **Leicestershire has attractive places and an enhanced environment.**
- **Businesses are supported to flourish.**

4. Do you agree that the priorities identified will help to deliver the strategic outcome?

- a) Is there anything else you think we should consider?**
- b) How well does this align with your own organisational strategy?**

The priorities were supported by all respondents to this question.

Respondents felt that the importance of market towns and the rural economy should be better reflected.

Transport as a key enabler for growth and development and providing access to services and opportunities was highlighted in several responses.

Inward investment was suggested as an additional priority for consideration.

The priorities aligned well with other organisational and partnership strategies.

Wellbeing and Opportunity

The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.

- **There is equality in health and wellbeing outcomes for different people and places in Leicestershire**
- **Children are living in families and get the best start in life**
- **There is access to high quality education for everyone to support their wellbeing**
- **People plan ahead to age well with independence and connection to their community throughout their lives**
- **People receive seamless, integrated support to maximise their**

independence and meet their needs where family and community cannot

5. Do you agree that the priorities identified will help to deliver the strategic outcome?

- a) Is there anything else you think we should consider?**
- b) How well does this align with your own organisational strategy?**

The priorities were supported by all respondents with some minor amendments suggested.

Good mental health support, physical activity, working age adults and more emphasis on educational attainment were all suggested amendments.

There was concern that the focus on 'independence' could be worrisome for those that require support to be independent or may be dependent on support.

One respondent requested that the health equality outcome should be amended to clarify that we seek **improved** health and wellbeing outcomes that are equitable.

Keeping People Safe

People in Leicestershire are safe and protected from harm.

- **People with health and social care needs in Leicestershire are safeguarded**
- **Children and young people in Leicestershire are living in families safe and free from harm**
- **People in Leicestershire are safe in their daily lives**
- **Leicestershire residents, businesses and communities are prepared for emergencies**

6. Do you agree that the priorities identified will help to deliver the strategic outcome?

- a) Is there anything else you think we should consider?**
- b) How well does this align with your own organisational strategy?**

There was broad support for the outcome and priorities which aligned to partner strategies.

There was strong support for the reflection of community safety and resilience planning.

Several respondents called for references to crime, anti-social behaviour and vulnerability.

Great Communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

- **Diversity is celebrated in Leicestershire communities: people integrate, feel welcome and are included**
- **Communities participate in the design and delivery of initiatives and plans for the future**
- **Local cultural, historical and natural heritage is celebrated and conserved**

7. Do you agree that the priorities identified will help to deliver the strategic outcome?

a) Is there anything else you think we should consider?

b) How well does this align with your own organisational strategy?

There was broad support for the outcome and priorities and good alignment to partner strategies.

One respondent called for the inclusion of the community's responsibility to support those in difficulty.

One respondent highlighted the importance of dealing with income disparities and one noted that this outcome should reflect the "strength, value and offer already delivered by communities".

One respondent called for the creation of new local councils to be included as a priority.

Affordable and Quality Homes

Leicestershire has a choice of quality homes that people can afford.

- **Leicestershire has the right number and type of homes to meet needs and support economic growth**

- **There is enough suitable housing to support independence for those with social care needs**
- **Development has a positive impact on the environment and existing communities**

8. Do you agree that the priorities identified will help to deliver the strategic outcome?

- a) Is there anything else you think we should consider?**
- b) How well does this align with your own organisational strategy?**

There was broad support for the outcome and priorities with close alignment to partner strategies.

Respondents highlighted the importance of a “variety of homes” in the “right place”.

Several respondents sought clarification of the County Council’s role and highlighted the district and borough council’s statutory duties in this area.

The importance of transport infrastructure was highlighted in several responses.

One respondent suggested that a positive impact on “health and wellbeing” be added to the ‘homes’ priorities.

Any other Comments

9. Do you have any other comments on the Leicestershire County Council draft outcomes framework?

Several points made throughout the comments and in this section were concerned with knowing *how* the strategy would be realised, what involvement partners could have in the future development and governance and whether the resources would be available in order to achieve the vision and outcomes.

There were calls for the County Council to be more ambitious in leading the county to work together against a set of common outcomes and a joint performance framework with locality targets.

There was interest in how success of the plan will be evaluated.

There was criticism of the short engagement period not allowing time for formal governance processes.

Stakeholders targeted

The following contacts were included in a targeted engagement process on the Single Outcomes Framework:

External – key partnerships

Leicestershire Health and Wellbeing Board
Leicester and Leicestershire Enterprise Partnership (LLEP)
Local Safeguarding Children Board
Local Safeguarding Adults Board
Children and Family Partnership
Leicester-Shire and Rutland Sport
Leicestershire Safer Communities Strategy Board
Leicestershire Rural Partnership
Leicestershire Educational Excellence Partnership
Transport Advisory Group
Housing Services Partnership

Organisational stakeholders

Leicester City Council
District councils and Rutland County Council
Leicestershire Police
Leicestershire Fire and Rescue Service
University Hospitals Leicester
East Leicestershire and Rutland Clinical Commissioning Group
West Leicestershire Clinical Commissioning Group
Leicester City Clinical Commissioning Group
Leicestershire Partnership NHS Trust
Loughborough University
Further education colleges
Leicestershire & Rutland Association of Local Councils
Healthwatch Leicestershire
Representative organisations covering LGBT, faith, disability, age and poverty
Voluntary Action Leicestershire

Youth Council
Leicestershire Business Council
Leicestershire MPs

Respondents

Partnerships/groups

1. Leicestershire Rural Partnership
2. County Youth Council for Leicestershire (CYCLe)
3. Leicestershire County Council Scrutiny Commission
4. Leicestershire Health and Wellbeing Board
5. Safer Communities Partnership Board (individual response from attendee)
6. Transport Advisory Group (BEIS and DfT attendees)
7. Leicestershire Educational Excellence Partnership
8. Leicester and Leicestershire Enterprise Partnership

Organisations

1. Leicestershire Police
2. University Hospitals Leicester NHS Trust
3. Melton Borough Council
4. Harborough District Council
5. Hinckley and Bosworth Borough Council
6. Oadby and Wigston Borough Council
7. Charnwood Borough Council
8. Rutland County Council
9. Loughborough University

Individuals

Nicky Morgan MP



If you require information contained in this leaflet in another version e.g. large print, Braille, tape or alternative language please telephone: 0116 305 6803, Fax: 0116 305 7271 or Minicom: 0116 305 6160.

ਜੇ ਆਪ ਆ ਮਾਭਿਨੀ ਆਪਨੀ ਆਖਾਮਾਂ ਸਮਝਵਾਮਾਂ ਥੋੜੀ ਮਦਦ
ਓਘਣਾਂ ਭੋ ਨੋ 0116 305 6803 ਨੰਬਰ ਪਰ ਫ਼ੋਨ ਕਰੋ ਅਤੇ
ਅਸੇ ਆਪਨੇ ਮਦਦ ਕਰਵਾ ਆਵਣਾ ਕਰੀਓ।

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਜਾਣਕਾਰੀ ਨੂੰ ਸਮਝਣ ਵਿਚ ਕੁਝ ਮਦਦ ਚਾਹੀਦੀ
ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0116 305 6803 ਨੰਬਰ ਤੇ ਫ਼ੋਨ ਕਰੋ ਅਤੇ
ਅਸੀਂ ਤੁਹਾਡੀ ਮਦਦ ਲਈ ਕਿਸੇ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਦਵਾਂਗੇ।

এই তথ্য নিজের ভাষায় বুঝার জন্য আপনার যদি কোন
সাহায্যের প্রয়োজন হয়, তবে 0116 305 6803 এই নম্বরে
ফোন করলে আমরা উপযুক্ত ব্যক্তির ব্যবস্থা করবো।

اگر آپ کو یہ معلومات سمجھنے میں کچھ مدد درکار ہے تو براہ مہربانی اس نمبر پر کال کریں
0116 305 6803 اور ہم آپ کی مدد کے لئے کسی کا انتظام کر دیں گے۔

假如閣下需要幫助，用你的語言去明白這些資訊，
請致電 0116 305 6803，我們會安排有關人員為你
提供幫助。

Jeżeli potrzebujesz pomocy w zrozumieniu tej informacji
w Twoim języku, zadzwoń pod numer 0116 305 6803,
a my Ci pomożemy.

Policy Team
Strategy and Business Intelligence Branch
Chief Executive's Department
Leicestershire County Council
County Hall
Glenfield
Leicester
LE3 8RA
policy@leics.gov.uk

Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service** for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service** may have an adverse impact on a particular community or group of people. It will ultimately ensure that as an Authority we do not discriminate and we are able to promote equality, diversity and human rights.

Before completing this form please refer to the EHRIA [guidance](#), for further information about undertaking and completing the assessment. For further advice and guidance, please contact your [Departmental Equalities Group](#) or equality@leics.gov.uk

***Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

Key Details	
Name of policy being assessed:	Single Outcomes Framework
Department and section:	Policy, Economy and Communities, Chief Executive's Department
Name of lead officer/ job title and others completing this assessment:	Donna Worship, Policy Manager Matthew Jones, Policy Officer
Contact telephone numbers:	0116 305 3117
Name of officer/s responsible for implementing this policy:	Tom Purnell
Date EHRIA assessment started:	16 th May 2017
Date EHRIA assessment completed:	

Section 1: Defining the policy

Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of this policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights, as outlined in Leicestershire County Council's Equality Strategy.

1	What is new or changed in this policy? <i>What has changed and why?</i> The Single Outcomes Framework will replace the current Strategic Plan. It will set the strategic direction of the council. An Outcomes focus will be different from the current strategy because it will focus on what we want for the people of Leicestershire, rather than on services and what the Council delivers.
2	Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i> Yes, this will be part of the Council's plan framework and, as such, will impact on all council strategies.
3	Who are the people/ groups (target groups) affected and what is the intended change or outcome for them? The outcomes focus on the conditions we want to create for all of Leicestershire's residents. The outcomes will be aimed at the population rather than at service users. The SOF should have positive impacts across the 5 outcomes for everyone: - A Strong Economy - Wellbeing and Opportunity - Keeping People Safe - Great Communities - Affordable and Quality Homes The SOF work will include principles/values and the promotion of equalities will be included as part of this. The Outcomes Framework won't replace existing policies (other than the current Strategic Plan), projects or processes that currently exist. Where plans, strategies or activities are reviewed in line with the SOF, they will be the subject of separate EHRIAs. The engagement with strategic partners will allow officers to take into account the view of a range of different people.

4	Will this policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? (Please tick and explain how)			
		Yes	No	How?
	Eliminate unlawful discrimination, harassment and victimisation	X		One of the principles which leads the council's approach is equality. In the <i>Keeping People Safe</i> outcome, a number of potential areas of priority were identified including Hate Crime, Toxic Trio and supporting vulnerable sections of society.
	Advance equality of opportunity between different groups	X		A common theme so far in our engagement with staff to determine the content of the SOF indicates that tackling inequalities will be a priority.
	Foster good relations between different groups	X		The draft outcomes include <i>Great Communities</i> . In discussions for developing this outcome, 'celebrating and supporting inclusion and cohesion' was one of the themes identifies as an element of 'great communities'.

Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required.

If you have already identified that a full EHRIA is needed for this policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to [Section 3](#) on Page 7 of this document.

Section 2

A: Research and Consultation

5.	Have the target groups been consulted about the following?	Yes	No*
	a) their current needs and aspirations and what is important to them;	x	
	b) any potential impact of this change on them (positive and negative, intended and unintended);	x	

	c) potential barriers they may face	x	
6.	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?	x	
7.	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?	x	
8.	*If you answered 'no' to the question above, please use the space below to outline what consultation you are planning to undertake, or why you do not consider it to be necessary. Although there has not been consultation for the development of the single outcomes framework it has been built on the conclusions and evidence from extensive engagement for other strategies and needs assessments. Some examples include: Joint Strategic Needs Assessment Housing and Economic Development Needs Assessment Community Survey Adults and Communities Social Care Strategy Communities and Wellbeing Strategy Older People's Accommodation Strategy Working Age Adults Accommodation Strategy Flood Risk Management Strategy Environment and Transport interim commissioning strategy Phase 1 of the planned engagement exercise will take place in the Summer of 2017. This will be focused on partners, stakeholders, suppliers and partnerships, and will seek views of the priority outcomes and whether they align with the priorities of these partners. Members will be consulted through presentation to Cabinet in June 2017 and the views of members will be sought during the engagement period. County Council staff have been engaged during the process so far through a steering group which is made up of Senior Managers from across the authority. The outcomes have also been subject of discussion at Senior Managers' Conference on 16th December 2016. Challenge sessions for each of the Outcomes have been held, with representation from all departments. Phase 2 of the engagement plan would be concerned with delivery methods. This would likely take place in Autumn 2017. Engagement with the same groups would take place, but with an emphasis on the Council's role in delivering the Outcomes and the mechanisms/collaboration required for this.		

Section 2

B: Monitoring Impact

9.	Are there systems set up to: a) monitor impact (positive and negative, intended and unintended) for different groups; b) enable open feedback and suggestions from different communities	Yes	No
		X	
		X	

Note: If no to Question 8, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.

Section 2

C: Potential Impact

10.

Use the table below to specify if any individuals or community groups who identify with any of the '[protected characteristics](#)' may potentially be affected by this policy and describe any positive and negative impacts, including any barriers.

	Yes	No	Comments
Age	X		A number of potential areas of focus include issues specific to disadvantages relating to age such as education and qualifications, planning to stay healthy into old age, the safety of young people and housing.
Disability	X		A number of issues relating to disability have been raised in discussions such as employment levels and broader social care themes.
Gender Reassignment	X		There is no specific reference to this characteristic but <i>different groups of people getting on well together</i> has been highlighted as an area of priority.
Marriage and Civil Partnership	X		There is no specific reference to this characteristic but <i>different groups of people getting on well together</i> has been highlighted as an area of priority.
Pregnancy and Maternity	X		Giving children the best start in life relates to pregnancy and maternity care
Race	X		There is no specific reference to this characteristic but <i>different groups of people getting on well together</i> has been highlighted as an area of priority.
Religion or Belief	X		There is no specific reference to this characteristic but <i>different</i>

				<i>groups of people getting on well together</i> has been highlighted as an area of priority.
	Sex	X		There is no specific reference to this characteristic but <i>different groups of people getting on well together</i> has been highlighted as an area of priority.
	Sexual Orientation	X		There is no specific reference to this characteristic but <i>different groups of people getting on well together</i> has been highlighted as an area of priority.
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	X		Discussions have highlighted a number of issues including inequalities within Leicestershire. Existing Council duties and strategies regarding equalities will be unaffected by the Outcomes Framework.
	Community Cohesion	X		<i>Great Communities</i> is one of the draft outcomes and the <i>Communities Strategy</i> will remain an important part of council policy.
11.	Are the human rights of individuals <u>potentially</u> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? (Please tick) Explain why you consider that any particular article in the Human Rights Act may apply to your policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB. Include positive and negative impacts as well as barriers in benefiting from the above proposal]			
		Yes	No	Comments
	Part 1: The Convention- Rights and Freedoms			
	Article 2: Right to life		X	
	Article 3: Right not to be tortured or treated in an inhuman or degrading way		X	
	Article 4: Right not to be subjected to slavery/ forced labour		X	

	Article 5: Right to liberty and security		X	
	Article 6: Right to a fair trial		X	
	Article 7: No punishment without law		X	
	Article 8: Right to respect for private and family life		X	
	Article 9: Right to freedom of thought, conscience and religion		X	
	Article 10: Right to freedom of expression		X	
	Article 11: Right to freedom of assembly and association		X	
	Article 12: Right to marry		X	
	Article 14: Right not to be discriminated against		X	
Part 2: The First Protocol				
	Article 1: Protection of property/ peaceful enjoyment		X	
	Article 2: Right to education		X	
	Article 3: Right to free elections		X	
Section 2				
D: Decision				
12.	Is there evidence or any other reason to suggest that:	Yes	No	Unknown
	a) this policy could have a different affect or adverse impact on any section of the community;		X	
	b) any section of the community may face barriers in benefiting from the proposal		X	
13.	Based on the answers to the questions above, what is the likely impact of this policy			
	No Impact ☐	Positive Impact ☒	Neutral Impact ☐	Negative Impact or Impact Unknown ☐
Note: If the decision is 'Negative Impact' or 'Impact Not Known' an EHRIA Report is required.				

14.	Is an EHRIA report required?	Yes ☐	No ☒
-----	------------------------------	------------------------------	--

Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

Option 1: If you identified that an EHRIA Report is required, continue to [Section 3](#) on Page 7 of this document to complete.

Option 2: If there are no equality, diversity or human rights impacts identified and an EHRIA report is not required, continue to [Section 4](#) on Page 14 of this document to complete.

Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think thoroughly about the impact of this policy and to critically examine whether it is likely to have a positive or negative impact on different groups within our diverse community. It is also to identify any barriers that may detrimentally affect under-represented communities or groups, who may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

Section 3

A: Research and Consultation

When considering the target groups it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

15.	Based on the gaps identified either in the EHRIA Screening or independently of this process, <u>how</u> have you now explored the following and <u>what</u> does this information/data tell you about each of the diverse groups? a) current needs and aspirations and what is important to individuals and community groups (including human rights); b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights); c) likely barriers that individuals and community groups may face (including human rights)
16.	Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?
When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.	
17.	Based on the gaps identified either in the EHRIA Screening or independently of this process, <u>how</u> have you further consulted with those affected on the likely impact and <u>what</u> does this consultation tell you about each of the diverse groups?

18.	Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?

Section 3													
B: Recognised Impact													
19.	Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are <u>likely</u> be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.												
	<table> <tr> <th></th><th>Comments</th></tr> <tr> <td>Age</td><td></td></tr> <tr> <td>Disability</td><td></td></tr> <tr> <td>Gender Reassignment</td><td></td></tr> <tr> <td>Marriage and Civil Partnership</td><td></td></tr> <tr> <td>Pregnancy and Maternity</td><td></td></tr> </table>		Comments	Age		Disability		Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Comments												
Age													
Disability													
Gender Reassignment													
Marriage and Civil Partnership													
Pregnancy and Maternity													

	Race	
	Religion or Belief	
	Sex	
	Sexual Orientation	
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	
	Community Cohesion	

20.	Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are <u>likely</u> apply to your policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics?	
		Comments
	Part 1: The Convention- Rights and Freedoms	
	Article 2: Right to life	
	Article 3: Right not to be tortured or treated in an inhuman or degrading way	
	Article 4: Right not to be subjected to slavery/ forced labour	
	Article 5: Right to liberty and security	
	Article 6: Right to a fair trial	

	Article 7: No punishment without law	
	Article 8: Right to respect for private and family life	
	Article 9: Right to freedom of thought, conscience and religion	
	Article 10: Right to freedom of expression	
	Article 11: Right to freedom of assembly and association	
	Article 12: Right to marry	
	Article 14: Right not to be discriminated against	
	Part 2: The First Protocol	
	Article 1: Protection of property/ peaceful enjoyment	
	Article 2: Right to education	
	Article 3: Right to free elections	
Section 3		
C: Mitigating and Assessing the Impact		
Taking into account the research, data, consultation and information you have reviewed and/or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.		
21.	If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.	
N.B.		
i) If you have identified adverse impact or discrimination that is <u>illegal</u> , you are required to take action to remedy this immediately.		
ii) If you have identified adverse impact or discrimination that is <u>justifiable or legitimate</u> ,		

you will need to consider what actions can be taken to mitigate its effect on those groups of people.	
22.	Where there are potential barriers, negative impacts identified and/or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination. a) include any relevant research and consultations findings which highlight the best way in which to minimise negative impact or discrimination b) consider what barriers you can remove, whether reasonable adjustments may be necessary, and how any unmet needs that you have identified can be addressed c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why
Section 3 D: Making a decision	
23.	Summarise your findings and give an overview as to whether the policy will meet Leicestershire County Council's responsibilities in relation to equality, diversity, community cohesion and human rights.

Section 3 E: Monitoring, evaluation & review of your policy	
24.	Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

25.	How will the recommendations of this assessment be built into wider planning and review processes? <i>e.g. policy reviews, annual plans and use of performance management systems</i>

Section 3:
F: Equality and human rights improvement plan

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer Responsible	By when

Section 4: Sign off and scrutiny

Upon completion, the Lead Officer completing this assessment is required to sign the document in the section below.

It is required that this Equality and Human Rights Impact Assessment (EHRIA) is scrutinised by your [Departmental Equalities Group](#) and signed off by the Chair of the Group.

Once scrutiny and sign off has taken place, a depersonalised version of this EHRIA should be published on Leicestershire County Council's website. Please send a copy of this form to louisa.jordan@leics.gov.uk, Members Secretariat, in the Chief Executive's department for publishing.

Section 4

A: Sign Off and Scrutiny

Confirm, as appropriate, which elements of the EHRIA have been completed and are required for sign off and scrutiny.

Equality and Human Rights Assessment Screening ☒

Equality and Human Rights Assessment Report ☐

1st Authorised Signature (EHRIA Lead Officer):Donna Worship.....

Date: ...18th May 2017.....

2nd Authorised Signature (DEG Chair):

Date:



LEICESTER &
LEICESTERSHIRE
2050:
OUR VISION
FOR GROWTH

**CONSULTATION
DRAFT**



FOREWORD

The Strategic Growth Plan is being prepared by ten partner organisations in Leicester & Leicestershire. We want to prepare a long term plan to address the challenges that we face and the opportunities that are presented to us. It will be a non-statutory plan but, in its final form, it will set out our agreed strategy for the period to 2050. We will deliver the strategy through our Local Plans.

This document has been prepared for the purpose of public consultation. It explains the approach that we have taken in preparing the Draft Plan, identifies broad locations where we think that development might take place and the infrastructure needed to deliver it. We encourage local people, businesses, developers, landowners and statutory organisations to work with us and to comment on the Draft Plan. Details of how to comment are available on our web site [llstrategicgrowthplan.org.uk](http://strategicgrowthplan.org.uk). The feedback will be used to inform the final version of the plan.

Cllr Trevor Pendleton

Chair, Members' Advisory Group for the Strategic Growth Plan

Our Partners:



This document has been prepared on behalf of: Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Leicester City Council, Leicestershire County Council, Leicester & Leicestershire Enterprise Partnership, Melton Borough Council, North West Leicestershire District Council and Oadby & Wigston Borough Council.

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LEICESTER & LEICESTERSHIRE TODAY

OUR STRENGTHS:

Great location and connectivity

- at the heart of the UK, with nationally significant road, rail and air services, and businesses that have the potential to export more goods and services

Growing and diverse economy

- with employment opportunities ranging from traditional manufacturing, logistics and distribution to cutting edge, research and enterprise, innovation and technology sectors

Distinctive environmental, historic and other assets

- beautiful countryside, valuable flora and fauna, thriving market towns and popular villages, country parks, waterways and canals

A diverse and multi-cultural city

with a young population, unique history, global tourism appeal, and attractive city centre with great shops, leisure, arts and entertainment

Three outstanding universities

- globally significant in space, engineering and sports science, and high quality FE colleges

IN SHORT, A COMBINATION THAT OFFERS EXCEPTIONAL QUALITY OF LIFE AND BUSINESS OPPORTUNITY

OUR WEAKNESSES:

Congestion on our roads and railways

- we are tackling this but further investment is needed to continue improvements and support our long term growth

Gaps in the road and rail network

- travelling north-south is relatively easy (albeit congested) but east-west links are slow and unreliable

Poor economic productivity per head of population

- lower than the national and regional averages

Low pay structure

- many highly skilled employees and graduates move away, travel costs are high for those on a low wage making it difficult to access jobs

High levels of commuting

- some of the most important employment areas are remote from places where people live

Outside the City, an **ageing population**, not economically active but relatively wealthy. A strong influence on the number and type of dwellings

Pressures on existing communities

from new development, lack of infrastructure and services such as education and health

If we are to be successful, we need to plan for the future at a 'larger than local' level and for the longer term. This allows us to consider a wider range of possibilities.

We are not starting with a blank sheet. Government, local and regional agencies are also making plans. Given that these documents already have a measure of support, we have used them as a basis for our work. In this Draft Plan, we explain how these have influenced our work.

GREAT
LOCATION AND
CONNECTIVITY
- AT THE HEART
OF THE UK

FIGURE 1:
LEICESTER &
LEICESTERSHIRE:
A CENTRAL
LOCATION



ACCOMMODATING OUR GROWTH

OUR NEED FOR NEW HOMES AND EMPLOYMENT LAND: 2011-31

We have recently concluded a study of our need for new homes and employment land.* This is based on current information on population growth and changes in the numbers of households, and economic forecasts. It concludes that, across Leicester & Leicestershire, we need 96,580 new homes and 367-423 hectares of employment land in the period 2011-2031 (See Appendix A). Additional land will be required for strategic distribution facilities.

We have analysed the amount of development that has already been built, has planning permission or is allocated in adopted or emerging local plans that have been published. This demonstrates that much of our housing and employment land is already provided for in the period 2011-31.

Only Leicester City Council has declared that it will be unable to meet its housing needs. We are confident, however, that any shortfall in the period 2011-31 can be met through Local Plan allocations in other areas.

The agreed distribution will be set out in a Memorandum of Understanding which will be published in early 2018. This will be used as the basis for preparing or reviewing Local Plans in future.

OUR NEED FOR NEW HOMES AND EMPLOYMENT LAND: 2011-36

Our study of the need for new homes and employment land also covers the period 2011-36. It concludes that, across Leicester & Leicestershire, we need 117,900 new homes and 459-497 hectares of employment land during this period. Additional land will be required for strategic distribution facilities.

Again, we have analysed the amount of development that has already been built, has planning permission or is allocated in adopted or emerging local plans that have been published. This demonstrates that, whilst much of our need for new homes and employment land during this period can be met from these sources, there is likely to be a shortfall.

We have decided that these additional needs will be satisfied, in part, by development in strategic locations in accordance with the strategy set out in this Draft Plan.

The agreed distribution for the period 2011-36 will be set out in a Memorandum of Understanding which will be published in early 2018. This will be used as the basis for preparing or reviewing Local Plans with 2036 as an end date.

MUCH OF OUR HOUSING AND EMPLOYMENT LAND IS ALREADY PROVIDED FOR IN THIS PERIOD 2011 - 31. BEYOND 2031, ADDITIONAL NEEDS WILL BE SATISFIED PRIMARILY IN STRATEGIC LOCATIONS

* Reference: Leicester & Leicestershire Housing and Economic Development Needs Assessment (January 2017)

WITHOUT ADDITIONAL
INFRASTRUCTURE WE WILL
BE UNABLE TO DELIVER
LONG TERM GROWTH ON
THIS SCALE, OR IN THE
TIMESCALE, PROPOSED

LONGER TERM GROWTH: 2031-50

PLANNING FOR THE LONGER TERM

The conclusions of our current work indicate that, beyond 2031, decisions on the distribution of development will need to be agreed between the authorities in Leicester & Leicestershire as a whole, hence the need for a Strategic Growth Plan. The longer term strategy of the Draft Strategic Growth Plan, therefore, focuses on the period 2031-50.

ESTIMATING THE SCALE OF GROWTH

For the period beyond 2036, there are no reliable estimates of population growth or household change, nor economic forecasts, but we need to have some understanding of how much growth we might be expected to accommodate in future. Having this information allows us to consider a wider range of options than if we were to focus only on shorter term needs.

We have estimated our 'notional' housing needs for the period 2031-50 by projecting forward the annual figures given in our current study. This is considered to be a reasonable basis on which to proceed given that the current study uses reliable data. Any resulting figures will be revised as new, authoritative, information becomes available.

RE-DISTRIBUTING OUR GROWTH BEYOND 2031

For the purposes of the Draft Plan, we have assumed that neither Leicester City Council nor Oadby & Wigston Borough Council will be able to accommodate their needs beyond 2031. An important aspect of the Draft Strategic Growth Plan is to consider how any unmet needs might be shared between the other local authorities in Leicester & Leicestershire.

ALIGNING GROWTH, INFRASTRUCTURE AND SERVICES

We are very clear that significant new development cannot be accommodated within Leicester & Leicestershire without significant investment in infrastructure and services. We welcome government's recognition of this problem at a national and regional level, and the investment that is already being committed to projects in our area.

We now have the opportunity to maximise the returns on this investment and to use it to the advantage of our local communities. We have, therefore, taken as one of the building blocks for our Draft Strategic Growth Plan, proposals for infrastructure investment that already have a degree of support from government, executive agencies and other organisations. All of the strategic infrastructure in our Draft Plan is acknowledged as being required to resolve national and regional problems.

Through the Draft Strategic Growth Plan we can maximise the benefits of this investment by focusing growth in areas close to new infrastructure proposals. But, on our own, we cannot deliver growth on this scale, or at the speed required. Government, statutory agencies, landowners, developers and local authorities all have an important role to play in this process. The partnership approach that we have achieved to date provides a secure foundation on which to move forward with other organisations. Without additional infrastructure we will be unable to deliver long term growth on this scale, or in the timescale, proposed.

THE BUILDING BLOCKS FOR OUR DRAFT PLAN

We are aware that other agencies are preparing plans and strategies which will influence what we do. In many cases, we have already contributed to these documents so their contents are already aligned with our own aspirations. At the same time, the Draft Plan must be firmly rooted in the character of Leicester & Leicestershire and must protect our environmental, historic and other assets. This chapter summarises the principal building blocks that we have used to prepare our Draft Plan.

THE EXISTING SETTLEMENT PATTERN

The first building block for our Draft Plan is the settlement pattern that we already have. Looking beyond the county boundaries, the settlement pattern can be described as a series of separate towns and cities, extending from Derby and Nottingham in the north to Coventry and Birmingham in the south-west, mostly focused around the M1 and the M69 with intervening rural areas. On either side, extensive rural areas separate Leicester & Leicestershire from the West Midlands and Cambridgeshire.

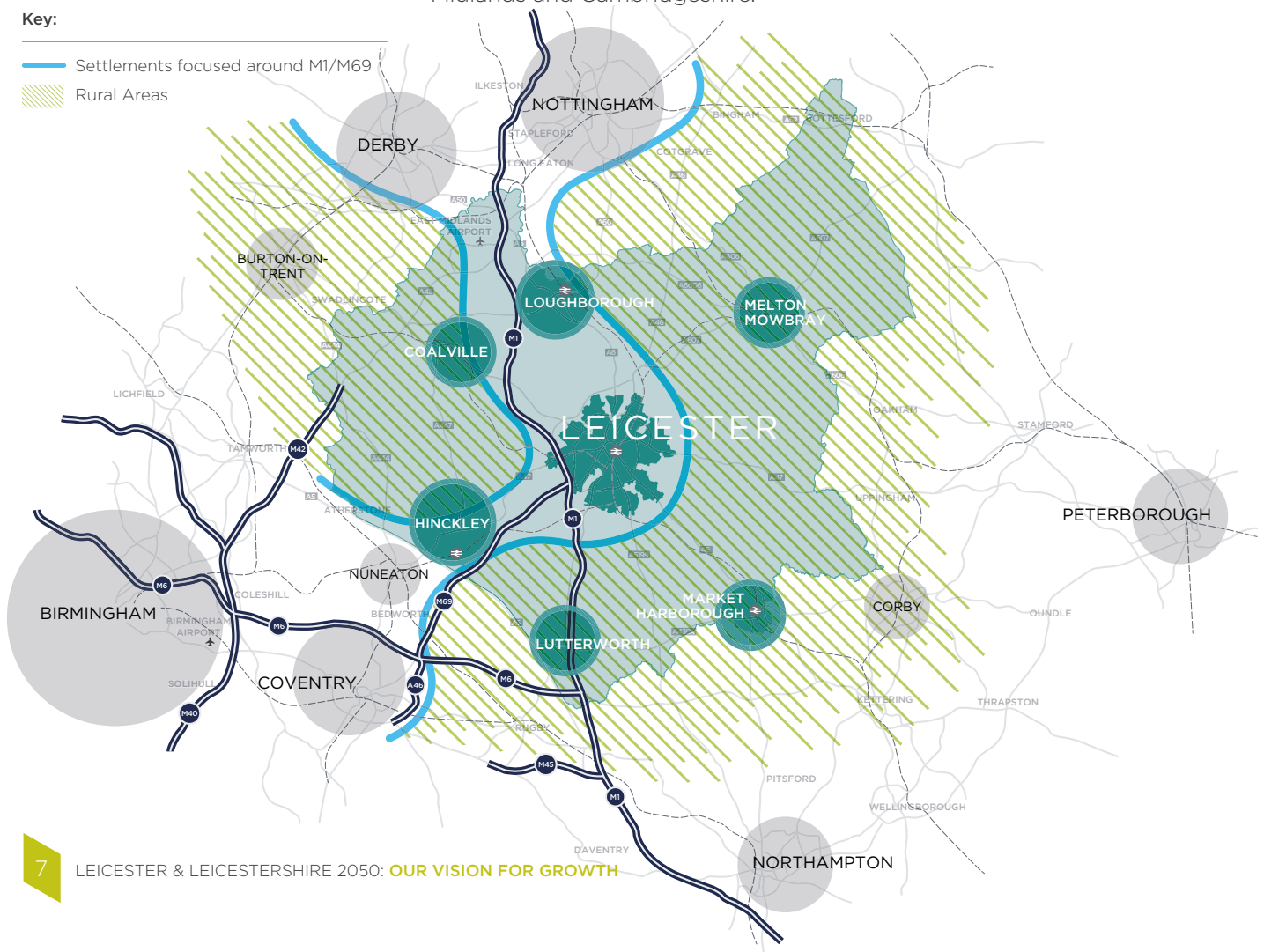
Within Leicester & Leicestershire the settlement pattern is quite distinctive:

- **A strong 'central' city (Leicester)**, located at the heart of the County, with suburbs extending into adjoining boroughs and districts. With strong office, shopping, arts, culture, heritage and visitor profiles, the City is a focus for the market towns, rural areas and major employment areas that are linked to it.

FIGURE 2:
SETTLEMENT PATTERN

Key:

- Settlements focused around M1/M69
- ▨ Rural Areas



NATIONAL POLICIES

- **A ring of strong, independent and characterful market towns** each connected to Leicester by radial routes and with strong physical, functional, social and economic ties to the City. The market towns contribute much to the character of Leicestershire, are economically buoyant in their own right and are an important focus for local communities.
- **Extensive rural areas** encircling the City and the market towns, villages and hamlets. The landscape is beautiful and varied, and has an economy of its own, from nationally significant agriculture and food production to a growing professional services sector.

Together, this mix of urban and rural areas underpins our quality of life. The long-standing relationship between Leicester, the market towns and the rural areas is a feature that we wish to enhance. It is not lost on us that our settlement pattern resembles that of the 'social city', a phrase coined by the garden cities movement of the early 20th Century to describe a cluster of new garden cities in the countryside. The garden cities movement sought to deliver the perfect partnership between town and country.

The second building block of our Draft Plan is an understanding of national policies. These influence what we can do, particularly in relation to our priority areas: housing, the economy, infrastructure and the environment. We want to be ready to take advantage of opportunities that will bring benefits to our area, yet able to control excessive development pressures.

A key influence is the Government's emerging industrial strategy which will set the framework for improving productivity, and enhancing the UK's prospects for economic growth. The industrial strategy will provide a framework for our own Strategic Economic Plan and investment by the LLEP. The Strategic Growth Plan will consider how existing employment areas can be supported and where new growth should be directed.

Government has also published its strategy for tackling problems in the housing market. This recognises that if more new housing is to be built, at a faster rate, it will have to be accompanied by investment in new infrastructure. The housing strategy also recognises the importance of strategic planning for long term growth.

Government has already committed to new investment in housing, industry and infrastructure in Leicester & Leicestershire through various funding programmes, and more is promised. We want to maximise the benefits of this investment, nationally, regionally and locally.



OUR ECONOMY AND THE MIDLANDS ENGINE STRATEGY

The third building block of our Draft Plan is an understanding of the local economy and how it is supported by the Midlands Engine Strategy. The economy in Leicester & Leicestershire is recovering strongly from the last recession but there is still much to be done. Productivity and wages remain below the national average but we have many important growth sectors and key employment locations.

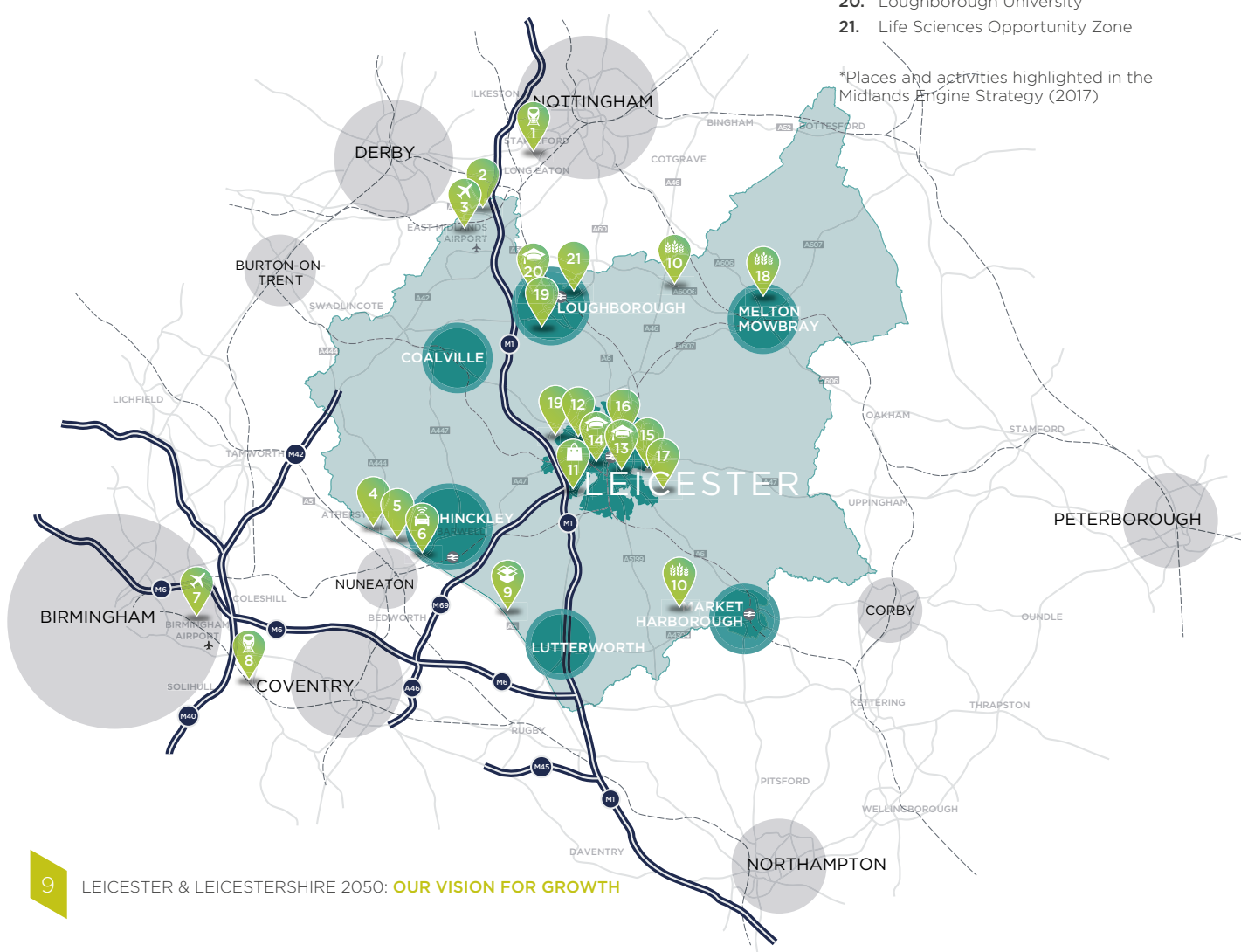
The Midlands Engine Strategy has been prepared by Government and sets out a collective ambition for economic growth and prosperity. It describes how the government's emerging industrial strategy can be applied at the regional level and builds upon existing business sectors and areas of opportunity. It highlights many of our key industries, universities and employment areas as places of national, and even global, significance.

FIGURE 3:
ECONOMIC GROWTH AREAS*

Key:

1. Toton Station (High Speed 2)
2. East Midlands Gateway (Strategic Rail Freight Interchange)
3. East Midlands Airport
4. Engineering Skills Training Centre at MIRA
5. MIRA Enterprise Zone
6. Centre for Connected Autonomous Vehicles
7. Birmingham International Airport
8. Arden Cross Station (High Speed 2)
9. Magna Park Distribution Centre
10. Agri-Food and Drink Processing
11. Fosse Park Retail Centre
12. City Centre and Strategic Regeneration Area in Leicester
13. Leicester University
14. De Montfort University
15. Global Space Technologies Hub
16. Space Research Centre & Earth Observation Centre
17. IBM Client Innovation Centre
18. Agri-Food and Drink Processing
19. Loughborough & Leicester Enterprise Zone
20. Loughborough University
21. Life Sciences Opportunity Zone

*Places and activities highlighted in the Midlands Engine Strategy (2017)



INFRASTRUCTURE AND THE MIDLANDS CONNECT STRATEGY

The Midlands Engine Strategy also recognises the growth potential of major employment areas such as East Midlands Airport, East Midlands Gateway, the two enterprise zones - MIRA Technology Park near Hinckley and the Loughborough and Leicester Enterprise Zone - the logistics and distribution industry and the potential of Leicester City Centre. The strategy also confirms that government funding will be put in place for key projects.

The fourth building block of our Draft Plan is an understanding of the local road and rail networks and how they are supported by proposals in the Midlands Connect Strategy. A particular feature of the road and rail network in Leicester & Leicestershire is its emphasis on north-south movement and the difficulty of east-west movement. All routes, however, are heavily congested and few have the capacity to support growth beyond 2031.

FIGURE 4: ROAD AND RAIL IMPROVEMENTS

(referenced in Midlands Connect Strategy)

Key:



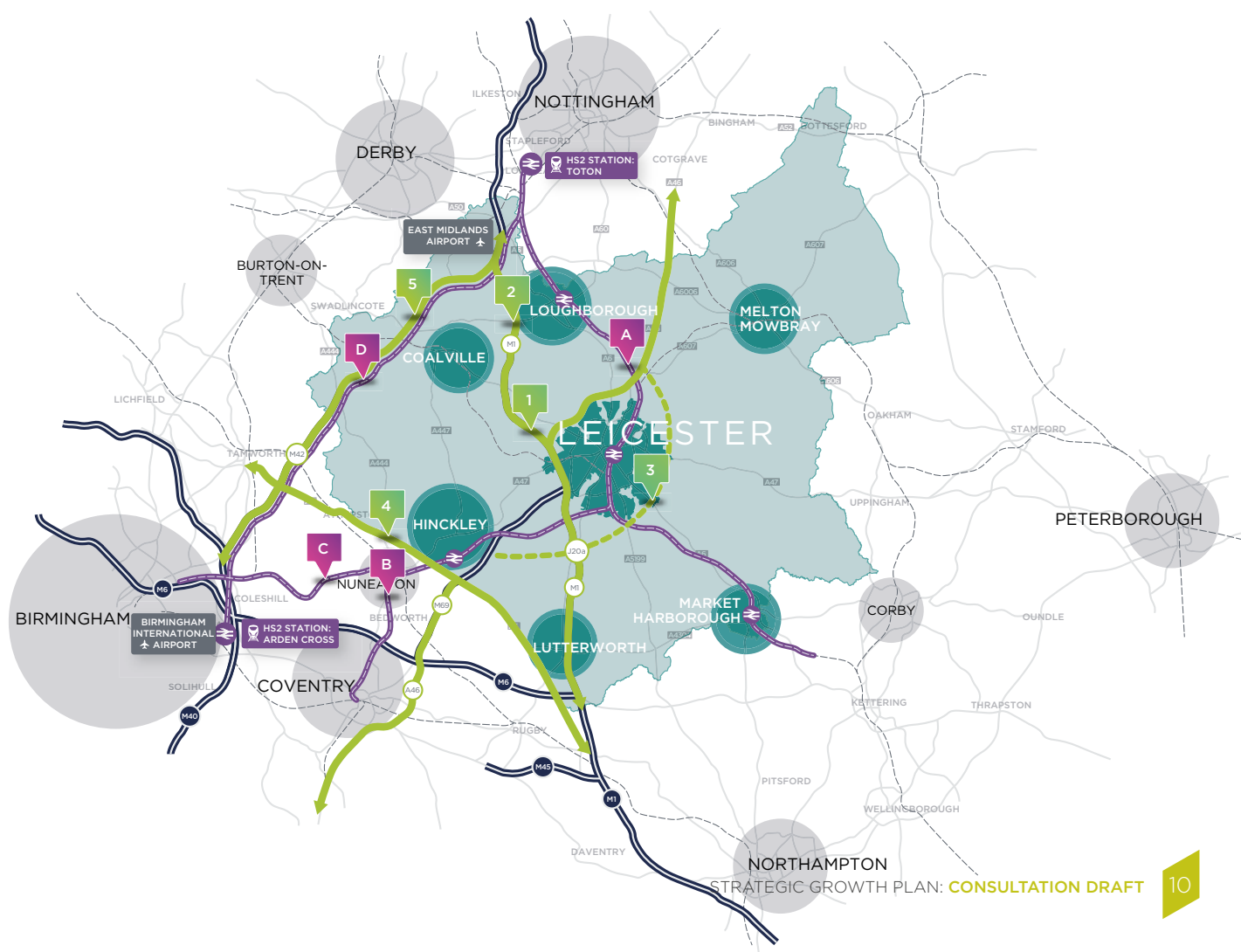
ROAD IMPROVEMENTS

1. Smart Motorway M1 J19-23a
2. M1 J23/A512 improvements
3. A46 Expressway
4. A5 Expressway
5. M42/A42 Expressway



RAIL IMPROVEMENTS

- A. Midland Main Line Upgrade and Electrification
- B. Leicester-Coventry Upgrade
- C. Leicester-Birmingham Upgrade
- D. High Speed 2



The Midlands Connect Strategy has been prepared jointly by the Midlands Connect Partnership and Government. It supports the Midlands Engine Strategy and sets out a series of long term transport investment priorities to help unlock jobs and growth. It proposes a rolling 25-year programme of strategic road and rail improvements around a series of economic hubs and intensive growth corridors.

The Strategy endorses a number of key rail projects in Leicester & Leicestershire, including the Midland Mainline upgrade and electrification, and improved rail services between Leicester, Coventry and Birmingham. Key road projects include improving the A5, M42/A42 and A46 to expressway standard, including a new road to the south and east of Leicester linking into the M69 to the west.

Whilst government has announced its intention to cancel the proposed electrification of the Midland Mainline north of Kettering, arguments in favour of its reinstatement continue to be made.

PROTECTING OUR ENVIRONMENTAL, HISTORIC AND OTHER ASSETS

The fifth building block in the Draft Plan has been a recognition of the assets that are most important to us. We have identified key features and designations to help us make decisions about areas that need to be protected. We have few national or international constraints but there are key features that are important to Leicester & Leicestershire, not least the National Forest, Charnwood Forest, Bosworth Battlefield, areas separating urban areas (our 'green wedges'), valuable landscape and townscape, local nature conservation designations, civic heritage, conservation areas, etc.

KEY FEATURES IMPORTANT TO LEICESTER AND LEICESTERSHIRE....
THE NATIONAL FOREST,
CHARNWOOD FOREST,
BOSWORTH BATTLEFIELD,
OUR 'GREEN WEDGES',
VALUABLE LANDSCAPE, LOCAL
NATURE, CIVIC HERITAGE,
CONSERVATION AREAS, ETC.

OUR DRAFT STRATEGY

We acknowledge that Leicester & Leicestershire will grow. Our population is increasing and we need more homes. We have clusters of businesses, universities and research institutions that operate on a world stage. There is a national and regional imperative to provide more homes and jobs.

But we also know that too much growth in particular locations, and insensitive development, is having an adverse impact on our local communities and on our environment. The lack of essential infrastructure is also slowing the pace of delivery.

The Draft Strategic Growth Plan is our proposal for balancing these competing interests. By providing a long term strategy and a framework for our Local Plans, the Draft Strategic Growth Plan gives us the opportunity to identify strategic development locations and the infrastructure that is essential to their delivery.

THIS IS OUR OPPORTUNITY FOR CHANGE

OUR PRIORITIES

During the course of our work, we have identified four priorities. They are:

- **creating conditions for investment and growth** - balancing the need for new housing and jobs with protection of our environment and built heritage.
- **achieving a step change in the way that growth is delivered** – focusing more development in strategic locations and less on non-strategic sites.
- **securing essential infrastructure** that is needed to make this happen – taking advantage of proposals to improve national and regional networks (as set out in the Midlands Connect Strategy) and maximising the benefits from them.
- maintaining the essential qualities of Leicester & Leicestershire and **delivering high quality development**.

This sets an agenda for growth which is based on achieving a better relationship between homes, jobs and infrastructure, increasing the speed of delivery and ensuring that development does not damage the special places that we cherish.

SHIFTING THE FOCUS OF DEVELOPMENT

To date, the majority of new housing in Leicester & Leicestershire has been built on small and medium-sized sites in the City, market towns, villages and rural areas. Some of this development has been unplanned. Often these developments make little or no contribution to infrastructure or services and, instead, rely on existing facilities. This has created significant problems. Some communities feel overwhelmed by the speed and scale of change. Others are disadvantaged by pressures on local schools, health centres and recreation facilities. Congestion on local roads and public transport is a frequent cause of complaint.

Sometimes those who want to live in good quality homes close to their place of work find that there is little available within their price range. Several major employers and clusters of economic opportunities are located towards the edge of the County. Not all are close to housing so a great deal of commuting takes place. This is a problem for those who do not have a car – public transport is often limited.

OUR VISION*

Our vision is that:

“By 2050, Leicester & Leicestershire will have established itself as a driver of the UK economy, exploiting opportunities for linkages across its diverse economic base, supporting its urban and rural centres, and taking advantage of its exceptional location. Growth will contribute to people’s health, happiness and well-being through the timely delivery of well-designed and high quality development, raising the bar in terms of environmental standards, quality of life and local distinctiveness.”

** Reference: Strategic Growth Statement (2016)*

Our draft strategy proposes to build more development in major strategic locations and to reduce the amount that takes place in existing towns, villages and rural areas. This will allow us to plan for new housing and employment together with new and improved roads, public transport, schools, health services, local shops and open space. Development on major sites has been slow but we are working with developers to increase the speed at which this will be built. We will continue to seek funding for essential infrastructure to support development.

Our analysis has demonstrated that, through our existing and emerging Local Plans, and planning permissions, we can make provision for the amount of new homes and jobs we need in the period up to 2031. This will be achieved through a mixture of major strategic sites already identified in Local Plans (about 40%) and smaller scale growth on non-strategic sites (about 60%). The Draft Strategic Growth Plan, therefore, does not need to focus on this time period.

Beyond 2031, we propose to make provision for more of our growth in strategic locations. To do this, we need new strategic infrastructure which will open up sites for development. The Midlands Connect Strategy lays the foundations for this.

Analysis for the Midlands Connect strategy has shown that by investing in road and rail schemes in Leicester & Leicestershire, congestion can be reduced on other parts of the regional and national network. The strategy, therefore, proposes major improvements to road and rail facilities throughout the area.

We have considered how these road and rail improvements could support strategic development in Leicester & Leicestershire. We have concluded that there may be major opportunities for strategic development in locations that relate well to areas of housing need and economic opportunity. It makes great practical and financial sense to maximise the benefits that are offered by these schemes.

OUR PROPOSED GROWTH AREAS

THE PRIMARY GROWTH AREAS

THE A46 GROWTH CORRIDOR

One piece of infrastructure is absolutely critical to our draft strategy - the 'expressway' proposal for the A46. This is included in the Midlands Connect Strategy and proposes a new road extending from a new or improved junction on the M69, and continuing to the south and east of Leicester, with a new junction on the M1 (J20a). The new road would rejoin the existing A46 near Syston. Improvements to the railway lines and services between Leicester, Coventry and Birmingham are also proposed.

Together with the proposals to create an expressway along the A5 - also proposed in the Midlands Connect Strategy - the combination of new and improved roads and railways in this area creates the opportunity for major development along a corridor extending from the M69 to the north-eastern fringes of Leicester. The proposed new road is of national and regional significance but it also provides the opportunity for strategic development in Leicester & Leicestershire. We estimate that this corridor has the potential to accommodate about 40,000 new homes and additional new jobs.

FIGURE 5:
STRATEGY PLAN

Key:

PRIMARY GROWTH AREAS:

- Leicester
- A46 Corridor

SECONDARY GROWTH AREAS:

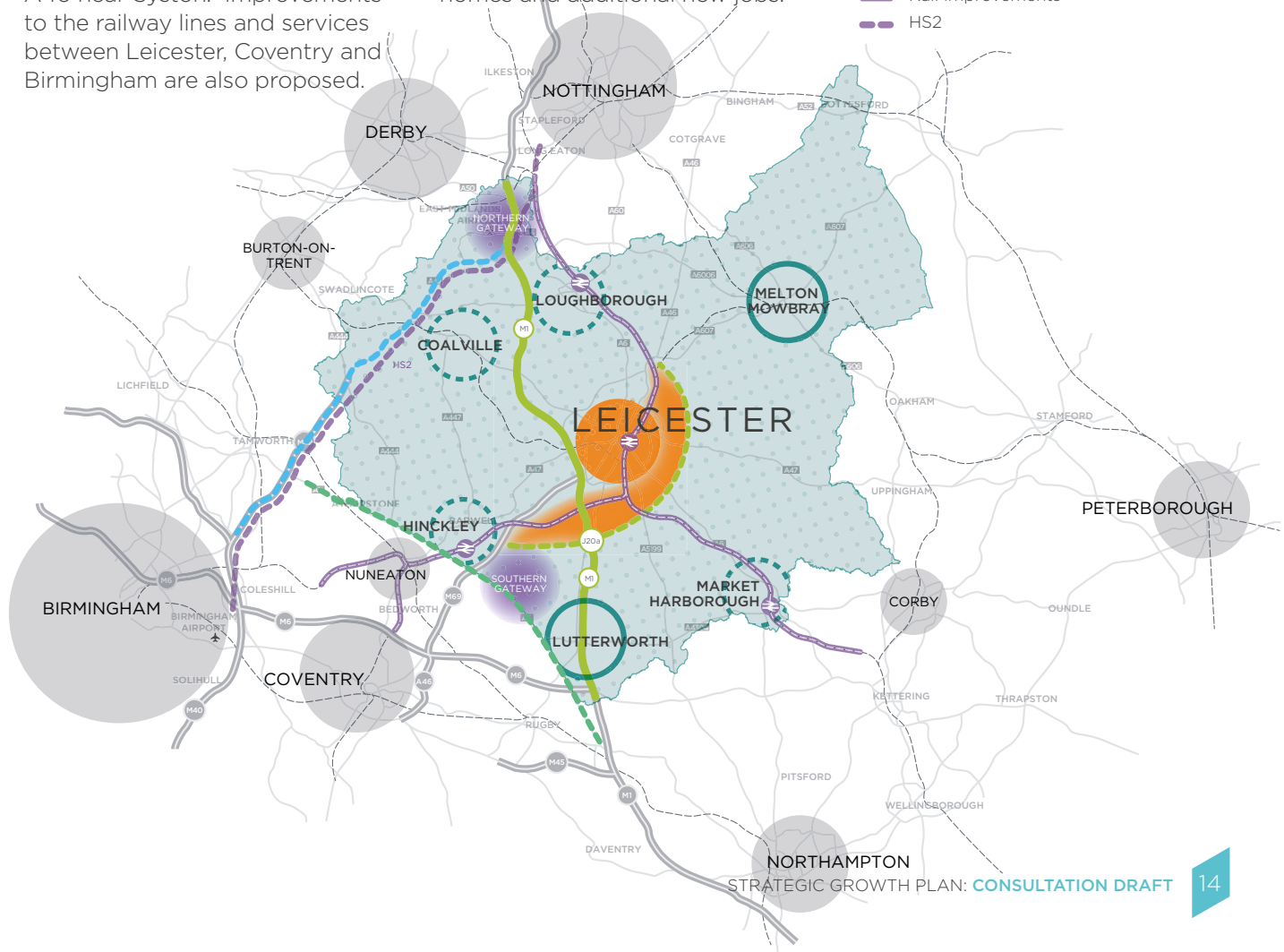
- Northern / Southern Gateways

GROWTH POINTS:

- Key Centres
- Managed Growth in Local Plans
- Growth to support local needs only

ESSENTIAL INFRASTRUCTURE:

- Road Improvements
- A46 Expressway
- A5 Expressway
- M42/A42 Expressway
- Rail improvements
- HS2



The Midlands Connect Strategy proposes that the A46 and A5 expressways will be built by the early 2030s. Increased capacity on the railways is proposed within the same timeframe. As planning progresses on these road and rail projects, and Local Plans make provision for future development, the Draft Plan proposes that we should start to shift the balance of new growth, away from small and medium-sized sites, towards major strategic locations within this corridor.

LEICESTER: OUR 'CENTRAL CITY'

Leicester has a pivotal role to play in the draft strategy. We propose that it should develop its role as the 'central city' supporting the market towns and rural areas around it. More jobs, leisure, arts, culture and entertainment facilities would be provided within the City Centre. The strategic regeneration area along the Waterside will develop as a mixed use area, extending the economic opportunities available within the centre of the City, but balancing new jobs with the need for new homes.

The population of the urban area, in and around Leicester City, is about 650,000 and increasing rapidly. We are working collaboratively to accommodate all of the homes that the City needs in places that are well-connected to it. The A46 Growth Corridor is critical to the future success of Leicester & Leicestershire because it would allow the City to grow in such a way that we can make full use of existing services and infrastructure. We could also provide more homes close to jobs in the City Centre and other employment centres, and relieve development pressures in other parts of the surrounding authorities.

Given the scale of development on the fringes of Leicester, proposals to build the A46 Expressway would need to be accompanied by measures to increase capacity on the radial roads and improve public transport.

THE SECONDARY GROWTH AREAS

THE NORTHERN GATEWAY

The Northern Gateway is focused around the northern parts of the A42 and the M1. Major employment centres are located on the edges of the county and in Loughborough nearby. A significant amount of development has planning permission but has not yet been implemented. We propose to provide new homes close to jobs, and we estimate that the area has the potential to accommodate about 10,000 new homes. Improvements to the A42, the M1, railway lines and services – all set out in the Midlands Connect Strategy – support this opportunity.

THE SOUTHERN GATEWAY

The Southern Gateway is focused around the A5, and the proposed new link between the M69 and the M1 (part of the A46 Growth Corridor). Expressway proposals for both the A5 and the new section of the A46 will create opportunities for development in areas well-located relative to employment opportunities, not least the MIRA Technology Park and nationally significant logistics and distribution centres. Substantial provision for growth has already been made within and on the edge of Hinckley but much of this has still to be built. Further development in this area should be consistent with the need to support local growth.

KEY CENTRES

MELTON MOWBRAY

Melton Mowbray sits at the centre of a large, agricultural area in the north east of the county, somewhat distant from other centres, strategic road and rail routes. Accessibility will be improved to a degree with the completion of the A46 Expressway, and would be enhanced by more localised improvements and better connectivity. Strategic growth, facilitated by the proposed Melton Mowbray Distributor Road, is already planned but there is scope for further strategic development in the town to support economic growth and regeneration of the town centre.

LUTTERWORTH

The character of Lutterworth has changed markedly in the last twenty years or so as locations close to the M1 and the A5 have increasingly become a focus for the logistics and distribution industry. New development to the east of the M1, together with new infrastructure to relieve congestion in the town, is already planned. Further new growth would enable better services to be provided. More homes would allow employees to live closer to their places of work and reduce the high-levels of out-commuting from Leicester.

TABLE A: NOTIONAL CAPACITY OF STRATEGIC GROWTH AREAS (DWELLINGS)

Growth area	Notional capacity (dwellings)
A46 Growth Corridor (including the Southern Gateway)	40,000
Northern Gateway	10,000
Melton Mowbray and Lutterworth	5,000
Total	55,000

* Reference: *Housing and Economic Development Needs Assessment (2017)*

AREAS OF MANAGED GROWTH IN LOCAL PLANS

COALVILLE, HINCKLEY LOUGHBOROUGH AND MARKET HARBOROUGH

Coalville, Hinckley, Loughborough and Market Harborough vary in size, location and economic base but all contribute significantly to the local economy. All are already under intense pressure for development and have made substantial provision within and on the edges of the existing towns. Much of this has still to be built and is dependent upon new local infrastructure. Further development should be consistent with the need to support local growth. In particular, there are aspirations for continued town centre regeneration and better services.

OUR VILLAGES AND RURAL AREAS

In recent years, our villages and rural areas have been under intense pressure for growth. The draft strategy proposes that, in future, there will be limited growth in these areas, consistent with providing for local needs.

NOTIONAL CAPACITY (DWELLINGS)

We have estimated the notional capacity of our strategic growth areas to accommodate new homes and this is shown in Table A below. In Appendix B we indicate how this growth would be distributed across the eight local authorities in Leicester & Leicestershire.

NOTIONAL CAPACITY (EMPLOYMENT LAND)

Our study of housing and economic development needs* indicates the amounts of employment land that will be required in the periods 2011-31 and 2011-36 (see Appendix A). We are confident that, for these periods, provision will be made in existing and emerging Local Plans.

Longer term requirements are not quantified. The need for employment land is subject to considerably greater market variability than the need for new homes. It is, therefore, unrealistic to anticipate what these might be so far ahead. In principle, however, it is considered that the spatial distribution of new employment will need to reflect the overall strategy of the Plan, enable homes and jobs to be located in close proximity, and take advantage of opportunities for commuting by public transport. The need for new employment land will be monitored and reviewed on a regular basis.

A COMMON AGENDA: DELIVERING 21ST CENTURY GARDEN TOWNS, VILLAGES AND SUBURBS

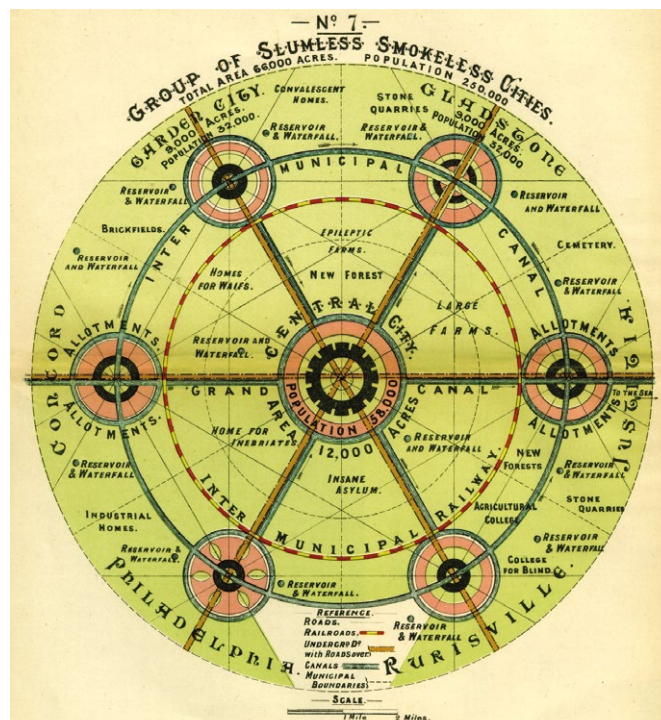
The scale of opportunity in Leicester & Leicestershire gives us choices. This draft strategy proposes to focus development along transportation corridors and close to important employment centres. At a local level, we could expand existing settlements or create new ones. We could plan for some new development in existing urban areas. Indeed, given the scale of opportunity, several of these options could be delivered in combination. The decisions will be made in our Local Plans but the intention is that individual decisions will be made in line with this strategy.

We also propose to seek high quality environments, with a strong community focus and economic justification, and we consider that new strategic development should be delivered to a common agenda.

For this we have looked to our distinctive settlement pattern - Leicester as a thriving central city surrounded by strong, independent and characterful market towns, and extensive rural areas. We are keen to reflect our heritage of garden suburbs and government support for new garden towns, villages and suburbs.

The Garden City concept allows us to plan for new development which captures the very best of town and country. It would ensure that new development is planned with strong social, economic and environmental foundations, and that communities are placed at the heart of planning. We propose that this should be the common agenda to which we work as we bring forward, through our Local Plans, the major development opportunities in the Strategic Growth Plan.

FIGURE 6:
THE SOCIAL CITY CONCEPT OF THE GARDEN CITIES MOVEMENT



Credit: Town And Country Planning Association

OUR COMMITMENT TO DELIVERY

A PARTNERSHIP APPROACH

Our analysis demonstrates that Leicester & Leicestershire has the potential to deliver development which is of national and regional significance. The fact that the Strategic Growth Plan is being prepared by the ten partner organisations responsible for planning, transport and economic development demonstrates the extent of the collaborative work that is taking place. Three strategic documents are being prepared in parallel: the Strategic Growth Plan, the Strategic Transport Plan and the Strategic Economic Plan. Together with Local Plans, these key documents will demonstrate our commitment to future growth and infrastructure investment.

STATUTORY VS NON-STATUTORY PLANS

We are aware of government's recent consultation document '*Planning for the Right Homes in the Right Places*'. This states a preference for statutory plans, makes recommendations on a standard methodology for calculating housing need, and sets out the requirements for a '*Statement of Common Ground*'. The work on our three strategic plans, however, has reached an advanced stage. To pause and re-work the Draft Strategic Growth Plan in a different format would cause significant delay at a time when there are significant issues to resolve and opportunities to grasp.

We propose, therefore, to proceed on the basis of a non-statutory plan and we will reinforce its provisions as necessary to give confidence that we are committed to delivery. We will implement the Strategic Growth Plan, in its final form, through our statutory Local Plans, supplemented by Memoranda of Understanding as necessary.

ALIGNING INFRASTRUCTURE AND GROWTH

It is clear, however, that we will need support from government if we are to achieve the step change in the amount and speed of housing and economic growth that we propose.

We started our work with a shared commitment to deliver the homes and jobs that Leicestershire needs over the period 2011-50 and our proposed strategy is set out in this Draft Plan. We wish to take full advantage of the opportunities that are presented by the Midlands Engine and Midlands Connect strategies. Our proposals will, therefore, maximise the benefits that are delivered by the infrastructure investment proposed in these documents. We value the government's stated commitment to the region.

DIGITAL CONNECTIVITY

Digital connectivity is a significant issue in parts of Leicester & Leicestershire, both rural and urban. High quality communications support remote working and provide access to on-line services. They are an essential part of the infrastructure planning process and need to be funded as such.

OUR OFFER TO GOVERNMENT

Our offer to government, in return for investment in infrastructure, is to maximise the benefits that can be achieved from commitments that are already made in the Midlands Engine and Midlands Connect strategies. We are confident that we can deliver genuinely high quality new homes and jobs, in successful communities at a faster pace than has been achieved to date. New infrastructure will enable this to happen.

Given that our growth in the period 2011-31 can be provided on existing sites or in Local Plans, we have time to align infrastructure and new growth. We propose to work with government and its executive agencies to put this into effect. We will also work with local communities and government departments to ensure that new development brings with it the local services that are needed.

NEXT STEPS

The consultation on the Strategic Growth Statement (August 2016) started the discussion about the long term future of Leicester & Leicestershire. Since that time, we have undertaken a considerable amount of work and commissioned studies to inform our analysis.

This document explains the building blocks that we have used in preparing the Plan and sets out our proposed strategy in the form of a Consultation Draft Plan. As a strategic plan, it focuses on the high level strategy that would be used to guide more detailed work in Local Plans. It identifies broad locations where development might take place and what infrastructure might be needed to support it. If this is agreed, much more detailed work would be undertaken at the local level but decisions would be made in line with the final version of the Plan

In terms of transportation, a considerable amount of work is already in progress and is summarised in the County Council's recent publication '*Prospectus for Growth*' (September 2017). This identifies a number of road and rail improvement projects on which work is already far advanced.

At this stage, we invite comments on our Draft Plan from as wide an audience as possible: local residents, businesses, developers, landowners and statutory organisations. Details of how to comment are available on our web site llstrategicgrowthplan.org.uk.

At the end of the consultation period, responses on the Draft Plan will be considered and a final version of the Plan will be prepared during 2018. The final version of the Plan will be used as a framework for preparing Local Plans. Together with the Strategic Transport Plan and Strategic Economic Plan, the Strategic Growth Plan will be used as a bidding document to secure funding for essential infrastructure and services in our area.

WE INVITE COMMENTS ON OUR DRAFT PLAN FROM AS WIDE AN AUDIENCE AS POSSIBLE: LOCAL RESIDENTS, BUSINESSES, DEVELOPERS, LANDOWNERS AND STATUTORY ORGANISATIONS. DETAILS OF HOW TO COMMENT ARE AVAILABLE ON OUR WEB SITE LLSTRATEGICGROWTHPLAN.ORG.UK

APPENDIX A

HOUSING NEEDS 2011-31 AND 2011-36

We have undertaken a study of our housing and employment economic development needs for the periods 2011-31 and 2011-36 to align with the different time periods for which Local Plans are currently being prepared. The results of this analysis are set out in Tables 1 and 2 and further detail can be found in the study. Leicester City Council has formally declared that it will be unable to meet its 'objectively assessed needs' (OAN) for housing for the period 2011-31. Planning guidance requires the OAN to be satisfied across the 'housing market area' (HMA) as a whole.

We have undertaken an analysis of completions, planning permissions and allocations in adopted and emerging Local Plans. We have concluded that sufficient provision has been, or will be, made in adopted or emerging Local Plans to accommodate the OAN for housing, across the HMA as a whole, for the period 2011-31. The unmet need arising in the administrative areas of Leicester City Council will, therefore, be accommodated in the remaining borough and district councils and this will be reflected in Local Plans as they progress.

Beyond, 2031, provision will be made in Local Plans in accordance with the framework set out in the final version of the Strategic Growth Statement. A Joint Statement of Co-operation was produced in January 2017 to explain how this work would be taken forward. The Joint Statement of Co-operation was updated in November 2017. A Memorandum of Understanding on housing needs will be produced in early 2018.

TABLE 1: HOUSING NEED 2011-31

Authority	Housing Need ¹	
	Number of dwellings per annum	Total number of dwellings
Blaby DC	370	7,400
Charnwood BC	1,031	20,620
Harborough DC	532	10,640
Hinckley & Bosworth BC	471	9,420
Leicester City Council	1,692	33,840
Melton BC	186	3,720
North West Leicestershire DC	481	9,620
Oadby & Wigston BC	148	2,960
Total (Leicester & Leicestershire)	4,829²	96,580²

Notes:

1. Source: *Housing and Economic Development Needs Assessment*, GL Hearn, January 2017.

2. The totals do not match the sum of the parts due to the way in which additional provision to support economic growth in Melton BC and North West Leicestershire DC is taken into account.

TABLE 2: HOUSING NEED 2011-36

Authority	Housing Need ¹	
	Number of dwellings per annum	Total number of dwellings
Blaby DC	361	9,025
Charnwood BC	994	24,850
Harborough DC	514	12,850
Hinckley & Bosworth BC	454	11,350
Leicester City Council	1,668	41,700
Melton BC	170	4,250
North West Leicestershire DC	448	11,200
Oadby & Wigston BC	155	3,875
Total (Leicester & Leicestershire)	4,716²	117,900²

EMPLOYMENT LAND NEEDS 2011-31 AND 2011-36

The study of housing and economic development needs also considered employment land needs for the periods 2011-31 and 2011-36. The results of this analysis are set out in Table 3 and further detail can be found in the study. In addition to the needs set out in Table 3, the authorities will seek to meet the need from strategic B8 uses identified in a separate study relating to logistics and distribution.

TABLE 3: EMPLOYMENT LAND NEEDS (HA) 2011-31 AND 2011-36

	2031-31			2011-36		
	B1a/b	B1c/B2	Small B8	B1a/b	B1c/B2	Small B8
Blaby DC	37-45	15	10	47-48	19	12
Charnwood BC	14-37	21	11	17-40	26	13
Harborough DC	14-21	22	8	17-24	28	9
Hinckley & Bosworth BC	11-32	14	16	13-34	17	20
Leicester City Council	2-6	36	15	3-7	45	19
Melton BC	10-18	21	14	10-23	26	17
North West Leicestershire DC	45-46	3	17	50-56	4	21
Oadby & Wigston BC	1	0	4	2	0	5
Totals	142-198	132	93	177-215	165	117

Notes:

The range for the Total B1a/b does not sum to the cumulative minimum and maximum range for each local authority. This is because the source of the minimum and maximum figures varies according to the outcome of the labour demands scenario and completions trends. The totals reflect the total for each scenario. Numbers may also not add up due to rounding.

Local Plans will make provision for these needs in the period 2011-36. A Memorandum of Understanding will be prepared in early 2018.

Beyond 2031, provision made in Local Plans, for both housing and economic growth, will be made in accordance with the framework established by the Strategic Growth Plan."

APPENDIX B

NOTIONAL HOUSING NEEDS AND SUPPLY 2031-50

For the purposes of the Strategic Growth Plan, we need to estimate the likely scale of growth for the period 2031-50. This needs to be identified across the housing market area as a whole. Currently, only the Melton Local Plan goes beyond 2031, and only to 2036.

The study of housing and economic development needs also gives us an indication of what needs might be for the period 2031-36.

We recognise that projecting forward beyond this date is highly problematical but we need some notional estimates of growth in order to take a longer term view. In the absence of any more authoritative data, therefore, we have chosen to extrapolate these figures forwards. The results are set out in Table 4.

It is important to note that, although these numbers cannot be regarded as being authoritative, they will be consistently monitored and reviewed, and can be adjusted as necessary.

In Table 4, we have also estimated the likely sources of housing supply. The Draft Strategic Growth Plan assumes that both Leicester City Council and Oadby

& Wigston Borough Council will be unlikely to meet their objectively assessed needs during this period. Table 4, therefore, assumes that there will be a re-distribution of housing across the housing market area. In line with the strategy set out in the Draft Plan, we propose that there should be a shift in the focus of development from small- and medium-sized sites to strategic locations.

Pending the outcome of consultation on this Draft Plan, the authorities in Leicester & Leicestershire propose that the distribution in Table 4 will be used as the basis for future Local Plans. The process by which this work will be taken forward is set out in the Joint Statement of Co-operation.

TABLE 4: NOTIONAL HOUSING NEED AND SUPPLY 2031-50

Authority	Notional Housing Needs 2031-50		Delivery on Non-Strategic Sites		Delivery on Strategic Sites	Total Delivery	
	dpa	Total	dpa	Total	Total	dpa	Total
Blaby DC	361	6,859	110	2,060	15,500	924	17,560
Charnwood BC	994	18,886	470	8,890	10,000	994	18,890
Harborough DC	514	9,766	150	2,930	15,000	944	17,930
Hinckley & Bosworth BC	454	8,626	140	2,590	7,500	531	10,090
Leicester City	1,668	31,692	550	10,450	0	550	10,450
Melton BC	170	3,230	80	1,420	3,000	233	4,763
North West Leicestershire DC	448	8,512	240	4,520	4,000	448	8,520
Oadby & Wigston BC	155	2,945	60	1,140	1,500	139	2,640
Total (Leicester & Leicestershire) (%)	4,764	90,516	1,800	34,000 (38%)	56,500 (62%)	4,762	90,500

Notes:

1 Notional housing needs 2031-50 based on information contained in Housing and Economic Development Needs Assessment (January 2017).

2 Charnwood and North West Leicestershire are assumed to meet notional OAN so delivery on non-strategic sites exceeds the Strategic Growth Plan's indicative figure of 40% of notional OAN.

3 Due to the level of provision for development on strategic sites in Blaby DC, Harborough DC and Hinckley & Bosworth BC, development on non-strategic sites is limited to 30% of notional OAN.

4 Delivery on non-strategic sites rounded to the nearest '10'.

5 Delivery on strategic sites rounded to the nearest '500'.



For further details on the Strategic Growth Plan please visit our web site:

 lstrategicgrowthplan.org.uk

or contact any of the partner organisations listed on the inside cover.

Leicester & Leicestershire Authorities**Joint Statement of Co-operation Relating to Objectively Assessed Need for Housing****November 2017****1.0 The Leicester and Leicestershire HMA**

1.1 The Leicester and Leicestershire Housing Market Area (HMA) covers the administrative areas of eight local authorities and two highway authorities. The eight local planning authorities are:

- Blaby District Council
- Charnwood Borough Council
- Harborough District Council
- Hinckley & Bosworth Borough Council
- Leicester City Council
- Melton Borough Council
- North West Leicestershire District Council
- Oadby & Wigston Borough Council

1.2 The two highways authorities are:

- Leicester City Council
- Leicestershire County Council

1.3 The purpose of this Joint Statement of Co-operation (the 'Joint Statement') is to support those authorities which are seeking to produce a Local Plan in advance of the Strategic Growth Plan (SGP), and to set out how the local authorities will collaborate further to ensure that the necessary joint evidence is in place to support subsequent Local Plans. The document has been received by the Members' Advisory Group overseeing the preparation of the Strategic Growth Plan and will proceed through the normal governance procedures of individual authorities as necessary.

2.0 Background*Duty to Cooperate*

2.1 The Joint Statement is intended to provide evidence of effective co-operation on planning for issues with cross-boundary impacts. A Housing and Economic Development Needs Assessment (HEDNA) has been completed, the purpose of which is to identify the Objectively Assessed Need (OAN) for housing and employment for the HMA and Functional Economic Market Area (FEMA) in the periods 2011-2031 and 2011-2036. In the case of Leicester & Leicestershire, the HMA and FEMA are coincident. The HEDNA was commissioned jointly by the nine local authorities together with the Leicester & Leicestershire Enterprise Partnership (LLEP).

Objectively Assessed Need for Housing

- 2.2 The National Planning Policy Framework (NPPF) requires local planning authorities to ensure that their Local Plans meet the full OAN for market and affordable housing in the HMA as far as is consistent with the policies set out in the NPPF (paragraph 47).
- 2.3 To enable an understanding of capacity to accommodate additional housing, the NPPF further requires local planning authorities to prepare a Strategic Housing Land Availability Assessment (SHLAA) to establish realistic assumptions about availability, suitability and likely economic viability of land to meet the identified need for housing over the plan period (paragraph 159). In Leicester & Leicestershire, the SHLAAs have been prepared using an agreed methodology across the HMA as a whole.
- 2.4 Table 1 has been prepared using the outputs of the joint HEDNA and SHLAAs. It provides a summary of the agreed OAN for housing, and the theoretical capacity of both the HMA and each local authority; the theoretical capacity has been derived from an understanding of existing commitments and SHLAA information. The partner authorities agree that the OAN for the HMA (and each local authority) is that set out in the table.
- 2.5 The HEDNA explains that the OAN is set at the level of the HMA although the OAN for each local authority is also identified; the OAN for each individual authority is considered to be secondary to that of the HMA as a whole. Table 1 indicates that the OAN for the HMA as a whole, based on demographic analysis, is some 96,580 dwellings for the period 2011-31 (4,829 dpa). For the period, 2011-2036, the figure is some 117,900 dwellings (4,716 dpa).
- 2.6 A similar analysis has been undertaken of the need for housing based on the economic development needs of the area; in this case, it has been concluded that the need for new housing, based on economic development needs across the FEMA, is lower than the demographic need. On that basis, there is no need for adjustment of this figure at the level of the HMA/FEMA although there is some misalignment at the level of individual authorities. As a result, there may be an alternative distribution of housing to meet economic needs whilst still ensuring that the demographic need of 4,829 or 4,716 dpa is met across the HMA/FEMA as a whole in line with paragraph 47 of the NPPF.
- 2.7 In terms of the housing capacity, Table 1 also indicates that there is a theoretical capacity for some 207,069 dwellings across the HMA as a whole. When this is set against the OAN of 96,580 (2011-31) and 117,900 (2011-36) dwellings, it is clear that there is considerable flexibility to meet the defined housing need across the HMA.
- 2.8 It is recognised that the ability of each local authority to meet its own OAN will vary. Table 1 demonstrates that, theoretically, and with the exception of Leicester City Council, all authorities are able to accommodate their own needs in the period 2011-31. In the period 2011-36, neither Leicester City Council nor Oadby & Wigston Borough Council will be able to meet their needs. It is important to note, however, that further testing will be required by the respective authorities through their Local Plan processes. Should an HMA authority identify, quantify and provide robust

evidence to demonstrate an unmet need in the future, it will be incumbent upon the HMA authorities jointly to resolve any cross-boundary matters with HMA partners under the Duty to Co-operate.

- 2.9 Following publication of the HEDNA, both Leicester City Council and Oadby & Wigston Borough Council declared that they would not be able to accommodate their full objectively assessed needs (OAN) for housing within their own boundaries. Letters were sent out by Leicester City Council in February 2017 and by Oadby & Wigston Borough Council in March 2017, to all other authorities within the Leicester & Leicestershire Housing Market Area, setting out the position and their formal declarations of unmet housing need. Since that time, and based on evidence, Oadby & Wigston Borough Council has determined that it will be able to accommodate its needs in the period 2011-2031 but not in respect of the period 2011-36. Oadby & Wigston Borough Council issued a further letter in November 2017 confirming its position. Both Leicester City Council and Oadby & Wigston Borough Council are yet to formally and finally evidence the extent of their unmet need, however it is necessary to include provision to accommodate unmet need arising from these two Council areas, for the relevant periods, within the HMA as a whole; this may include an element of a flexibility allowance in local plans currently in preparation, should the need arise.
- 2.10 In terms of determining housing targets to be included in their Local Plans, local planning authorities should take account of the requirements of both national policy and local circumstances, including the need to base Local Plans on a strategy that seeks to meet the OAN for housing. In this regard, it is recognised that all authorities are at different stages of plan preparation and that this situation must be accommodated. In determining their housing target over the relevant plan period, therefore, each authority will take into account the HEDNA and other relevant evidence.
- 2.11 In addition, the nine local authorities and the LLEP have jointly agreed to produce a Strategic Growth Plan, a non-statutory strategic plan looking forward to around 2050. As part of their work on the Strategic Growth Plan, the partner organisations may choose to redistribute development across the HMA as appropriate but the process of preparing the Strategic Growth Plan is not anticipated to be complete until the end of 2018 and will not, therefore, be available for all authorities to use prior to preparing their Local Plans. At the same time, Government has made it clear that it wants Local Plans for individual authorities to be in place without delay; and where no Local Plan has been produced, Government may choose to intervene in the process. As a result, the partner organisations understand that some authorities might wish to progress their Local Plans in advance of the Strategic Growth Plan.
- 2.12 The Written Ministerial Statement by the Minister for Housing and Local Government (21 July 2015) re-emphasises that Local Authorities cannot plan in isolation and must work together to provide the land for the housing needed across HMAs. It states: *“As we have made clear in planning guidance a commitment to an early review of a Local Plan may be appropriate as a way of ensuring that a Local Plan is not unnecessarily delayed by seeking to resolve matters which are not critical to the plans soundness or legal competence as a whole”*. It also refers to a note prepared by the Planning

Advisory Service which local authorities should consider; this sets out circumstances in which Local Plans have been found sound, subject to a commitment to an early review.

- 2.13 Taking this into account, the HMA authorities reached agreement in summer 2016 on appropriate trigger mechanisms that would be inserted into all Local Plans coming forward before the Strategic Growth Plan. In this respect the partner authorities agree that should the Strategic Growth Plan identify a significant change which would require local authorities to re-consider the amount of housing and employment land, an early review or partial review of affected Plan(s) will be brought forward to address this matter, unless there is sufficient flexibility already provided for within the Plan. Such flexibility may, for example, be secured by a Local Plan that specifies a requirement which materially exceeds the FOAN identified by the HEDNA. The agreement is based on the principle that the trigger mechanisms would be applied on a consistent basis across the HMA, ensuring that all Local Plans submitted in advance of the Strategic Growth Plan contain the necessary flexibility to respond to any significant change that might arise.

Table 1: OAN as defined in HEDNA (January 2017) and Theoretical Capacity based on assumptions set out in notes.

		OAN*¹ (2011- 2031)	OAN*¹ (2011 - 2036)		Theoretical Total Capacity*²
Blaby		7,400	9,025		24,096* ³
Charnwood		20,620	24,850		34,756* ³
Harborough		10,640	12,850		30,578* ³
Hinckley & Bosworth		9,420	11,350		25,498* ³
Leicester City		33,840	41,700		26,230* ³
Melton		3,720	4,250		36,650* ³
Northwest Leics		9,620	11,200		26,301* ³
Oadby & Wigston		2,960	3,875		2,960* ³
HMA Total*⁴		96,580	117,900		207,069*³

*¹ The OAN is set out in the agreed HEDNA (January 2017)

*² This figure is based on information on completions, commitments, windfalls (in some authorities) and SHLAAs as at 1st April 2016.

*³ The final figure will be determined by each authority through the Local Plans process.

*⁴ The Total received OAN for the HMA is lower than the sum of the OAN for individual authorities because the OAN for Melton BC and North West Leicestershire DC has been increased in the HEDNA to meet economic needs locally.

Note:

It should be noted that nothing in this statement should be taken to prejudice any representations made by individual authorities on any partner Local Plan.

Signed by:

	OBO Blaby District Council
	OBO Charnwood Borough Council
	OBO Harborough District Council
	OBO Hinckley & Bosworth Borough Council
	OBO Leicester City Council
	OBO Leicestershire County Council
	OBO Melton Borough Council
	OBO North West Leicestershire District Council
	OBO Oadby & Wigston Borough Council

APPENDIX**HARBOROUGH LOCAL PLAN 2011 TO 2031 PROPOSED SUBMISSION****LEICESTERSHIRE COUNTY COUNCIL RESPONSE****Transport**

1. Leicestershire County Council, in its role as Local Highway Authority (LHA), has been working closely with Harborough District Council as part of the Local Plan making process. As such, the LHA is content that the draft submission document is appropriately evidenced and also appropriately deals with transportation considerations at this stage in the planning process.
2. Subject to Harborough District Council's continued commitment to the policies and delivery approaches set out within the document, the LHA supports the submission of the Local Plan and looks forward to working with Harborough District Council in its delivery.

Education

3. Policies F1, MH2 and MH3 include no reference to securing suitable contributions for educational facilities. It may be that the intention is that these are covered by Policy IN1 – Infrastructure Provision, however whilst this policy refers to the Leicestershire Planning Obligations Policy (LPOP), it only does so in terms of waste, it does not refer to education.
4. Policies L1 and SC1 refer to delivery of Primary Schools 'soon after 300 dwellings'. The County Council would normally, and has with Harborough District Council, requested that the intended provision be available for opening in the September prior to the occupation of 300 dwellings.

Ecology

5. It is acknowledged that the de-declaration of the Scraftoft Local Nature Reserve is also currently being consulted on, and that its de-declaration would enable land to come forward for development as part of the Scraftoft North Strategic Development Area (SDA). The County ecologist has and continues to be actively involved, working through an approach which ensures the retention and management of areas of ecological value whilst enabling the release of some land for future development. This may involve the designation of a Local Wildlife Site.

Waste Management

6. The Local Plan needs to recognise that Waste Management considers proposed developments on a case-by-case basis and, when it is identified that a proposed development will have a detrimental effect on the local civic amenity infrastructure, appropriate projects to increase the capacity to

offset the impact have to be initiated. Contributions to fund these projects are requested in accordance with Leicestershire's Planning Obligations Policy and the Community Infrastructure Legislation Regulations.

Economic Growth

7. The County Council supports the new employment land allocated in association with the Lutterworth SDA and recognises a similar approach is not necessarily appropriate with the Scraptoft North SDA with opportunities to access existing B use employment sites and proximity and ease of access to the City for employment.
8. The proposed portfolio of B use employment land in the Local Plan, which will provide the opportunity to deliver a range of jobs and economic prosperity in the District and wider area, is supported.
9. The County Council supports the approach taken to strategic storage and distribution (strategic B8 use) at Magna Park in the Local Plan, which has been informed by recent evidence commissioned by Harborough District Council. In particular, it supports additional strategic distribution proposals at Magna Park needing to meet the six criteria set out within the second part of Policy BE2, which sets a limit of 700,000 square metres for non-rail-served strategic B8 use in the Plan period.
10. The emphasis on the vitality and viability of the town centres is supported, and the regeneration emphasis on Lutterworth town centre although it is considered there is scope to strengthen this further, beyond the focus on vacant units absorbing identified need in Lutterworth town centre.

Strategic Assets

11. Comments from Strategic Assets are made in relation to the County Council's role as landowner. Its main interests in Harborough District are:
 - land at Misterton County Farms Estate which forms part of the East of Lutterworth SDA (for which a separate detailed collaborative response will be submitted on behalf of the landowner consortium), and;
 - potential smaller scale sites within Market Harborough, Lutterworth and rural settlements throughout the District.
12. Query whether the settlement hierarchy requires further consideration, to enable settlements which are better serviced than others in the same tier of the hierarchy to be more clearly distinguished and potentially receive more development.
13. In general terms the distribution of housing across the settlement hierarchy is supported; however, considers that there needs to be more clarity regarding the future housing needs of key settlements and seeks more flexibility for future housing numbers for smaller settlements.

14. The allocation of the East of Lutterworth SDA as a preferred strategic housing allocation is, in particular, strongly supported. The Objectively Assessed Need (OAN) supported by the Housing and Economic Development Needs Assessment (HEDNA) should therefore inform and provide strategic guidance to the development of later SPDs and Neighbourhood Plans. In considering the distribution of housing in the lower tiers of the hierarchy the Plan needs to demonstrate that those key centres and rural centres with neighbourhood plans will deliver housing numbers based on the current OAN rather than those contained within existing plans which were based on an earlier, much lower, OAN. Without this clarity the methodology could be open to criticism.
15. The integration of the social element of housing for older people and specific groups should be incorporated within the quantum and mix of affordable housing in order to mitigate any negative effect on site viability.
16. The County Council requests that planning consents at Airfield Business Park, Market Harborough (BE1.1a (ii)) and the land south of Lutterworth / Coventry Road, Lutterworth (BE1.1b (ii)) should be shown as existing commitments. Further, the consented site at Gaulby Road, Billesdon (a former highways depot), should also be shown as a commitment.
17. Whilst recognising the desire to concentrate strategic distribution at Magna Park, the proposal in Policy BE2.2 to allocate sites capable of delivering units of at least 9,000 sqm is seen as logical, as is the desire to stimulate economic growth by delivering sites that meet regional and sub-regional demand.
18. Policy BE3 on existing employment areas is supported; BE3.1 being seen as of particular relevance in ensuring that development meets the needs/demands of the wider sub-regional market in addition to local businesses in order to attract inward investment.
19. The allocation of both convenience and comparison retail floor space within the Lutterworth East SDA in Policy RT1 is supported, as is the additional provision within Lutterworth town centre which will complement the development of the new local centre and maintain a balance across the expanded community.
20. Policy L1- East of Lutterworth SDA is **strongly supported**. Being situated in the M1 corridor within one of the priority areas for economic growth in the Strategic Economic Plan it is clear that Lutterworth should be the focus of major strategic development within the District. The East of Lutterworth SDA is seen to meet best the criteria set out in Key Issues section of the plan and compliments the further development of Magna Park. Further, it is confirmed that the site, which is recognised as the most sustainable location for major development within the district, is available, being owned by a consortium of willing landowners, deliverable and capable of supporting a viable development.

21. Policy L2 – Land south of Lutterworth Road/Coventry Road. Outline planning consent has been granted and accordingly it should be regarded as an existing commitment for the purposes of the Local Plan.



CONSULTATION REPORT ON PROPOSED CHANGES TO THE INTEGRATED SEXUAL HEALTH SERVICES FOR LEICESTERSHIRE

Introduction

Sexual health services are currently jointly commissioned by Leicester City, Leicestershire County and Rutland County Council. These contracts end on 31 December 2018, therefore providing an opportunity to look at what the new service should offer to ensure the service continues to meet the needs of our residents.

Following a review of the current service model, a revised proposed model was developed which has been informed by:

- The Leicestershire Sexual Health Strategy (2016-2019)
- A review of activity from the current service model

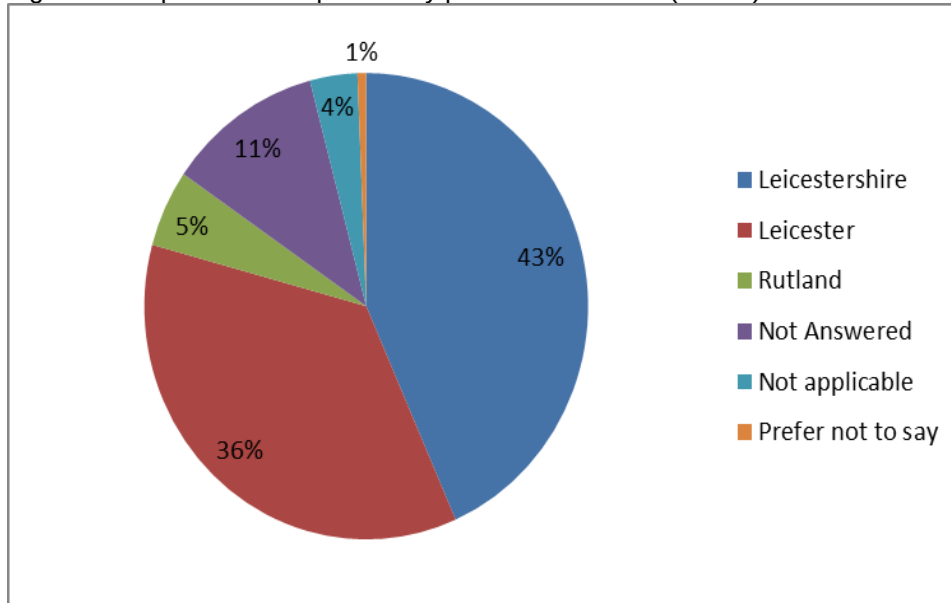
The new model for the integrated sexual health services is also linked to the Medium term Financial Strategy for 2017/18 to 2020/21 for Leicestershire which indicates a financial saving that is required for the service going forward.

An 8 week public consultation commenced on 21st August 2017 and closed on 16th October 2017. The consultation aims to gather feedback regarding the proposed new model for the integrated sexual health service which is due to commence on 1st January 2019. Feedback was sought from:

- Staff who provide the current service
- Service users
- Stakeholders
- Members of the public

There were a total of 318 responses, of which 138 responses (43%) were from individuals residing in Leicestershire. These responses have been analysed to help better understand how people might be affected by the proposed new service model. There were also 49 responses (16%) where a place of residence was not recorded. These responses have been analysed separately but are included within this report.

Figure 1: Proportion of responses by place of residence (n=318)



Engagement and distribution

Respondents were given the opportunity to complete either a paper copy (Appendix A) or an online version of the questionnaire. An easy read version of the questionnaire was available on request. Copies of the questionnaire were distributed to current service providers.

Drop-in sessions and focus groups were also undertaken at several locations across Leicestershire (Table 1), where paper copies of the questionnaire were made available and leaflets and posters containing the link to the online questionnaire were distributed (Appendix B). Individuals were also given the opportunity to provide summary feedback at these locations. A template of this is provided in Appendix C.

Several partners, stakeholders and representatives were also made aware of the consultation through various means including email, written letter, posters, leaflets social media and attendances at meetings (Table 2).

Table 1: Location of drop-in/focus group sessions

Location of drop-in/focus group sessions	Date	Time
St Luke's Hospital, 33 Leicester Road, Market Harborough, LE16 7BN	29/08/2017	6-7.30pm
Loughborough Health Centre, Pinfold Gate, Loughborough, LE11 1DQ	30/08/2017	2.30-5.30pm
Loughborough Health Centre, Pinfold Gate, Loughborough, LE11 1DQ	31/08/2017	10am-1pm
Coalville Community Hospital, Broom Leys Road, Coalville,	31/08/2017	5.45-7.30pm

LE67 4DE		
Hinckley Health Centre, Hill Street, Hinckley, LE10 1DS	04/09/2017	3.15-6.15pm
Coalville Community Hospital, Broom Leys Road, Coalville, LE67 4DE	05/09/2017	5.45-7.30pm
St. Mary's Hospital, Thorpe Road, Melton Mowbray, LE13 1SJ	06/09/2017	6-7.30pm
Engagement session with staff of current sexual health service provider (SSOTP), St. Peter's Health Centre, Sparkenhoe Street, Leicester LE2 0TA	07/09/2017	9-10.30am
Focus group with staff from Leicestershire AIDS Support Services (LASS)	12/09/2017	11am-12pm
Focus group with service users from Leicestershire AIDS Support Services (LASS)	12/09/2017	12-1pm
Focus group with staff from Trade Sexual Health	19/09/2017	4-5pm
Leicestershire Youth Council Wellbeing Event	24/09/2017	
Rutland Memorial Hospital, 9 Cold Overton Rd, Oakham LE15 6NT	26/09/2017	6-7.30pm
Rutland Youth Council	02/10/2017	
Focus group with service users from Trade Sexual Health	03/10/2017	6-7.30pm

Table 2: Key internal and external partners, stakeholders and representatives

Internal	External
• County Councillors • District Councillors • District Health Leads • Leicestershire County Council staff • Rutland County Council staff • Health and Wellbeing Board members	• East Leicestershire and Rutland Clinical Commissioning Group (ELR CCG) including GPs • West Leicestershire Clinical Commissioning Group (WL CCG) including GPs • Voluntary Action LeicesterShire (VAL) • Voluntary Action Rutland (VAR) • Leicestershire AIDS Support Services (LASS) • Trade Sexual Health • Healthwatch Leicestershire • Healthwatch Rutland • Staffordshire and Stoke-On-Trent Partnership (current provider) • University Hospitals Leicester (including the HIV treatment and care service) • Leicester Partnership NHS Trust • Public Health England • NHS England • Public Health Nurses

- Leicestershire Healthy Schools
- Sexual Health Networks and Strategy Groups
- Citizens Advice Rutland
- Rutland Community Wellbeing Service

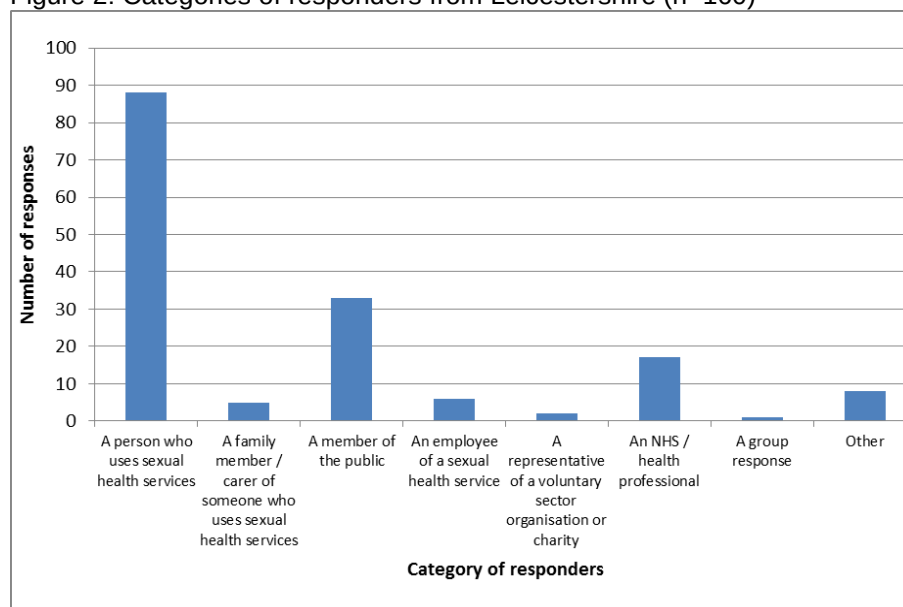
Results from questionnaire responses

There were a total of 318 responses, of which 138 responses (43%) were from individuals residing in Leicestershire. These responses have been analysed to help better understand how people might be affected by the proposed new service model. There were also 49 responses (16%) where a place of residence was not recorded. These responses have been analysed separately but are included within this report.

A breakdown of equalities monitoring information from respondents within Leicestershire is included (Appendix D).

Responses were received from a wide range of people (Figure 2).

Figure 2: Categories of responders from Leicestershire (n=160)*



**Responders were given the opportunity to select several categories so the above graph does not represent the number of responses*

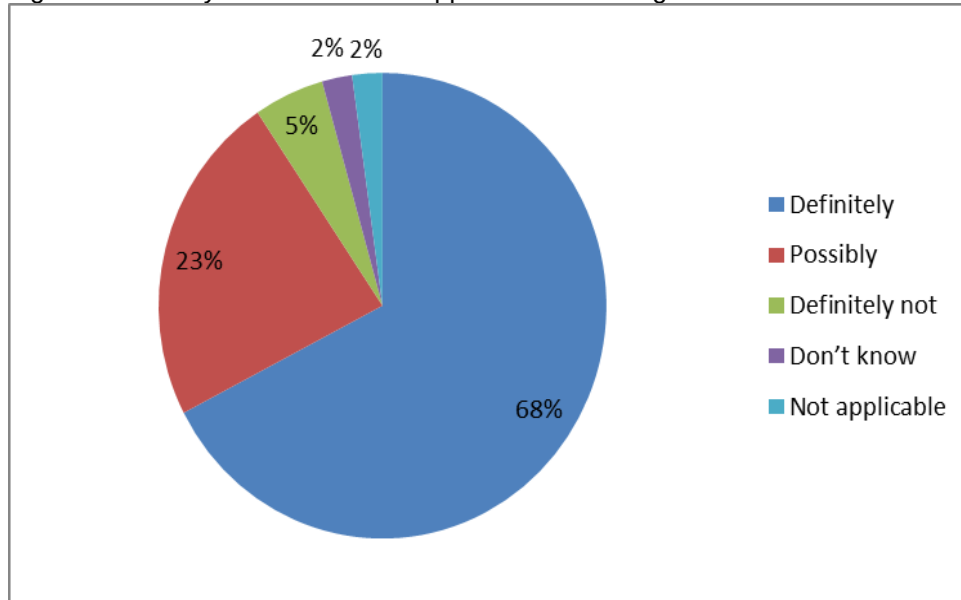
The next section of the questionnaire sought feedback on proposals relating to accessing services, namely:

- Availability of an online appointment booking service
- Methods of accessing face to face services
- Online ordering of self-test kits for sexually transmitted infections (STIs)
- Use of vending machines to obtain specific sexual health products
- Availability of an online and telephone advice service

Would you use an online booking service if it was available?

The majority of respondents stated that they would use an online appointment booking service if it was made available (Figure 3). The same preference was evident from those who did not record a place of residence.

Figure 3: Would you use an online appointment booking service if it was available? (n=138)



There were key themes linked to why respondents supported this proposal which included:

- Ease of use / quick / easy to make changes to appointments
- Flexibility / flexibility to book an appointment on behalf of a client
- Suitable option for young people / user friendly
- Convenient / available 24 hours a day / more accessible
- Avoids embarrassment / more discreet / confidential
- Improves the range of accessibility options / choice
- Moving with the times
- Saves time having to travel to/wait at clinics or having to return on a different day if you don't get seen
- More certainty that you will get seen
- Appointments get booked up too quickly with the current system
- Easier to monitor from a provider perspective
- Reduces the number of calls made directly to the service therefore increasing capacity to deal with other calls
- Helps to plan clinics/staffing better

The concerns raised by respondents included the following:

- Level of user-friendliness
- Dependent on ease of access
- It should not be the only option for appointment bookings

- The impact on those who do not use the internet or struggle to use the internet
- Appointments getting booked up too far in advance / availability of appointments
- Risk of increased waiting times if triaging doesn't take place as an individual could be allocated the wrong length of time for an appointment which will delay others and increase the risk of verbal abuse and aggression towards clinical staff due to the delays
- Making sure there is provision of appointments for emergencies or crises
- Secureness of the online platform

How would you prefer to access face to face services?

The majority of respondents (57%) stated that they preferred a mixture of bookable fixed appointments and a 'turn up and wait' service when accessing face to face services (Table 3). The same preference was evident from respondents who did not record a place of residence. The reasons for the preferred options are described in table 4.

Table 3: Preferred method of accessing face to face services (n=138)

Method of accessing face to face services	Number of responses
'Turn up and wait' service	4
Bookable fixed appointments	52
A mixture of both	79
Other	0
No preference	3

Table 4: Reasons for preference

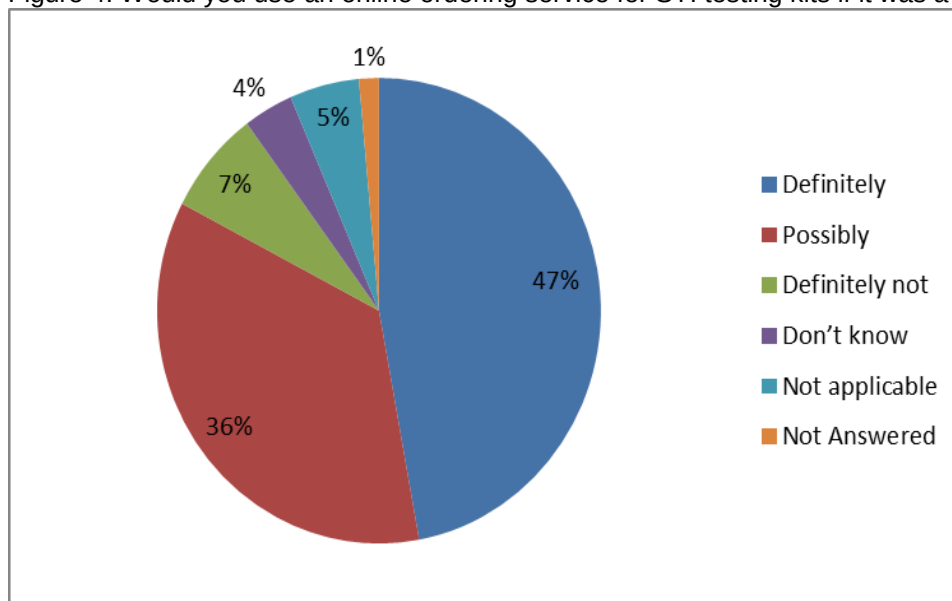
Location	Reasons for response
'Turn up and wait' service	Fixed appointments get booked up quickly and those who choose to 'turn up and wait' end up having to wait a long time or leave and not receive a service It's working well at the moment Convenient Easy Good for emergencies / crises
Bookable fixed appointments	Reduces waiting times

	Practical for those who find it difficult to wait e.g. those with children Convenient for different lifestyles / easier to plan around other commitments that are inflexible Guaranteed to be seen / less risk of being turned away Helps to plan clinics/staffing better Peace of mind / assurance
A mixture of both	Provides options / flexibility Meets the needs of an open access service Improves planning of staff rotas / clinic flow Caters for a wide range of people Caters for a wide range of need e.g. crisis, emergency, non-emergency, routine follow-up Caters for different lifestyles

Would you use an online ordering service for STI testing kits if it was available?

The majority of respondents stated that they would definitely or possibly use an online ordering service for STI testing kits if it was made available (Figure 4). The same preferences were evident from respondents who did not record a place of residence.

Figure 4: Would you use an online ordering service for STI testing kits if it was available? (n=138)



There were key themes linked to why respondents supported this proposal which included:

- More privacy / more comfortable doing testing in your own home
- Convenient
- Quick
- Confidential / degree of anonymity
- May improve uptake of testing
- Meets the needs of those who have difficulty in accessing services
- Reduces the need to attend a clinic
- Meets the needs of those who are reluctant to access services
- Less stressful
- Provides options for accessing services
- Can be successful if promoted appropriately
- Enables staff/clinics to focus on other issues
- Successfully used a similar service in the past
- Useful if stocked at pharmacies

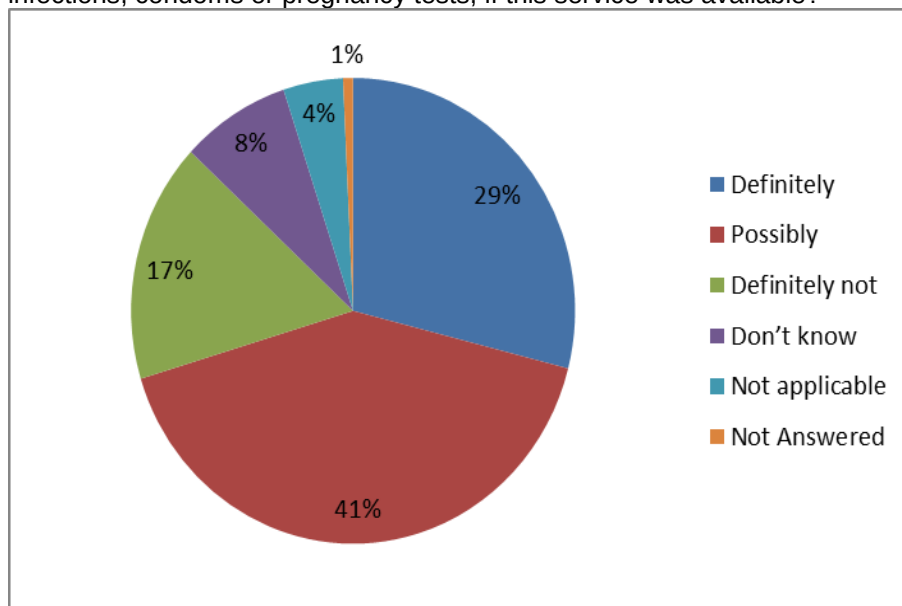
However, there were some concerns/points raised, which included:

- Should not be the only option
- Fear of carrying out the test incorrectly
- Prefer face to face
- Unsuccessful attempt to use the test in the past
- Risks of not having face to face interaction prior to doing the test
- Risk of the 'worried well' ordering tests on a regular basis and undergoing unnecessary testing
- The time it takes from ordering the self-test kit to receiving the results/treatment
- Discreteness / fear of other members of the household opening up the package / useful if the test kit could be picked up from an alternative location
- Cost of the self-test kit
- Are the tests safe?
- What happens to those who have symptoms and require clinical input?
- Need for age limits – safeguarding measures need to be in place
- The need for signposting / additional information to be made available at the time of ordering the self-test kit
- Effectiveness of the self-test kit in diagnosing a STI
- Need to ensure there is a clear communication pathway between the sexual health clinic and the individual regarding the result and what to do if it's a positive result
- Needs to include testing for a broad range of STIs
- Need to be available to all ages
- Needs to be promoted appropriately e.g. via GPs in order for its success
- Ability to access/use the internet
- There needs to be clear guidance and support on using the test kits and on different STIs
- Should be done by a professional
- May give the impression that STIs are not a serious problem

Would you use a vending machine to access self-testing kits for sexually transmitted infections, condoms or pregnancy tests, if this service was available?

The majority of respondents stated that they may possibly use a vending machine to access self-testing kits for STIs, condoms or pregnancy tests if this service was made available (Figure 5). The same preference was evident from respondents who did not record a place of residence.

Figure 5: Would you use a vending machine to access self-testing kits for sexually transmitted infections, condoms or pregnancy tests, if this service was available?



For those who supported the proposal, the reasons included:

- Convenience
- Improves accessibility / increases options for accessing services
- May help to reduce barriers to accessing services
- Quick process
- Less embarrassing than attending a face to face service / potential to be more discrete than alternative options
- Potential to improve uptake of services
- Other countries are already doing this and have been doing so for a long time
- Beneficial for those who don't want to have a self-test kit delivered to their home address
- Reduces waiting times in clinics and frees up appointments
- Free products are always useful

However, there were some issues/points raised, which included:

- Lack of appeal

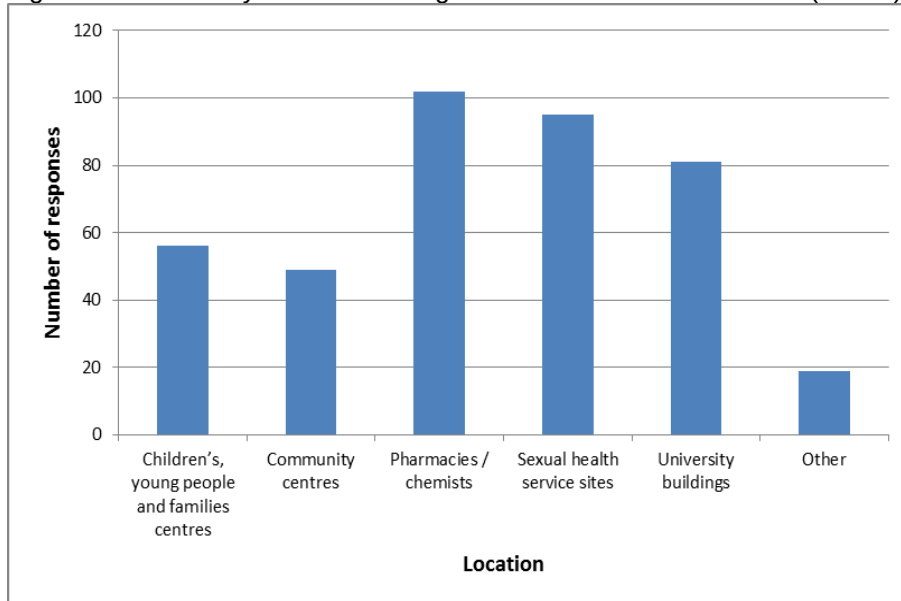
- Risk of reliance on this method rather than seeking advice from a health professional
- Risk of machine regularly not working / risk of vandalism
- Would need to be discreet / private
- Dependent on location of machine and ease of use
- Need to ensure that signposting information is made available
- Preference of face to face to services
- Risk of products being out-of-date or not regularly stocked
- Concerns regarding cleanliness of products
- Machine needs to be accessible even when the venue is closed
- Fails to educate the public health about prevention being better than cure
- Need to consider safeguarding measures
- Needs professional oversight of usage
- Requires a system to ensure false information is not provided by the user
- Concerns regarding data protection
- Dependent on cost of the products
- Needs to include testing for a broad range of STIs
- Need a process to ensure the correct item is dispensed
- Catering for population groups who may not be able to access/use a vending machine e.g. due to disabilities
- Need to pilot the service first

Where do you think vending machines should be located?

Out of the options provided in the questionnaire, pharmacies were the preferred location for sexual health vending machines (Figure 6). This was closely followed by sexual health service sites and universities. The same preferences were evident from respondents who did not record a place of residence but the preferences were in a different order (universities, sexual health service sites and pharmacies). Other suggestions included:

- | | |
|--|---|
| • GP surgeries | • Public toilets |
| • Walk-in centres | • Educational establishments e.g. secondary schools, colleges |
| • Hospitals | • Youth clubs |
| • School nurse's office | • Leisure centres |
| • Local Authority owned buildings / services | • Train stations |
| • Town centres | • Bars / Nightclubs |
| • Pubs | • Shopping centre |
| • Supermarkets | |

Figure 6: Where do you think vending machines should be located? (n=402)*



*Responders were given the opportunity to select several categories so the above graph does not represent the number of responses

On further exploration as to why respondents chose/did not choose specific venues, several explanations emerged (Table 5).

Table 5: Pros and cons of each proposed location

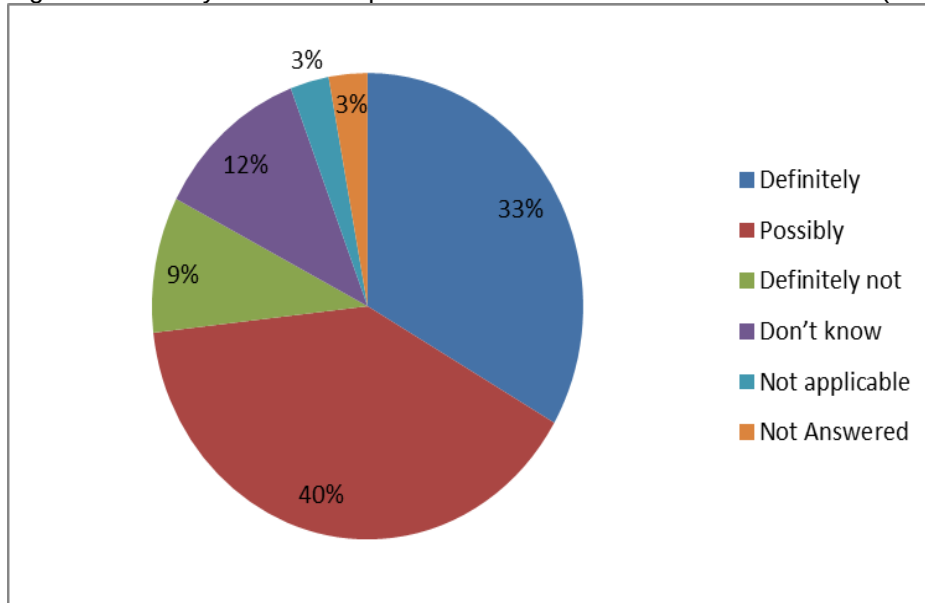
Location	Pros	Cons
Children's centres	Professional support can be provided Targets key risk groups	
Community Centres	Where you'd expect a machine to be if you needed one Easier to monitor	Not appropriate for locations where families meet
Pharmacies	Professional support can be provided Less risk of vandalism Where you'd expect a machine to be if you needed one Available in so many locations so have a better chance of reaching the majority of people Easier to monitor Discrete	Too small and busy for this type of service Loss of revenue
Sexual health services	Professional support can be provided Less risk of vandalism Where you'd expect a machine to be if you needed	Individuals might as well use the face to face service if they're already there

	one Easier to monitor Targets key risk groups Easier to maintain Discrete	
University buildings	Easier to monitor Good alternative for students Targets key risk groups / most likely to get used	
A mixture of locations	Cater for a large cohort The more options the better	
General comments	Need to be in places where young people can access them Need to start making it the norm for people to use the machines Need a mechanism to reduce the risk of inappropriate use of the machines Need to ensure the machines are in a place where they are regularly stocked and monitored Need to be in places with a large footfall and where they cater for a variety of users Need to be in places that are open for long hours/24 hours	

Would you use a telephone advice service if one was available?

The majority of respondents stated that they would possibly use a telephone advice service if it was made available (Figure 7). The same preference was evident from respondents who did not record a place of residence.

Figure 7: Would you use a telephone advice service if one was available? (n=138)



There were key points linked to why respondents supported this proposal which included:

- Already using a similar service
- Provides choice / options for accessing services
- Helpful to speak to someone before deciding whether a visit to the doctor is needed / triaging / peace of mind
- Reduces unnecessary GP visits
- Opportunity to ask questions
- Accessible
- Convenient
- Quick
- No need to travel
- Good for reassurance
- Reduces waiting times
- Less embarrassing than face to face / private
- Helpful when online information isn't available
- Frees up appointments / reduces pressure on clinics
- Useful for certain / straightforward issues
- More useful than online information which can be too generic

However, there were also some issues/points raised, which included:

- Use is dependent on the problem/query
- Prefer face to face services
- Only useful if there isn't a long wait
- Only useful if it is available out-of-hours
- Only useful if there are competent/professional people on the end of the phone rather than an automated machine
- There is enough information available online

- Risk of misuse
- Sexual health is a difficult subject to discuss over the phone
- Cost of the call
- Dependent on ease of use
- Online chat is preferred
- Risk of increasing workload if all callers are referred to clinic
- Needs to be well publicised

What would you use a telephone advice service for?

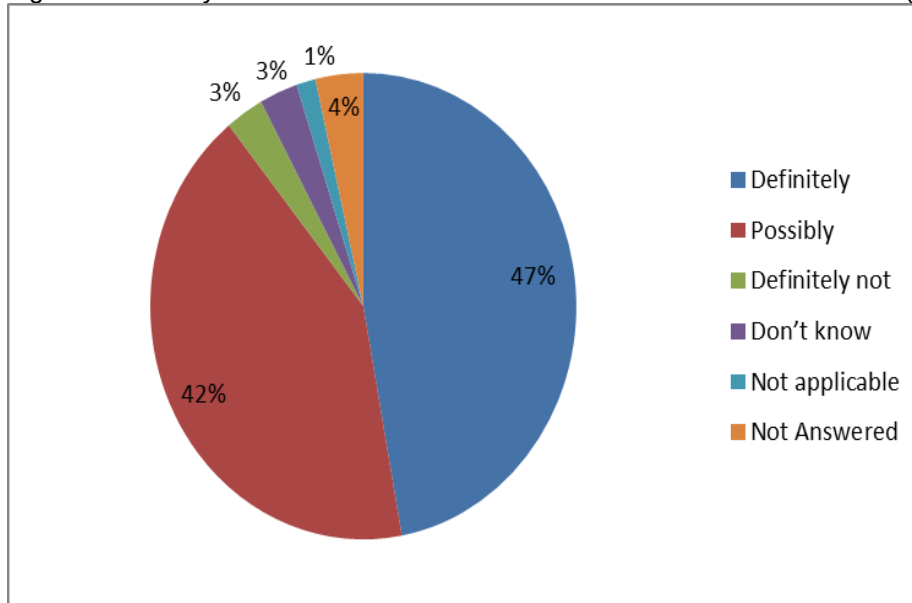
Responses included the following:

- Advice / guidance
- Information about sexual health services
- Discuss concerns
- Screening patients
- Urgent / emergency advice
- Signposting to most appropriate service
- Discuss side effects of treatment
- Reassurance
- Education / awareness
- Contraception advice
- Discussion options for treatment
- Identify whether attendance to a clinic is necessary
- Test results
- Risk assessment

Would you use an online information service if one was available?

The majority of respondents stated that they may possibly use an online information service if it was made available (Figure 8). Out of those who did not record a place of residence, the majority of respondents stated that they would definitely use an online information service.

Figure 8: Would you use an online information service if one was available? (n=138)



There were key points linked to why respondents supported this proposal which included:

- Already use a similar service and find this useful
- Less stressful
- Accessible
- Less embarrassing
- Anonymous / private
- Easy
- Useful for brief advice or clarification
- Quick
- Allows consideration of options before seeking professional advice
- Useful for up-to-date information
- Complements the service
- Essential for young people for whom this will be the first point of access

However, there were also some issues/points raised, which included:

- Use is dependent on the problem/query
- Online chat is preferred to prevent misinterpretation of online information
- Should not replace face to face services or alternative options for those who do not have access to the internet
- Unclear of validity of information
- Prefer face to face services
- Can create unnecessary worry if misinformed
- Modern communication services need to be considered e.g. WhatsApp
- Dependent on ease of use
- Risk of incorrect self-diagnosis

What would you use an online information service for?

Responses were similar to the responses given for using telephone advice services:

- Up-to-date advice / guidance
- Gathering information before an appointment
- Arranging an appointment
- Information about sexual health services
- Answer questions / queries
- Screening
- Urgent / emergency advice
- Signposting to most appropriate service
- Reassurance
- Understanding options for treatment e.g. contraception
- Information on symptoms

The next section of the questionnaire sought feedback on proposals relating to clinic changes, namely:

- Age restriction for sessional clinics in the Leicestershire area
- Combining clinics
- Closure of a clinic
- Changes to opening hours of sessional clinics

How will the proposed age restriction to the sessional clinic in Coalville/Hinckley/Market Harborough impact on you, or the group on whose behalf you are responding?

Out of those who responded to these questions, the majority of respondents stated that the changes did not apply to them or would have a bad impact (Figures 9, 10 and 11). The reasons for the responses are listed in table 6.

Figure 9: How will the proposed age restriction to the sessional clinic in Coalville impact on you? (n=138)

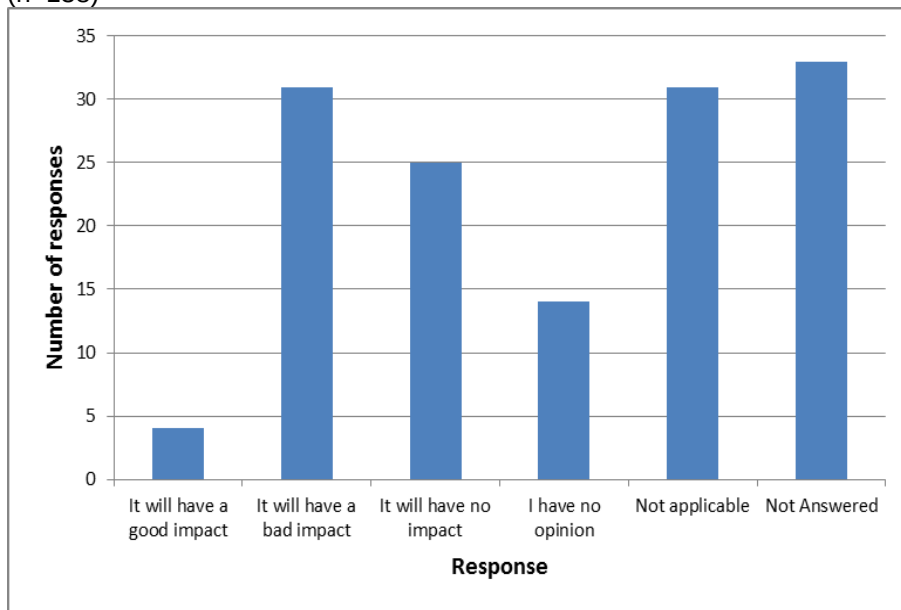


Figure 10: How will the proposed age restriction to the sessional clinic in Hinckley impact on you? (n=138)

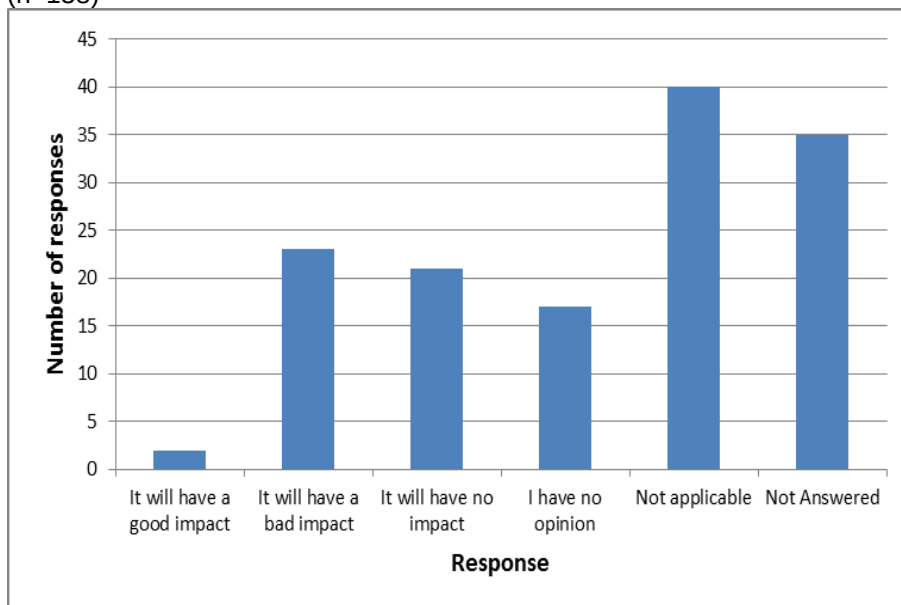


Figure 11: How will the proposed age restriction to the sessional clinic in Market Harborough impact on you? (n=138)

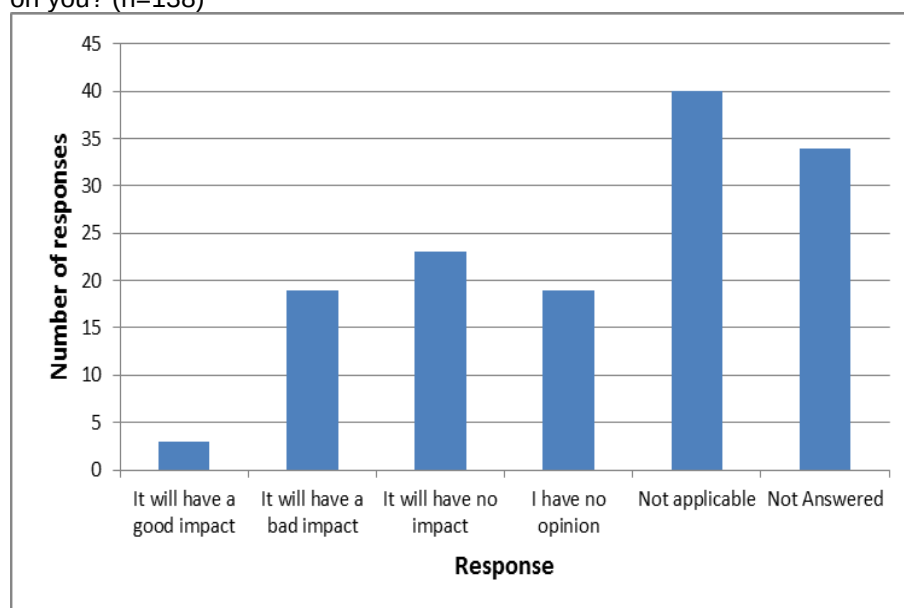


Table 6: Reasons for response

Response	Coalville	Hinckley	Market Harborough
Bad impact	Excludes a lot of people in the area Excludes adults with physical and mental disabilities from accessing services Excludes adults in employment or with childcare issues from accessing services Adults will have to go to their GP instead or travel further Doesn't consider the health inequalities facing the local population Doesn't take into account levels of maturity of individuals Excludes those who are unable to travel to other areas Impacts on the over 25s who want to look after	Excludes a lot of people in the area Excludes adults with physical and mental disabilities from accessing services Excludes adults in employment or with childcare issues from accessing services Adults will have to go to their GP instead or travel further Doesn't consider the health inequalities facing the local population Doesn't take into account levels of maturity of individuals Difficulties in accessing GP services Risk of people not accessing appropriate services in a timely	Excludes a lot of people in the area Excludes adults with physical and mental disabilities from accessing services Excludes adults in employment or with childcare issues from accessing services Adults will have to go to their GP instead Doesn't consider the health inequalities facing the local population Doesn't take into account levels of maturity of individuals Difficulties in accessing GP services Lack of local transport to get to other clinics Risk of people not

	their sexual health	manner Impacts on the over 25s who want to look after their sexual health	accessing appropriate services in a timely manner Impacts on the over 25s who want to look after their sexual health
Good impact	More younger children / young adults will feel more confident in going and not feel judged.	More younger children / young adults will feel more confident in going and not feel judged.	More younger children / young adults will feel more confident in going and not feel judged.
No impact / No opinion / Not applicable	GP is the usual place of choice Don't use the clinic Don't live in the area The majority of users seem to be under 25	GP is the usual place of choice Don't use the clinic Don't live in the area	GP is the usual place of choice Don't use the clinic Don't live in the area

How will the proposed change to combine the Hinckley sessional clinic with the young people's 'Choices' clinic impact on you, or the group on whose behalf you are responding?

Out of those who answered the question, the majority of respondents stated that the change did not apply to them (Figure 12). The reasons for the responses are listed in table 7.

Figure 12: How will the proposed change to combine the Hinckley sessional clinic with the young people's 'Choices' clinic impact on you? (n=138)

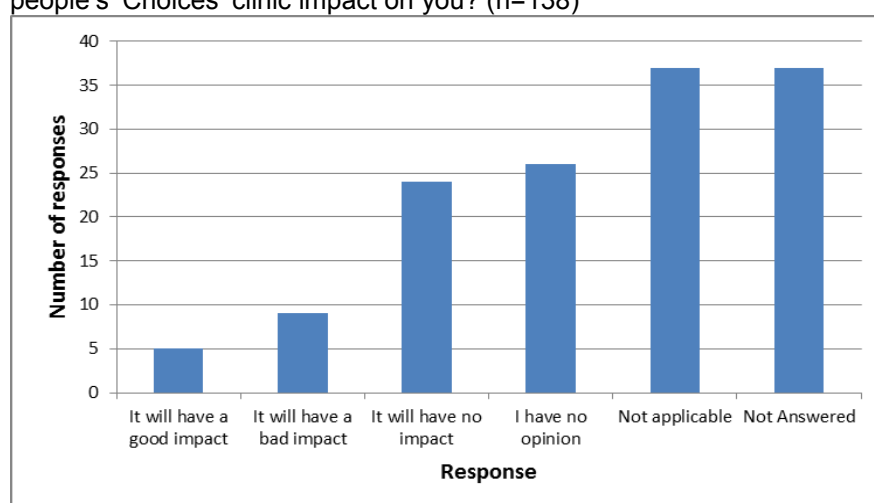


Table 7: Reasons for responses

Response	Reasons
Bad impact	Excludes a lot of people in the area Local residents will have to travel further and spend more on transport Detrimental to older people who may choose not to seek help Embarrassing for students and professionals sitting in the same room and may deter people from accessing services. Risk of clinic becoming busy There is no service during the school holidays
Good impact	More younger children / young adults will feel more confident in going and not feel judged. Good to have a local clinic for young people who can't afford to travel elsewhere Good to combine resources This age group is a key risk group
No impact / No opinion / Not applicable	GP is the usual place of choice Don't use the clinic Don't live in the area
Additional comments	It would be helpful to have a service all year round rather than just during term time

How will the proposed closure of the Melton clinic impact on you, or the group on whose behalf you are responding?

Out of those who answered the question, the majority of respondents stated that the change did not apply to them (Figure 13). The reasons for the responses are listed in table 8.

Figure 13: How will the proposed closure of the Melton clinic impact on you? (n=138)

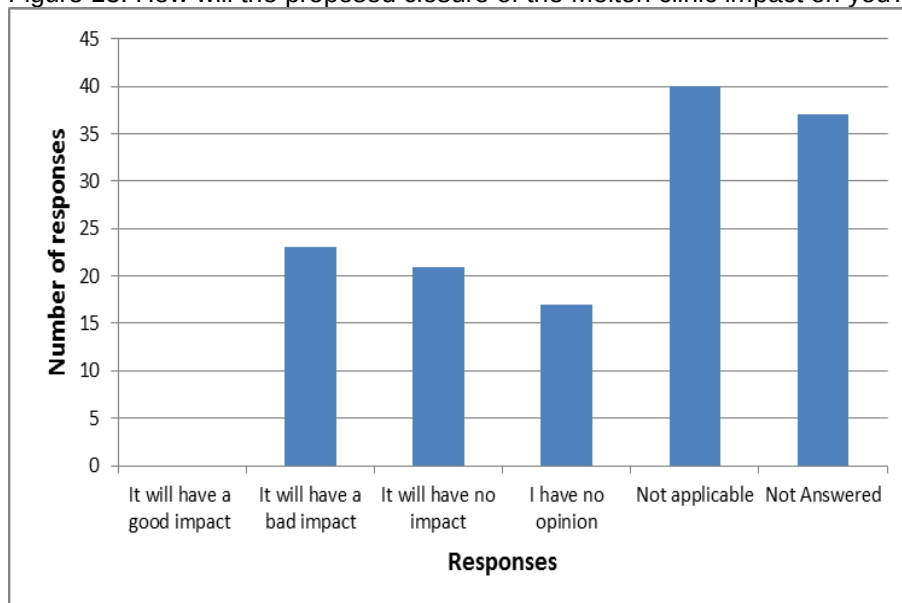


Table 8: Reasons for response

Response	Reasons
Bad impact	Excludes a lot of people in the area Local residents will have to travel further and spend more on transport Detrimental to young people in the area who may end up waiting weeks to receive sexual health support from another health professional and subsequently resulting in an increase in sexual health related problems Access to services becomes difficult Transport is difficult in a rural area like Melton Risks an increase in sexually transmitted infections and unwanted pregnancies Increases waiting times at other clinics Next nearest clinic is too far away
No impact / No opinion / Not applicable	Don't live in the area Other clinics are available as are GPs Don't use the clinic

How will the proposed change to the opening hours of the clinic session in Coalville/Hinckley impact on you, or the group on whose behalf you are responding?

Out of those who answered these questions, the majority of respondents stated that the change did not apply to them (Figures 14 and 15). The reasons for the responses are listed in table 9.

Figure 14: How will the proposed change to the opening hours of the clinic session in Coalville impact on you? (n=138)

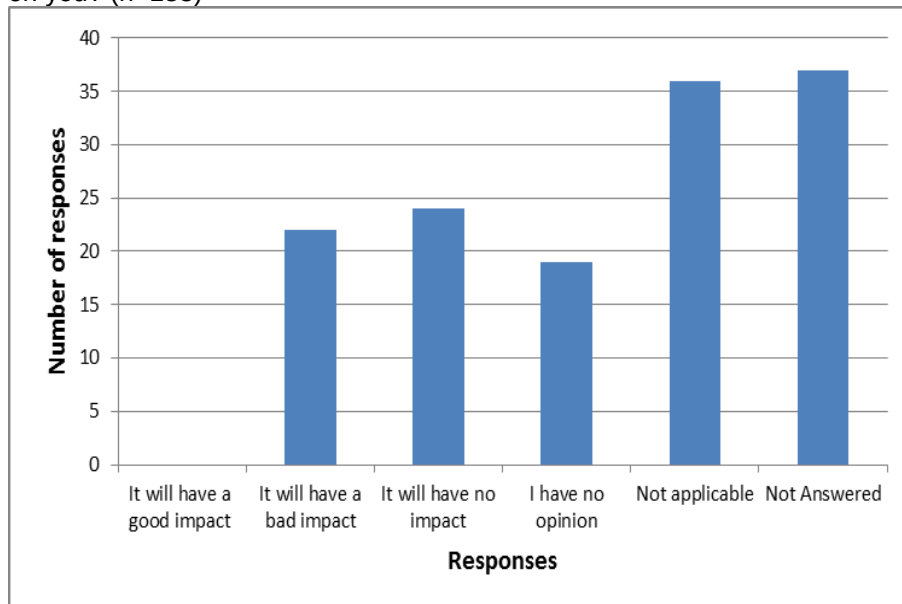


Figure 15: How will the proposed change to the opening hours of the clinic session in Hinckley impact on you? (n=138)

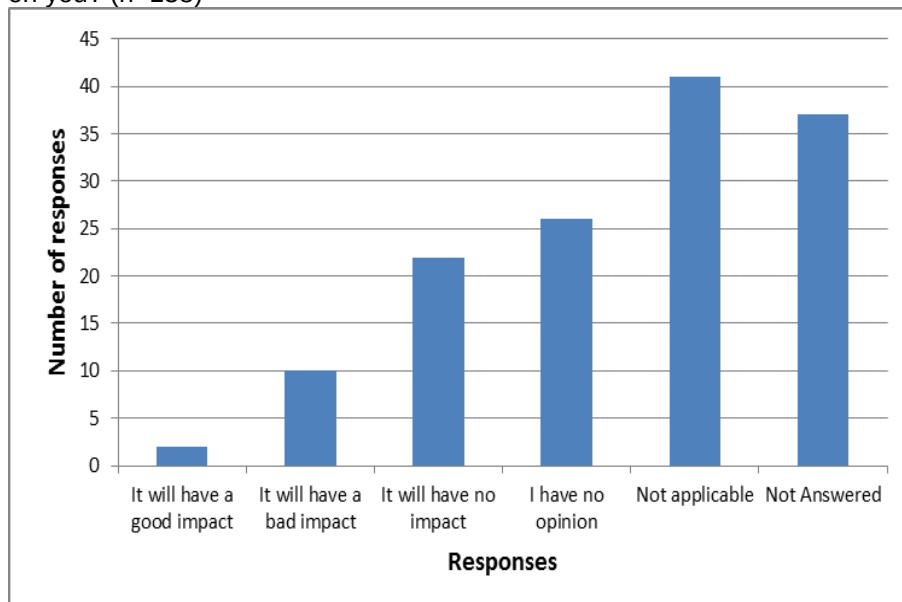


Table 9: Reasons for response

Response	Coalville clinic	Hinckley clinic
Good impact		Easier for the younger population
Bad impact	Local residents will have to travel further	Local residents will have to travel further

	and spend more on transport Access to services becomes difficult Depends on the proposed new times Not useful for emergencies Local GP doesn't provide a sufficient service Sessional clinics are already restricted and shortening them even more will make it even more difficult to look after our sexual health	and spend more on transport Access to services becomes difficult Depends on the proposed new times Not useful for emergencies Local GP doesn't provide a sufficient service Sessional clinics are already restricted and shortening them even more will make it even more difficult to look after our sexual health Waiting times will get worse
No impact / No opinion / Not applicable	Don't live in the area Other clinics are available, as are GPs If an individual requires help/advice then they should make the effort to go wherever a service is available	Don't live in the area Other clinics are available, as are GPs If an individual requires help/advice then they should make the effort to go wherever a service is available Do not use the clinic
Additional comments	If there is a need to reduce clinic times due to no attendance for that period of time, then it would make sense. However, reducing access due to supporting another clinic will only have a negative effect on local residents.	

The last section of the questionnaire sought feedback on proposals relating to sexual health promotion and HIV prevention work.

How will the proposed change to move the delivery of sexual health promotion and HIV prevention work for all at-risk groups (such as people with HIV and people of Black African heritage) from a separate contract into the main sexual health contract impact on you, or the group on whose behalf you are responding?

Out of those who answered the question, the majority of respondents stated that they had no opinion regarding the proposed changes (Figure 16). Out of the respondents who did not record a place of residence but did answer this question, the majority stated that the change did not apply to them. The reasons for the responses are listed in table 10.

Figure 16: How will the proposed change to the delivery of sexual health promotion and HIV prevention work for all at-risk groups impact on you? (n=138)

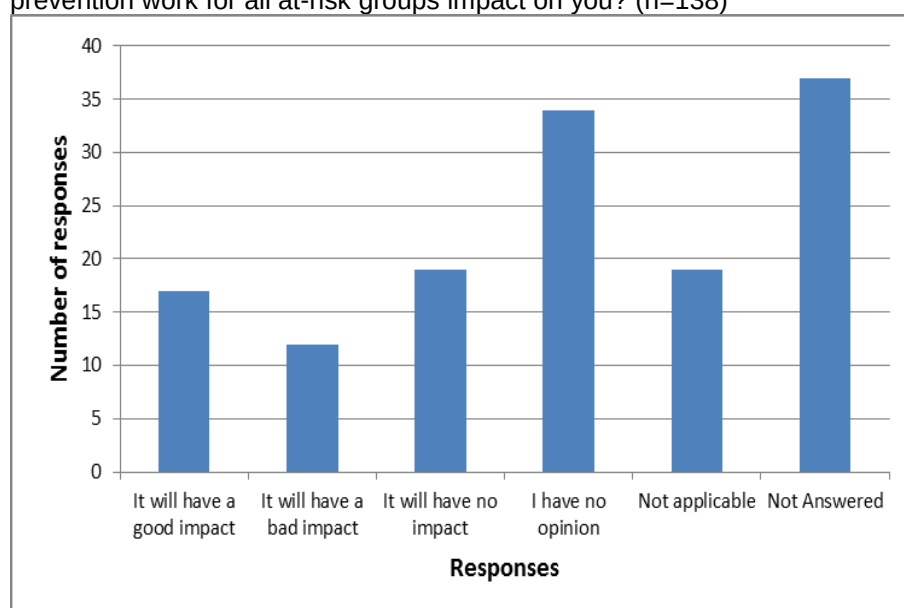


Table 10: Pros and cons for changes to the delivery of sexual health promotion and HIV prevention work

Pros	- Good to integrate services - Helpful in raising awareness - Helpful in prevention work - Provides more options - Segregation of services is not needed - It will be easier to access a streamlined service with all sexual health needs covered in one place at the same time - Easier to promote the services to partners
Cons	- May make it harder for those to use the service - Doesn't take into account alternative lifestyles - It will make mainstream services busier - Outreach work is more effective when undertaken separately from the main service - Potential to lose focus on at-risk groups
Not applicable	Not in an at-risk group / ethnic minority risk group

Do you have any further comments to make on any of the proposals described in this consultation?

Responders were given an opportunity to provide further comments on any of the proposals described within the consultation. Comments included the following:

- Public health nurses should be able to offer chlamydia screening to young people in schools and colleges
- Suggest offering GP practices tariffs if they undertake sexual health work to encourage GP practices to do more.
- Consider commissioning a service based in Oadby / Wigston as this group not really represented in the proposed changes.
- Consider partnership working e.g. one-stop service in the Sexual Assault Referral Centres
- Focus on GP training and sharing the sexual health workload

Findings from engagement sessions

Several engagement sessions took place during the consultation period with staff from current providers of sexual health services and with service users. Their views on the proposed changes are documented below (Tables 11 and 12).

Table 11: Outcomes of engagement sessions

What are your views on proposed changes to....?	Responses
Accessing Services	Concerns regarding people with lack of basic IT skills Concerns regarding people whose first language is not English Online services are good for literate service users Apprehensive about usage of online testing kits/lack of confidence. Will people do it correctly? Will the instructions be available in different languages? Will the instructions be suited for the visually impaired? Will the changes increase workload for staff as they may need to support service users? Phone charges for telephone services – need to be cheap or free Need to ensure that those with learning disabilities can use these options How to support carers to access these other options. Role for VCS to play the underserved (hard to reach) to aid access e.g. a forum.
Sessional clinics	Closure of Melton clinic – impact on those with transport issues and/or low income? Will separating clinics by age, create an age divide? Issues with transitioning between young people's services and adult services – based on experiences with other services where this is a problem Lack of parking facilities at Leicester City hub creates access issues Concerns for those with specific needs who require local services e.g. those with learning disabilities Doesn't consider the significant increase in STI's among the older age group
Sexual health promotion	Training for GP's and Clinicians is needed

and HIV services	Work needs to be done on reducing stigma, to encourage people to be tested. Work also needs to be done in the communities Agree that testing should be done together (HIV and STI) – testing should cover a wide range of infections More knowledge around HIV to be shared with the community/population and also with health professionals MSM more likely to use online services (e.g. Tests, Prep, etc.) and more comfortable to use SH services in comparison to other at-risk groups There are a variety of ways to do outreach Focus shouldn't be purely on HIV positive cases – negative results are just as important Specialised focus required. Grassroots work around campaigns from local groups and VCS is important Should be building up knowledge base to encourage health professionals to increase testing Need to decrease stigma, especially the medical community Creating increased access Building HIV and STI testing together is good – may help people talk about HIV more Might not capture inter-community issues Communities are all different - outreach work is important for these communities Links with Cervical Screening PrEP market will alter the future
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Table 12: Do you agree with the proposed changes?

Proposed change	Number of responses		Comments
	Yes	No	
Online booking services	26	0	If have appropriately trained staff. Psychosexual – for initial appointments only.
Online self-test kits	24	3	Concerns regarding reduction in staff Anxiety if positive test – especially HIV. Reliability Risk of self-treatment. People need people If robust notification process in place
Vending machines	27	0	But not in place of sessions. Yes for condoms & pregnancy tests Yes, if clear signposting with support for results – even if negative. People need people.
Online information services	24	0	With an improved system Yes – if clear and concise.
Telephone advice services	22	2	Takes staff off the ground (shop floor) Need to make sure we have enough staff

			Definitely more telephone advice and support needed. People need people. Telephone consultations with doctors would be useful. More health advisors required
STI and HIV testing for the following groups to be accessed via mainstream sexual health service including self-sampling:- - HIV positive - People of Black Heritage	15	0	
Sexual health promotion and HIV prevention messages for the following groups to be within mainstream sexual health service contract: - HIV positive - people of Black heritage	15		
Sexual health service to provide information and training for health providers to support early diagnosis of HIV	18	0	
Specific sexual health promotion and outreach work continues for MSM population of Leicestershire & Rutland	16		Some of this work can done by more support into main ISH outreach team for MSM

Proposed change	Number of responses		Comments
	Yes	No	
Would you use an online booking service if one was available?	15	1	
We understand that it is still important to have access to face to face services. How would you prefer to access these?	Bookable fixed appointments: 3 'Turn up and wait' service: 0 A mixture of both: 13		
Would you use a telephone advice service if one was available?	14	0	Would be helpful but awkward
Online ordering for testing kits - Would you chose to use this service if it was available?	16	1	I think it is really important and crucial to be able to see a clinician who can answer all your questions - not just online, telephone etc. especially if you are getting test results. Need someone to talk it through, rather than relying on the internet, friends, etc.
Would you use a vending machine to access free self-testing kits for sexually transmitted infections, condoms and pregnancy tests?	12	9	Potential locations: Pharmacy, doctors or at a clinic
Do you use Sexual Health services currently or have you in the past?	11	2	
The session clinic at Melton will close due to low attendance at this clinic.	2	2	
An age restriction to attendances at sessional clinics at Coalville, Market Harborough and Hinckley for under 25s	0	4	

only.			
A reduction in opening hours of the Coalville sessional clinic.	1	3	
A reduction in opening hours of the Hinckley sessional clinic.	0	4	
Combining the Hinckley sessional clinic with the Hinckley 'CHOICES' young people's clinic.	1	4	

Summary

Responses to the consultation and feedback from engagement sessions indicate support in relation to the following proposals:

- An online booking appointment booking service
- Availability of an online ordering service for self-test kits
- Availability of sexual health vending machines with pharmacies, sexual health services and universities being the preferred locations
- Availability of online support and advice
- Availability of telephone support and advice
- Availability of both bookable fixed appointments and a 'turn up and wait' service when accessing face to face services

The responses also indicated concerns regarding the following proposals:

- Age restriction at the sessional clinics in Coalville, Hinckley and Market Harborough
- Closure of the sessional clinic in Melton
- Changes to the opening hours of the sessional clinic in Coalville

There was indifference in relation to the following proposals:

- Combining the Hinckley sessional clinic with the young people's 'CHOICES' clinic
- Moving the delivery of sexual health promotion and HIV prevention work for all at-risk groups (such as people with HIV and people of Black African heritage) from a separate contract into the main sexual health contract

The concerns regarding age restrictions at sessional clinics and closure of the sessional clinic in Melton focus on access to sexual health services and having to travel too far to an alternative clinic. Mitigations for these include:

- Availability of contraceptive services from general practice and selected pharmacy sites which are both available locally

- Provision of self-service options as an alternative for accessing services
- Both 'hub' clinics (in Leicester City and Loughborough) are proposed to remain as all age clinics and are open for significantly longer hours than sessional clinics.
- The nearest clinic to Melton is in Oakham which is proposed to remain as an all age clinic.
- Provision of a domiciliary service for vulnerable individuals such as those with severe physical and/or learning disabilities and Looked After Children.
- Monitoring the impact of any change in services through the contract management process for the new service and as part of the wider sexual health strategy implementation.

Appendix A: Consultation questionnaire



SH questionnaire.pdf

Appendix B: Promotional poster and leaflet



Have your say on Leicester, Leicestershire and Rutland sexual health services

consultations.leicester.gov.uk
(closes 16 October 2017)

Alternatively pick up a questionnaire at:
St Peter's Health Centre, LE2 0TA
Loughborough Health Centre, LE11 1DQ



Appendix C: Summary feedback template

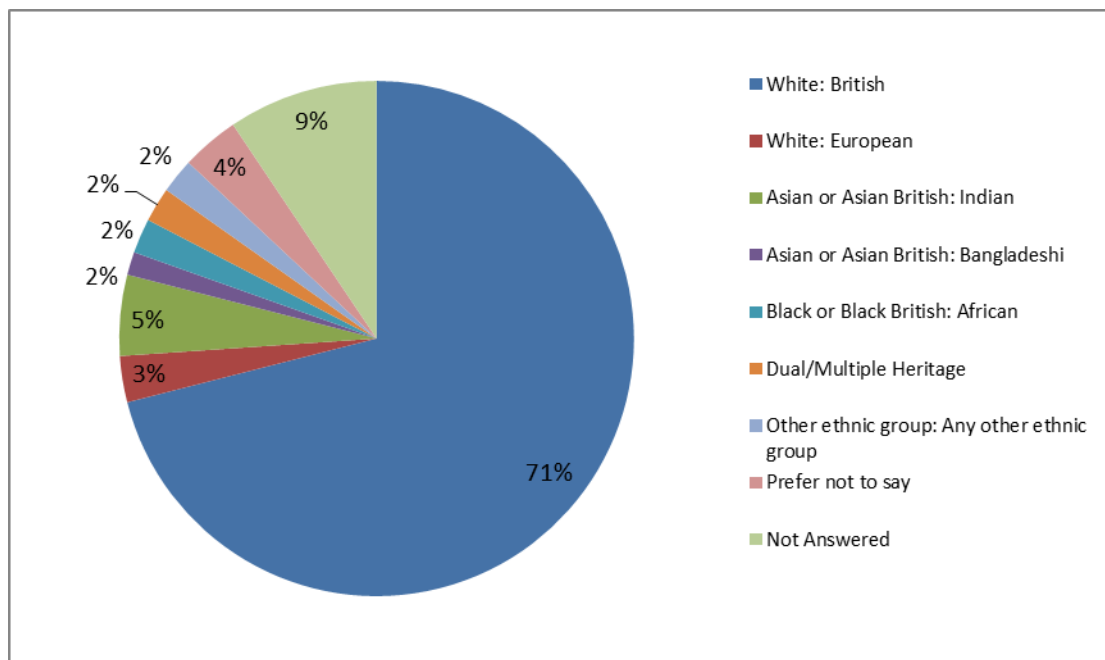


Summary feedback
template for Consulta

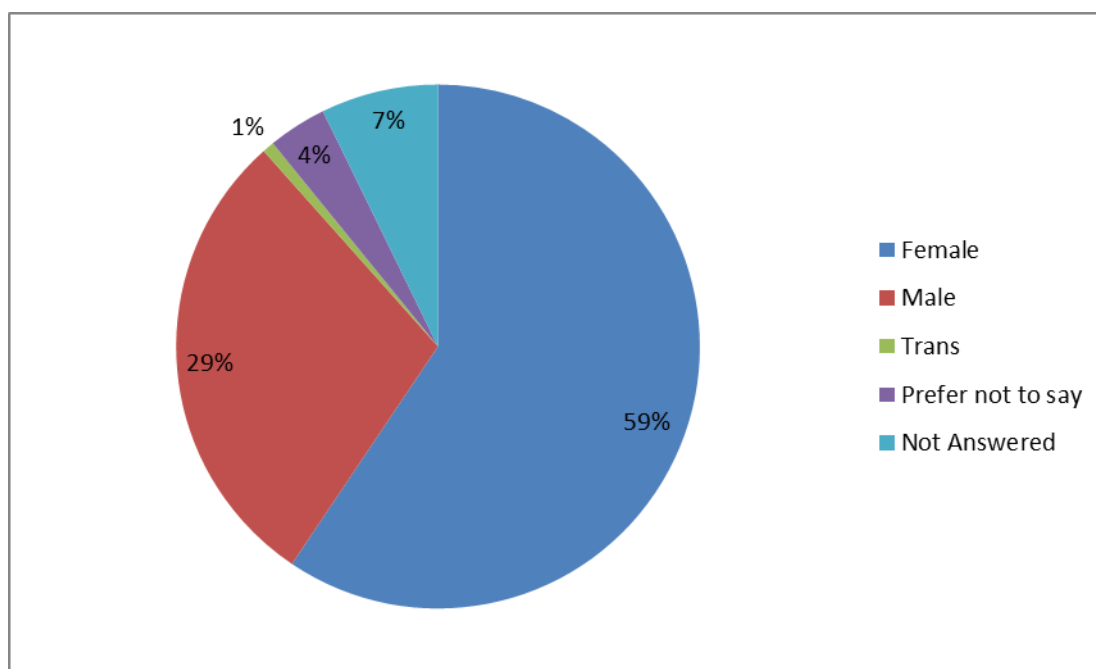
Appendix D: Equalities monitoring information

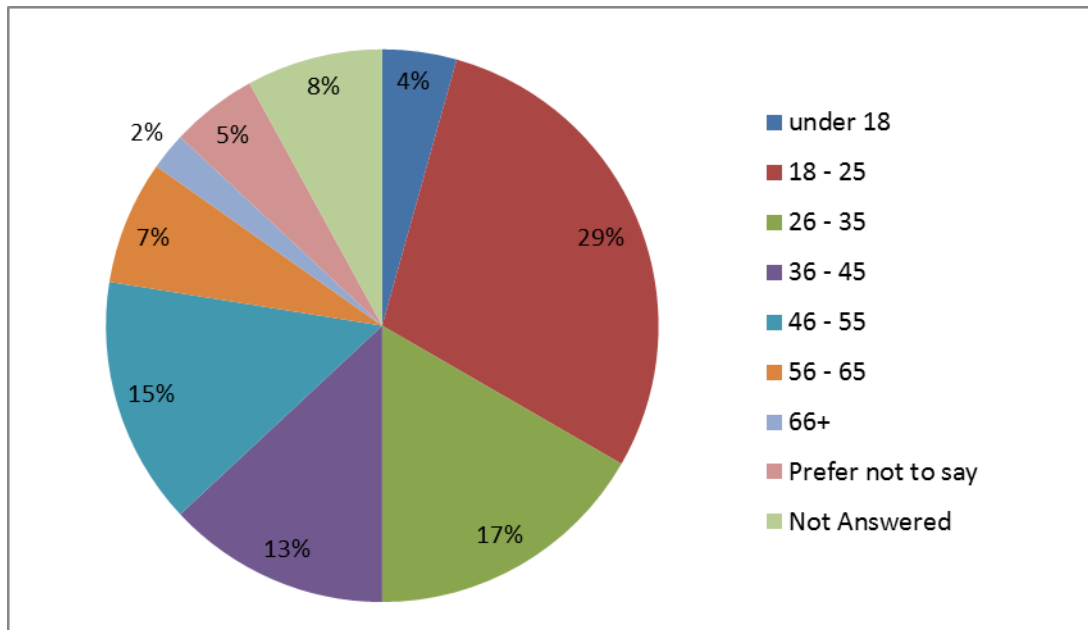
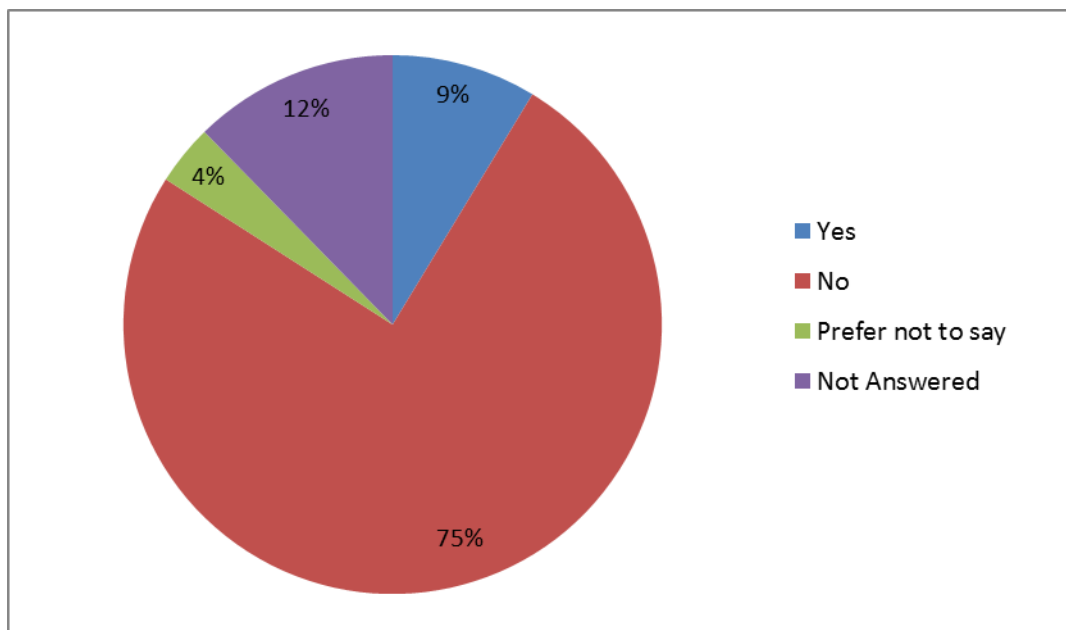
CONSULTATION RESPONSES FOR LEICESTERSHIRE: EQUALITIES MONITORING

Ethnic Background

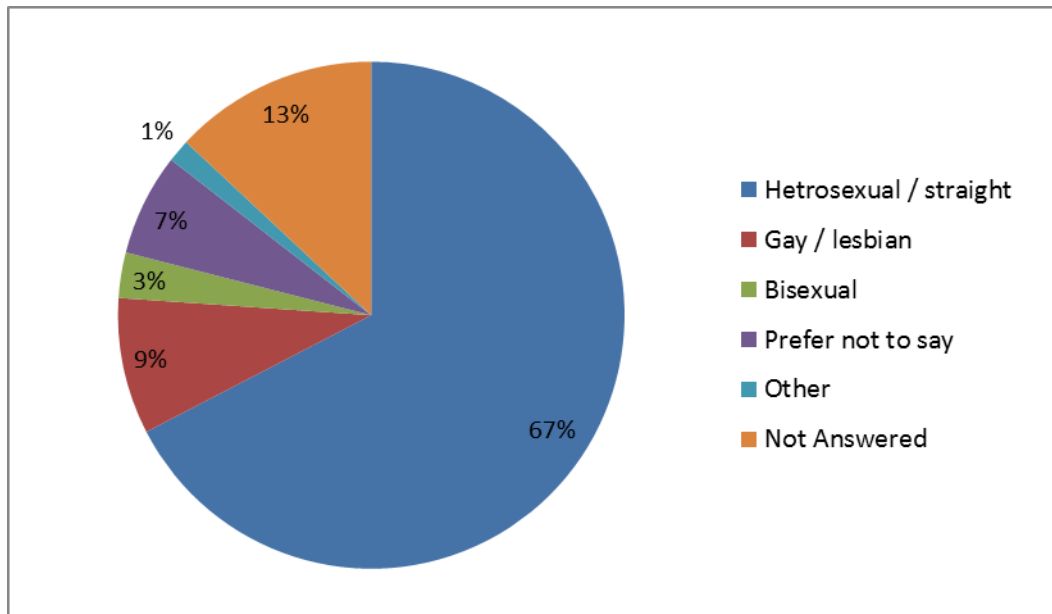


Gender

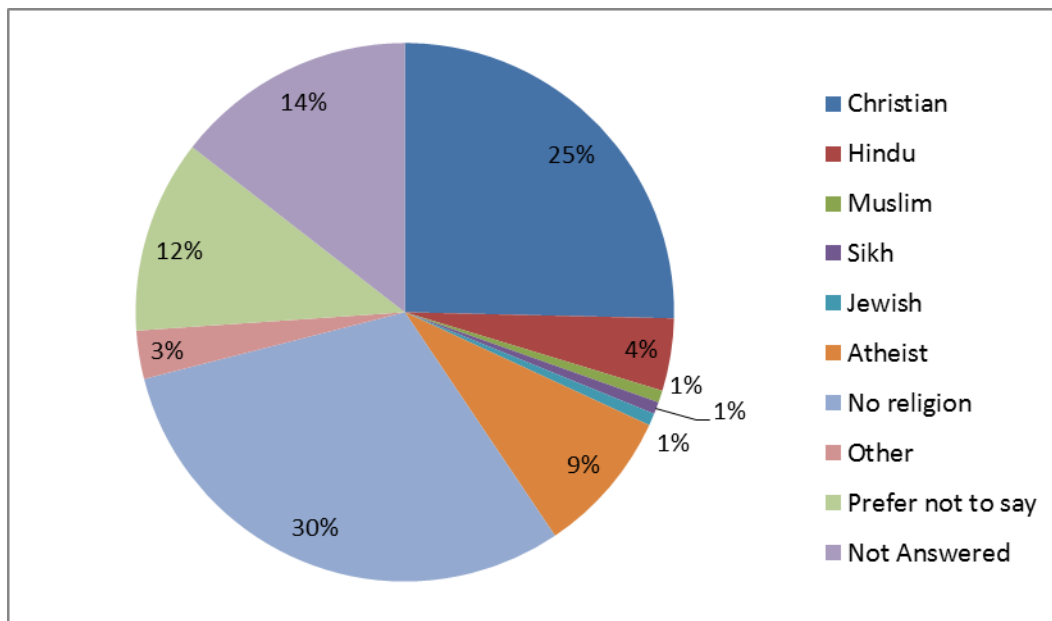


Age**Disability**

Sexual Orientation



Religion/Belief



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Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service** for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service** may have an adverse impact on a particular community or group of people. It will ultimately ensure that as an Authority we do not discriminate and we are able to promote equality, diversity and human rights.

Before completing this form please refer to the EHRIA [guidance](#), for further information about undertaking and completing the assessment. For further advice and guidance, please contact your [Departmental Equalities Group](#) or equality@leics.gov.uk

***Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

Key Details	
Name of policy being assessed:	Integrated Sexual Health Services Redesign 2017
Department and section:	Public Health
Name of lead officer/ job title and others completing this assessment:	Janet Hutchins Senior Public Health Manager Joshna Mavji Consultant in Public Health
Contact telephone numbers:	0116 3054255 0116 3050113
Name of officer/s responsible for implementing this policy:	Mike Sandys Director of Public Health Joshna Mavji Consultant in Public Health
Date EHRIA assessment started:	13/7/17

Date EHRIA assessment completed:	26/10/17

Section 1: Defining the policy

Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of this policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights, as outlined in Leicestershire County Council's Equality Strategy.

1	What is new or changed in this policy? <i>What has changed and why?</i> 1.0 Background Local Authorities are mandated to provide open access sexual health services for contraception and sexually transmitted infection (STI) testing and treatment. ⁱ Sexual health service contracts commissioned by Leicestershire County Council Public Health end on 31st December 2018 and a procurement process is underway to commission services from 1 January 2019. This process includes: • a review of the services to reflect changing needs of the population of Leicestershire • Implementation of new approaches to sexual health services • Meeting financial targets as part of the medium term financial strategy (MTFS). This has resulted in proposals for sexual health service redesign to commence from 1 January 2019. The proposed changes are informed by: • A comprehensive Leicestershire and Rutland Sexual Health Needs Assessment (2015) • The Leicestershire Sexual Health Strategy (2016-2019) • Assessment of recent sexual health data • Stakeholder engagement. A detailed EHRIA was completed as part of the sexual health strategy. 2.0 Current Specialist Sexual Health Services The current sexual health service model is commissioned across Leicester, Leicestershire and Rutland (LLR). It delivers a range of services including; • contraceptive services • psychosexual services (sexual health aspects) • sexually transmitted infection testing and treatment • a specific young people's service • outreach and health promotion • professional training • network management • sexual health leadership role across LLR.
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	The main service is delivered from two hub locations and a range of sessional 'spoke' locations (originally 12 in Leicester City, 4 in Leicestershire and 1 in Rutland). There are additional young people specific sessions and outreach sessions for targeted groups across LLR. Residents of Leicester, Leicestershire and Rutland can access any of the clinic sites across LLR. There are also sexual health improvement and HIV prevention elements, separately commissioned focusing on HIV positive people, people of African heritage and men who have sex with men (MSM). 2.1 Hub and Spoke provision There are currently two hubs locations (St Peters Health Centre, Leicester and Loughborough Health Centre) providing almost 90% of LLR service activity. The hubs provide all levels of service including complex specialist services. The city hub also provides the administrative base for delivery of the service as a whole. Spokes are sessional clinics operating for a few hours weekly. Services delivered from spokes are less complex. Travel time and expenses are factors in the cost of delivering these services. The number of spokes across Leicester City has reduced from 6 to 4 spokes, since the initial contract commenced in 2014. Four of these are delivered by GPs through Sexual Health and Contraception Clinic (SHACC) services. SHACC spokes include the delivery of long-acting reversible contraception (LARC). Two of the current SHACC practices provide to the university populations. There are 4 spokes in Leicestershire (Coalville, Hinckley, Market Harborough & Melton Mowbray) & 1 spoke in Rutland (Oakham). 2.2 Young People's Service (Choices) The Choices service is a nurse delivered service via sessional clinics for the under 25s which take place in community based settings. There are 16 sites in Leicester City, including 2 university sites. There are currently 4 sites in Leicestershire. 2.3 National Chlamydia Screening Programme (15-24s) The model of delivery for opportunistic chlamydia screening changed from 1 January 2017. The new model offers opportunistic chlamydia screening for 15-24 year olds via online self-sampling tests and sexual health service sites. 2.4 Outreach The sexual health service provides clinical outreach sessions to reach groups of higher risk of poor sexual health who may not readily access mainstream services. The outreach includes
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	sessions at: • Male saunas • Trade; Gay Men's sexual health project • Sex worker locations • Military barracks (Rutland only) • Domiciliary service for the most vulnerable e.g. Looked After Children and those with disabilities. 2.5 C-Card (condom distribution service) The C-card condom distribution scheme now operates across Leicester, Leicestershire and Rutland. This scheme is provided in community, educational and clinical venues across Leicester. It provides free condoms to young people under 25. Certain sites also provide pregnancy testing. 2.5 Sexual Health Improvement and HIV Prevention Projects work with specific client groups in relation to prevention of poor sexual health. The client groups are: • HIV positive people • People of African Heritage (Leicester City and Leicestershire) • Men who have sex with men (MSM) The projects provide: • Safer sex information/resources in community settings. • Behaviour change interventions. • HIV/STI testing including promotion & provision of community HIV testing. • Work to reduce stigma & discrimination for this population including training • Links and referrals to appropriate services. 3.0 Rationale for change Re-procurement of this service provides an opportunity to: • Review the existing service • Review the changing needs of the population • Consider new approaches to the delivery of sexual health services • Consider how we can meet financial targets as part of the medium term financial strategy (MTFS). 3.1 Review of the existing services Within Leicestershire and Rutland, there are sessional clinics held in Coalville, Hinckley, Market Harborough, Melton Mowbray and Oakham that are available to all ages. We reviewed attendances at these clinics and found that young people are the most frequent users and are less able to travel to other sites. We also found that usage of the Melton Mowbray clinic has been consistently low with the majority of users being over 25 years of age. Currently there are sexual health and HIV prevention services provided to the following groups:
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- Men who have sex with men
- People with HIV
- People of African heritage
- Sex workers
- Young People

Some of these services are provided within the current sexual health service contract (for example for sex workers and for young people) while the remaining services are provided separately. In addition, the level and quality of services provided to each of these individual groups of people varies.

3.2 Changing needs of the population

Last year, Leicestershire and Rutland County Councils carried out a survey to seek views on ways to develop sexual health services in Leicestershire and Rutland for the future.

Responses indicated important areas of focus. One of these areas was increasing access to STI (sexually transmitted infection) & HIV prevention for all at-risk groups with a focus on access to mainstream sexual health services and a range of testing opportunities including online testing.

Users of the sexual health services have indicated that improving accessibility of services e.g. through the development of online services, would be helpful to improve access to the service.

There are new and emerging sexual health issues for men who have sex with men (MSM). This group is a particularly vulnerable group therefore these needs have to be taken into consideration within the new service.

3.3 New approaches to the delivery of sexual health services

Traditionally, contact with health services was predominantly face to face. The emergence of digital technology as an additional means of communication has led to significant changes in the way health care and advice is accessed. This provides an opportunity to change the way our sexual health services are delivered.

3.4 Meeting MTFS targets

Under the Early Help and Prevention Review, an indicative savings target of £238,000 for the new service has been put forward. The current service cannot be delivered in the same way if these savings are to be met.

4.0 Proposed changes to the current service

The proposed changes to the current sexual health service model are as follows:

- The Leicester City Centre hub is moved from St Peter's Health Centre to a more central location to improve accessibility to service users and staff.
- The sexual health sessional clinics in Coalville, Hinckley and Market Harborough will provide services to people under 25 years of age only. Alternative contraceptive services are available from general practice and selected pharmacy sites.

	• Opening hours of the sessional clinics in Coalville and Hinckley will reduce. The reduction in sessional clinic hours will help maximise staffing at the busy main clinic locations. Alternative contraceptive services are available from general practice and selected pharmacy sites. • The sessional clinic in Melton Mowbray to be closed. The nearest clinic will be the Oakham sessional clinic. Alternative contraceptive services are available from general practice and selected pharmacy sites. • Shifting to lower cost activity such as self-serve models of delivery that have the additional benefit of improving access for residents • Improving accessibility of sexual health services through the availability of: ▪ Online booking services for appointments ▪ Online advice and information ▪ Self-sampling test kits available online and by vending machines ▪ Condom provision via the c-card scheme and via vending machines. • Sexual health promotion and HIV prevention work will focus on increasing HIV testing via targeted promotion of the online STI and HIV testing service for high risk groups such as those of African heritage and men who have sex with men (MSM). • Targeted sexual health improvement and risk reduction work to be carried out focusing on men who have sex with men (MSM). This targeted work will take place in appropriate community settings.
2	Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i> The sexual health service redesign is linked to the following strategies/ work streams: - Leicestershire Sexual Health Strategy (2016-2019). Approved by Cabinet on 19th April 2016. - Leicestershire Health & Wellbeing Strategy - Better Care Together (including planned care- gynaecology services) - Medium Term Financial Strategy including early help and prevention review - The digital council
	Who are the people/ groups (target groups) affected and what is the intended change or outcome for them? The potential impact is upon all residents of Leicestershire with a need or potential need for sexual health services. The aim of the service redesign is to ensure people can get the right level and the right type of cost-effective support or service, at the right time to improve sexual health outcomes. These outcomes include: • Reducing the risk of unintended conception • Early diagnosis and treatment of STIs and HIV • Reducing the risk of onward transmission of STIs & HIV • Maximising people's ability to make informed, positive choices about their relationships and sexual health. The intentions of the sexual health service re-procurement and proposed service redesign are to ensure the following:

	• People who require an intervention/ support are identified early and effectively prioritised • Joined up sexual health commissioning across organisational boundaries to support seamless sexual health patient pathways. • Highly skilled sustainable sexual health workforces across all levels of the sexual health service, to ensure people have quality experiences and confidence in services they access. • Key sexual health messages, referral and signposting are integrated into other non-core services to ensure that people’s sexual health needs are identified and supported as part of their holistic health and wellbeing. • People have good access to services in appropriate settings and locations, including primary care and via new technologies.			
4	Will this policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? (Please tick and explain how)			
		Yes	No	How?
	Eliminate unlawful discrimination, harassment and victimisation	x		The sexual health services model is informed by local needs assessment and aims to improve the sexual health of all people of Leicestershire. The service changes are in line with the Leicestershire Sexual Health Strategy which includes empowerment, patient centred approaches and availability of equitable services proportional to need. Elements of the sexual health services remit relate to training of professionals and sexual health communications. These include aspects of discrimination, harassment and victimisation. Sexual health services have a key role in relation to sexual violence prevention including awareness and support for child sexual exploitation and female genital mutation.
	Advance equality of opportunity between different groups	x		The sexual health service delivery approach includes development of innovative ways to increase universal access to services across urban and rural locations as well as targeting groups identified at higher risk of poor sexual health. (i.e. young people, MSM, sex workers and black African communities.)
	Foster good relations between different groups	x		The sexual health service model involves reducing stigma associated with sexual health which inherently requires better understanding and acceptance between different population groups.

Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required.

If you have already identified that a full EHRIA is needed for this policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to [Section 3](#) on Page 7 of this document.

Section 2

A: Research and Consultation

5.	Have the target groups been consulted about the following?	Yes	No*
	a) their current needs and aspirations and what is important to them;	X	
	b) any potential impact of this change on them (positive and negative, intended and unintended);		
	c) potential barriers they may face		
6.	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?	X	
7.	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?	X	
8.	*If you answered 'no' to the question above, please use the space below to outline what consultation you are planning to undertake, or why you do not consider it to be necessary.		

Section 2

B: Monitoring Impact

9.	Are there systems set up to:	Yes	No
	a) monitor impact (positive and negative, intended and unintended) for different groups;	x	
	b) enable open feedback and suggestions from different communities	x	

Note: If no to Question 8, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.

Section 2

C: Potential Impact

10.

Use the table below to specify if any individuals or community groups who identify with any of the '[protected characteristics](#)' may potentially be affected by this policy and describe any positive and negative impacts, including any barriers.

	Yes	No	Comments
Age	x		Young people aged 15-24 are most at risk of STIs, particularly chlamydia, and poor sexual health. Young mothers (under 18s) and their babies are more likely to have poorer health outcomes compared to older ages. The proposed sexual health service delivery model includes the need to target young people. Specific changes include: <u>Proposed changes in sessional clinics in Leicestershire:</u> Sessional clinics in Hinckley, Market Harborough and Coalville will be available for under 25s only. (previously there were also all age clinic times that could be accessed by young people) There may be a reduction in the opening hours of the sessions overall. Melton Mowbray sessional clinic will close. This clinic had low usage and was predominantly used by over 25s. Overall impact: Positive for young people Negative for the over 25s This impact will be mitigated by: - Availability of contraceptive services from general practice and selected pharmacies - Provision of online advice and information - Provision of self-sampling test kits

			available online and by vending machines <u>Possible move of city centre main service site to city centre location:</u> Improved access for all ages. Particular benefit for young people as they are more dependent on public transport and less familiar with or less comfortable walking beyond the main city centre area to the existing clinic location. Overall impact: Positive <u>New technologies to deliver self-service sexual health services:</u> a) Establishing full online STI screening for all ages alongside the existing chlamydia screening for 15-24 year olds. b) Provision of vending services at appropriate locations throughout the County to access sexual health services such as condoms and STI testing kits. This will increase options to access services and reduce wait times for non-complex sexual health service requirements. c) Improved website information and signposting. These services will increase options for access without the need to attend clinical services. Overall impact: Positive
	Disability	x	a) Increase opportunity to access online self-sampling STI screening – the proposed service model provides additional access routes for STI screens which has potential to improve access for those with disability. b) Change in service model for HIV positive people. Closer links to be developed with HIV treatment clinical service to ensure that all HIV positive people receive sexual health information at clinical appointments including their annual check-ups and appointments.

				Overall impact: Neutral/Positive
	Gender Reassignment	x		Service access for gender reassigned individuals should not be affected by the proposed changes. However increased opportunity to access self-sampling STI testing could improve uptake of screening. Overall impact: Positive
	Marriage and Civil Partnership		x	Marital status does not impact on access or availability of services.
	Pregnancy and Maternity	x		Changes in sessional clinics, limiting access to under 25s and closure of Melton clinic will reduce local access for a small number of people. However, the proposed changes could increase points of access via vending machines and online access to self-sampling. This will also potentially reduce wait times in main clinics. Overall impact: Neutral/Positive
	Race	x		The Sexual Health Needs Assessment identifies higher risk of HIV/STI for those of black ethnic group. The proposals increase access to HIV/STI testing via online self-sampling in place of point of care testing or specific outreach for Black Africans. Promotion of STI testing options, including national campaigns to high risk communities such as Black African will be incorporated into the Sexual Health Communication partnership plan for the Leicestershire Sexual Health Strategy work. Overall impact: Neutral
	Religion or Belief		x	Religion or belief does not impact on access or availability of services.
	Sex	x		Women are frequent users of sexual health services in relation to contraception and chlamydia screening. Men are frequent users in relation to STI screening services. The proposed sexual health service changes potentially have a greater impact on women as the highest users of the sessional clinics. However, improved access to self-sampling STI screening and potential for women to

				access general practice for contraception, including long-acting reversible (LARC) contraception via GP federation groups should mitigate issues of access in localities. Overall impact: Neutral
	Sexual Orientation	x		Men who have sex with men (MSM) are a particularly high risk group in Leicestershire in relation to STIs & HIV. The service delivery model aims to increase access to services using additional technologies and increase access to STI/HIV self-sampling as well as promotion of services & safer sex messages via social media. Further assessment of Pre-exposure prophylaxis (PrEP) and Hepatitis A vaccination will be considered within the sexual health service provision once national guidance is available. Overall impact: Positive
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	x		Access to services for those in rural locations, particularly young people and those without transport is identified as an issue. Improved access to the Leicester City centre main site, increase availability of self-service information advice and services such as STI self-sampling aims to improve choice and access across Leicestershire. Overall impact: Positive
	Community Cohesion		x	
11.	Are the human rights of individuals <u>potentially</u> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? (Please tick) Explain why you consider that any particular article in the Human Rights Act may apply to your policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB. Include positive and negative impacts as well as barriers in benefiting from the above proposal]			
		Yes	No	Comments
	Part 1: The Convention- Rights and Freedoms			
	Article 2: Right to life	x		WHO, 2002 defines sexual health as: '... a state of physical, emotional, mental

				and social well-being in relation to sexuality.’ Good sexual health is an important aspect of life for individuals and to society. Safeguarding and sexual violence prevention remain important elements of the sexual health services. Women have the right to contraception to enable them to plan a pregnancy and achieve best health outcomes. The service provides women with good access to specialist sexual health services alongside their option to access contraception from general practice.
	Article 3: Right not to be tortured or treated in an inhuman or degrading way		x	
	Article 4: Right not to be subjected to slavery/ forced labour		x	
	Article 5: Right to liberty and security		x	
	Article 6: Right to a fair trial		x	
	Article 7: No punishment without law		x	
	Article 8: Right to respect for private and family life		x	
	Article 9: Right to freedom of thought, conscience and religion		x	
	Article 10: Right to freedom of expression		x	
	Article 11: Right to freedom of assembly and association		x	
	Article 12: Right to marry		x	
	Article 14: Right not to be discriminated against	x		The sexual health service model aims to ensure that no particular groups are intentionally or unintentionally excluded or disadvantaged from accessing services and that services are equitable, being proportionate to need.
	Part 2: The First Protocol			
	Article 1: Protection of property/ peaceful enjoyment		x	

	Article 2: Right to education		x	
	Article 3: Right to free elections		x	
Section 2				
D: Decision				
12.	Is there evidence or any other reason to suggest that:	Yes	No	Unknown
	a) this policy could have a different affect or adverse impact on any section of the community;	x		
	b) any section of the community may face barriers in benefiting from the proposal	x		
13.	Based on the answers to the questions above, what is the likely impact of this policy			
	No Impact ☐	Positive Impact ☐	Neutral Impact ☐	Negative Impact or Impact Unknown ☒
Note: If the decision is 'Negative Impact' or 'Impact Not Known' an EHRIA Report is required.				
14.	Is an EHRIA report required?	Yes ☒	No ☐	

Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

Option 1: If you identified that an EHRIA Report is required, continue to [Section 3](#) on Page 7 of this document to complete.

Option 2: If there are no equality, diversity or human rights impacts identified and an EHRIA report is not required, continue to [Section 4](#) on Page 14 of this document to complete.

Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think thoroughly about the impact of this policy and to critically examine whether it is likely to have a positive or negative impact on different groups within our diverse community. It is also to identify any barriers that may detrimentally affect under-represented communities or groups, who may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

Section 3

A: Research and Consultation

When considering the target groups it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

- | | |
|-----|---|
| 15. | <p>Based on the gaps identified either in the EHRIA Screening or independently of this process, <u>how</u> have you now explored the following and <u>what</u> does this information/data tell you about each of the diverse groups?</p> <ul style="list-style-type: none"> a) current needs and aspirations and what is important to individuals and community groups (including human rights); b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights); c) likely barriers that individuals and community groups may face (including human rights) |
|-----|---|

Professional and stakeholder engagement.

In 2015, two key partnership events and some targeted focus groups were completed to gain the views of over 100 sexual health partners and stakeholders across Leicestershire, Leicester City and Rutland (LLR) about current sexual health services and priorities for the future. The views and feedback gathered at these events was incorporated alongside other engagement findings within the needs assessment which informed the Sexual Health Strategy.

Service user engagement.

Between May and September 2015, 7 focus groups were undertaken with 94 service users to find out what they thought about the current service offer. The groups consulted included: Young parents, families, LGB, young people and a learning disability group. A questionnaire was also completed by sex workers in LLR.

An eight week consultation exercise regarding the proposed new strategy for sexual health in Leicestershire ended on 15th March 2016. This was open to residents and practitioners. 62 respondents completed an online questionnaire. The consultation was also taken to both local Clinical Commissioning Groups, Leicestershire Health & Wellbeing Board, Rutland Health and Wellbeing Board, Leicestershire Teenage Pregnancy Leadership Board and a Looked After Children workshop event, to enable further opportunity for feedback. The feedback was collated and used to inform the Sexual Health Strategy.

In June 2016 a stakeholder engagement event took place to inform development of the sexual health service delivery model across LLR. In addition to this, a stakeholder and public consultation lasting 8 weeks commenced in August 2017 to seek views on the proposed changes to the sexual health service delivery model across LLR. The feedback from this consultation is described below.

16.	Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?
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It would be appropriate to conduct a Health Equity Audit 12-24 months after the new service is operational to ensure that the needs of target groups are being met by the service and to make changes if there are inequities.

When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.

17.	Based on the gaps identified either in the EHRIA Screening or independently of this process, <u>how</u> have you further consulted with those affected on the likely impact and <u>what</u> does this consultation tell you about each of the diverse groups?
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An 8 week consultation took place from 21st August to 16th October 2017 in relation to the proposed model for sexual health services. Questions that were focused on changes to the service (access, clinic changes and HIV & sexual health promotion) were asked. The questionnaire was widely promoted to stakeholders, including those working with young people. Feedback was received from a variety of people including:

- Staff who provide the current service
- Service users
- Stakeholders
- Members of the public

The consultation also involved the provision of drop-in sessions at existing sexual health services as well as engagement with the Youth Council at a Wellbeing Event.

The equalities monitoring information shows that responses were received from a diverse range of people.

There were a total of 138 responses from residents of Leicestershire County Council. The responses showed support for the proposals to increase options for accessing sexual health services. However, there were some concerns in relation to clinic changes which will be mitigated by the availability of:

	- Alternative contraceptive services from general practice and selected pharmacy sites. - Self-service options including on line self-sampling STI tests and vending provision of STI test kits and condoms.
18.	Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?
	No

Section 3

B: Recognised Impact

19.	Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are likely be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.	
		Comments
	Age	Young people aged 15-24 are most at risk of STIs, particularly chlamydia, and poor sexual health. Young mothers (under 18s) and their babies are more likely to have poorer health outcomes compared to older ages. The proposed sexual health service delivery model includes the need to target young people. Specific changes include: <u>Proposed changes in sessional clinics in Leicestershire:</u> Sessional clinics in Hinckley, Market Harborough and Coalville will be available for under 25s only. (previously there were also all age clinic times that could be accessed by young people) There may be a reduction in the opening hours of the sessions overall. Melton Mowbray sessional clinic will close. This clinic had low usage and was predominantly used by over 25s. Overall impact: Positive for young people Negative for the over 25s This impact will be mitigated by: - Availability of contraceptive services from general practice and selected pharmacies - Provision of online advice and information - Provision of self-sampling test kits available online

		and by vending machines <u>Possible move of city centre main service site to city centre location:</u> Improved access for all ages. Particular benefit for young people as they are more dependent on public transport and less familiar with or less comfortable walking beyond the main city centre area to the existing clinic location. Overall impact: Positive <u>New technologies to deliver self-service sexual health services:</u> a) Establishing full online STI screening for all ages alongside the existing chlamydia screening for 15-24 year olds. b) Provision of vending services at appropriate locations throughout the County to access sexual health services such as condoms and STI testing kits. This will increase options to access services and reduce wait times for non-complex sexual health service requirements. c) Improved website information and signposting. These services will increase options for access without the need to attend clinical services. Overall impact: Positive
	Disability	a) Increase opportunity to access online self-sampling STI screening – the proposed service model provides additional access routes for STI screens which has potential to improve access for those with disability. b) Change in service model for HIV positive people. Closer links to be developed with HIV treatment clinical service to ensure that all HIV positive people receive sexual health information at clinical appointments including their annual check-ups and appointments. Overall impact: Neutral/Positive
	Gender Reassignment	Service access for gender reassigned individuals should not be affected by the proposed changes. However increased opportunity to access self-sampling STI testing could improve uptake of screening. Overall impact: Positive
	Marriage and Civil Partnership	Marital status does not impact on access or availability of services.

	Pregnancy and Maternity	Changes in sessional clinics, limiting access to under 25s and closure of Melton clinic will reduce local access for a small number of people. However, the proposed changes could increase points of access via vending machines and online access to self-sampling. This will also potentially reduce wait times in main clinics. Overall impact: Neutral/Positive
	Race	The Sexual Health Needs Assessment identifies higher risk of HIV/STI for those of black ethnic group. The proposals increase access to HIV/STI testing via online self-sampling in place of point of care testing or specific outreach for Black Africans. Promotion of STI testing options, including national campaigns to high risk communities such as Black African will be incorporated into the Sexual Health Communication partnership plan for the Leicestershire Sexual Health Strategy work. Overall impact: Neutral
	Religion or Belief	Religion or belief does not impact on access or availability of services.
	Sex	Women are frequent users of sexual health services in relation to contraception and chlamydia screening. Men are frequent users in relation to STI screening services. The proposed sexual health service changes potentially have a greater impact on women as the highest users of the sessional clinics. However, improved access to self-sampling STI screening and potential for women to access general practice for contraception, including long-acting reversible (LARC) contraception via GP federation groups should mitigate issues of access in localities. Overall impact: Neutral
	Sexual Orientation	Men who have sex with men (MSM) are a particularly high risk group in Leicestershire in relation to STIs & HIV. The service delivery model aims to increase access to services using additional technologies and increase access to STI/HIV self-sampling as well as promotion of services & safer sex messages via social media. Further assessment of Pre-exposure prophylaxis (PrEP) and Hepatitis A vaccination will be considered within the sexual health service provision once national guidance is available. Overall impact: Positive

	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	Access to services for those in rural locations, particularly young people and those without transport is identified as an issue. Improved access to the Leicester City centre main site, increase availability of self-service information advice and services such as STI self-sampling aims to improve choice and access across Leicestershire. Overall impact: Positive
	Community Cohesion	Community cohesion will not be impacted on by this proposal.

20.	Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are <u>likely</u> apply to your policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics?	
		Comments
	Part 1: The Convention- Rights and Freedoms: See section 2	
	Article 2: Right to life	WHO, 2002 defines sexual health as: ‘... a state of physical, emotional, mental and social well-being in relation to sexuality.’ Good sexual health is an important aspect of life for individuals and to society. Safeguarding and sexual violence prevention remain important elements of the sexual health services. Women have the right to contraception to enable them to plan a pregnancy and achieve best health outcomes. The service provides women with good access to specialist sexual health services alongside their option to access contraception from general practice.
	Article 3: Right not to be tortured or treated in an inhuman or degrading way	
	Article 4: Right not to be subjected to slavery/ forced labour	
	Article 5: Right to liberty and security	
	Article 6: Right to a fair trial	
	Article 7: No punishment without law	
	Article 8: Right to respect for private and family life	
	Article 9: Right to freedom of thought,	

	conscience and religion	
	Article 10: Right to freedom of expression	
	Article 11: Right to freedom of assembly and association	
	Article 12: Right to marry	
	Article 14: Right not to be discriminated against	The sexual health service model aims to ensure that no particular groups are intentionally or unintentionally excluded or disadvantaged from accessing services and that services are equitable, being proportionate to need.
	Part 2: The First Protocol: See section 2	
	Article 1: Protection of property/peaceful enjoyment	
	Article 2: Right to education	
	Article 3: Right to free elections	
Section 3		
C: Mitigating and Assessing the Impact		
Taking into account the research, data, consultation and information you have reviewed and/or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.		
21.	If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.	
The outcomes of the consultation undertaken with regards to the proposed changes to sexual health services identified some concerns in relation to the following: • Age restriction at the sessional clinics in Coalville, Hinckley and Market Harborough • Closure of the sessional clinic in Melton		
The above changes have the potential to have an adverse impact on users of the service aged over 25 and on individuals who are unable to travel to alternatives clinics in other areas. However, these will be mitigated by the availability of: • Alternative contraceptive services from general practice and selected pharmacy sites. • Self-service options including on line self-sampling STI tests and vending provision of STI test kits and condoms.		
Also, there has been consideration of extensive evidence and local consultation completed to inform the sexual health services delivery model from 1 January 2019 for Leicestershire.		
The evidence used includes: • A comprehensive sexual health needs assessment (completed October 2015), including good local engagement at a visioning event in July 2015. • Health Impact Assessment of Proposed Contract Variation to Leicester, Leicestershire and Rutland’s Integrated Sexual Health Service. (December 2015)		

- Consultation on draft Leicestershire Sexual Health Strategy, online and via presentation to stakeholder meetings (January to April 2016).

The evidence base for sexual health services has been considered against savings needed to be made for both MTFS and the significant reduction in the Public Health grant.

The balance of evidence supports the proposed changes to the current service delivery model with potential for mitigation to limit negative impact.

N.B.

i) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.

ii) If you have identified adverse impact or discrimination that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

- | | |
|------------|--|
| 22. | <p>Where there are potential barriers, negative impacts identified and/or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.</p> <ul style="list-style-type: none"> a) include any relevant research and consultations findings which highlight the best way in which to minimise negative impact or discrimination b) consider what barriers you can remove, whether reasonable adjustments may be necessary, and how any unmet needs that you have identified can be addressed c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why |
|------------|--|

See section 21.

Section 3

D: Making a decision

- | | |
|------------|---|
| 23. | Summarise your findings and give an overview as to whether the policy will meet Leicestershire County Council's responsibilities in relation to equality, diversity, community cohesion and human rights. |
|------------|---|

The Leicestershire Sexual Health Services delivery model has a positive impact overall with some exceptions. However when balancing the evidence base together with the requirement to reduce sexual health budgets as part of the reduction to Public Health grants, these proposals are considered appropriate.

The range of mitigating actions proposed will support individuals to access sexual health services so that those at risk remain able to get the services and information that they require from self-service or mainstream sexual health services. Community based sexual health promotion and HIV prevention work will focus on MSM, being the group at highest risk of poor sexual health in Leicestershire.

The proposed service model overall responds to the needs of the Leicestershire population and is considered to meet Leicestershire County Councils responsibilities in relation to equality, diversity, community cohesion and human rights.

Section 3

E: Monitoring, evaluation & review of your policy

24.	Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact? Review of the findings of the EHRIA will be built into contract management of the new service contract and as part of the wider sexual health strategy implementation. This includes quarterly review of the PHE Sexual Reproductive Health Profiles and other sexual health datasets to identify trends in Chlamydia screening. Additional analysis will be completed comparing Leicestershire's chlamydia detection rate with other local comparators and further analysis on age, gender etc. can be completed on the remaining chlamydia screening data.
25.	How will the recommendations of this assessment be built into wider planning and review processes? <i>e.g. policy reviews, annual plans and use of performance management systems</i> See 24 above. The results from this EHRIA will be considered for the final version of the sexual health service specification and contract and reviewed as part of ongoing contract management and sexual health strategy progress monitoring.

Section 3:
F: Equality and human rights improvement plan

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer Responsible	By when
Embed equality issues into SHS specification and performance monitoring schedules	Contract and service specification will be developed to reflect local need and equality requirements.	Contract(s) for SHS will include equality requirements.	Joshna Mavji/Janet Hutchins	December 2017
Equalities monitoring is ongoing and embedded	Use the outcomes of EHRIAs to inform procurement of SHS	SHS redesign and procurement reflect EHRIA outcomes.	Joshna Mavji/ Janet Hutchins	Sept 2017 – April 2018
Ongoing impact upon specific groups due to any changes is monitored	Regular monitoring of sexual health data sets to review impact on specific groups. (Quarterly & Annually as available.)	Annual report of sexual health performance indicators reflecting EHRIA outcomes	Joshna Mavji/ Janet Hutchins	Ongoing
Young People are engaged with sexual health services procurement process	Young people representatives from LLR are involved in specific elements of assessing the SHS bids.	Young Peoples' views are incorporated decision making panel for SHS procurement	Janet Hutchins	September 2017 – March 2018

Maintain the required standards of commissioned sexual health services in the face of reducing budgets.	Commission services as aligned with Sexual Health Needs Assessment and Sexual Health Strategy 2016-19 ensuring all statutory functions and standards are met.	All new procurement addresses this balance of need versus financial savings.	Joshna Mavji	Ongoing
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ⁱ Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013.

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Annual Report of the Director of Public Health 2017

Leicestershire's health -
new insights into our population

1. Foreword

Welcome to my annual report for 2017. In my last annual report I set out an analysis, at county and district level, of the health profiles for England, highlighting the importance of the place as a setting for health improvement. As can be seen in the 'update on recommendations', presenting such an analysis has led to a renewed focus on the priorities for health throughout Leicestershire districts, while workplace health has been taken up as a priority through the work of the Unified Prevention Board and the wider Sustainability and Transformation Partnership (STP).

Building on the analysis in the last two years, I have chosen to dig a little deeper into the health of the local population. I believe that the annual report remains an important document setting out information on the health of the population and the areas we need to focus on.

This time around, I have chosen a more visually appealing style to the report. The use of infographics makes data 'come alive' to more people, so I hope this report casts a new light on the way people think about themselves and Leicestershire.

To that end, I would like to thank the team that have helped produce this: Rob Howard, Joshna Mavji, Mike McHugh and Liz Orton from Public Health and especially, Natalie Greasley from the Strategic Business Intelligence Team for her tremendous work in making my vague thoughts and instructions into a fantastic picture of the health of Leicestershire.



Mike Sandys
Director of Public Health

A handwritten signature in dark ink, appearing to read 'Mike Sandys', with a long horizontal line extending from the end of the signature.

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2. Introduction

Directors of Public Health have a statutory duty to write an Annual Public Health Report that describes the state of health within their communities.

It is a major opportunity for advocacy on behalf of the population and, as such, can be used to help talk to the community and support fellow professionals, providing added value over and above intelligence and information routinely available such as that contained within health profiles or the Joint Strategic Needs assessment (JSNA).

It is intended to inform local strategies, policy and practice across a range of organisations and interests and to highlight opportunities to improve the health and wellbeing of people in Leicestershire.

However the report is not just an annual review of public health outcomes and activity. The annual report is an important vehicle by which Directors of Public Health can identify key issues, flag up problems, report progress and thereby serve their local populations. It is also a key resource to inform stakeholders of priorities and recommend actions to improve and protect the health of the communities they serve.

Within this report, data is presented on the population of Leicestershire, its health, lifestyle behaviours, prescribing and hospitals admissions. The content should be used by commissioners and providers of services to respond to changes in the health of Leicestershire residents.



3. Recommendations and summary

I am aware that every slide has something in it that organisations and individuals would wish to reflect on and take forward in their future plans. This could range from demographic projections informing future service redesign, through to migration patterns informing economic growth and housing plans, etc. However, there are areas which I will be taking forward this year through the work of the department:

Deprivation and rural health

Although relatively affluent as a whole, analysis of the 'housing and environment' domain of the Index of Multiple Deprivation shows that Leicestershire faces challenges around housing and access to services. A priority for public health in the next year will be to examine rural health in more depth and ensure that robust plans are in place to tackle rural health issues.

Air quality

As an emerging national risk to health, I would encourage a partnership approach between Leicestershire County Council, District Councils, businesses and other partners to address this issue with the urgency and scale that it requires.

Demography

The figures for life expectancy, healthy life expectancy and population change make it clear that Leicestershire's population is undergoing rapid change. It is estimated that 56,000 men and 58,000 women are living in the 'age gap' between healthy life expectancy and life expectancy, potentially in poor health. This accounts for 17% of the population in the county. It is imperative that government funding formulas reflect the drivers for demand for our services, such as adult social care, so that Leicestershire can plan for this ongoing change

Lifestyles

Around two-thirds of deaths among the under 75s are caused by diseases and illness that are largely avoidable, including cancer and diseases of the circulatory system. Many of the direct causes are due to lifestyle related factors and are preceded by long periods of ill-health. I will ensure that lifestyle services tackle multiple lifestyle risk factors and that such services are integral to developments such as Integrated Locality Teams.

Alcohol

Alcohol specific hospital admissions highlight 'hotspots' around the county where such admissions occur. I will help develop stronger links between the Leicestershire Community Safety Partnership Board and the Health and Wellbeing Board to work on identified joint priorities such as alcohol related admissions.

Weight management

Although our weight management services show a level of effectiveness, it is clear that they are, in part, providing for a group of patients with a higher level of need than they were designed for. I would re-new a call for all partners, including Clinical Commissioning Groups (CCGs), to recognise their commissioning responsibilities in the creation of an integrated weight management pathway.

Health summary of Leicestershire 2017

- 5.4% of all-cause adult mortality is attributable to air pollution, measured as fine particulate matter, PM2.5. Nationally, air pollution is attributable to 4.7% of all adult deaths.
- Violent crime (violent offences) is significantly better than the national average
- School readiness: achieving a good level of development at the end of reception is significantly worse than the national average
- Children with excess weight aged 4-5 years is similar to the national average
- Children with excess weight aged 10-11 years is significantly better than the national average
- Excess weight in adults is similar to the national average
- The percentage of physical active adults is similar to the national average
- Admissions to hospital for alcohol specific conditions for under 18s and all ages are both significantly better than the national average
- Smoking prevalence is significantly better than the national average
- Under 18 conceptions (teenage pregnancy rate) is significantly better than the national average
- Suicide rate is similar to the national average
- Recorded diabetes is significantly worse than the national average
- Life expectancy for both males and females is significantly better than the national average
- Healthy life expectancy for males is similar to the national average and healthy life expectancy for females is significantly better than the national average

Domain	Indicator	
Our Communities	Deprivation score (IMD 2015), Persons	
	Children in low income families (under 16s), Persons	
	Statutory homelessness, Persons	
	GCSEs achieved, Persons	
	Violent crime (violence offences), Persons	
	Long term unemployment, Persons	
Children's and young people's health	Smoking status at time of delivery, Female	
	Breastfeeding initiation, Female	
	Obese children (Year 6), Persons	
	Hospital stays for alcohol-specific conditions (under 18s), Persons	
	Under 18 conceptions, Female	
Adults' health and lifestyle	Smoking prevalence in adults, Persons	
	Percentage of physically active adults - current method, Persons	
	Excess weight in adults, Persons	
Disease and poor health	Cancer diagnosed at early stage, Persons	
	Hospital stays for self-harm, Persons	
	Hospital stays for alcohol-related harm, Persons	
	Recorded diabetes, Persons	
	Incidence of TB, Persons	
	New sexually transmitted infections (STI), Persons	
	Hip fractures in people aged 65 and over, Persons	
	Estimated dementia diagnosis rate (aged 65+), Persons	
Life expectancy and causes of deaths	Life expectancy at birth, Male	
	Life expectancy at birth, Female	
	Infant mortality, Persons	
	Killed and seriously injured on roads, Persons	
	Suicide rate, Persons	
	Smoking related deaths, Persons	
	Under 75 mortality rate: cardiovascular, Persons	
	Under 75 mortality rate: cancer, Persons	
	Excess winter deaths, Persons	

Statistical Significance compared to England:

■ Better
■ Not compared
■ Same
■ Worse

4. Leicestershire's population

4.1 Population and population change

Where do people live in Leicestershire?

In 2015, the population of Leicestershire was 675,300 people. Of these, 153,800 people were aged 0-19 years (22.8%), 116,300 people were aged 65-84 years (17.2%) and 17,000 people were aged 85 years and over (2.5%).ⁱ

The population of Leicestershire is growing and by 2039 the total population is predicted to reach 784,400 people, a total population growth of 17.4% compared with 2014. However, this growth is not uniform across the different age bands. In the next 25 years, the population is predicted to grow as follows:ⁱⁱ

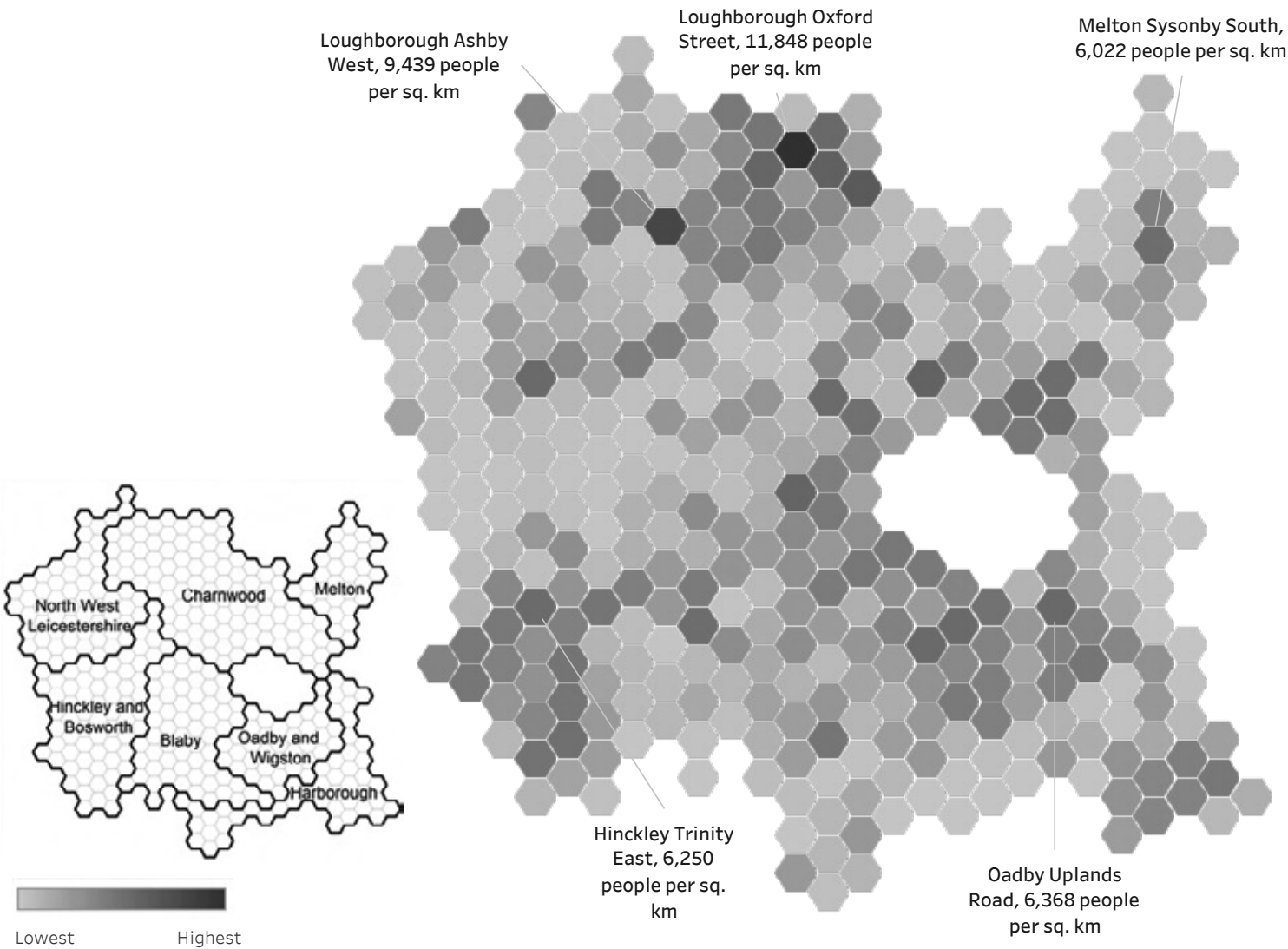
- A 13% increase in children and young people age 0-19 years (153,600 people to 173,000);
- A 4% increase in the working age population age 20-64 (from 384,400 people to 399,000);
- A 49% increase in people aged 65-84 year olds (from 113,400 people to 168,500); and
- A 162% increase in the oldest population group of people aged 85 years and over (from 16,700 people to 43,700).

The infographic examines the population density of residents in Leicestershire by each specified age group. It estimates the counts of residents per square kilometre by each Lower Super Output Area (LSOA).ⁱⁱ It shows that for all ages of the population, Loughborough is the most densely populated area in the county. When examining population density by age bands, areas in Loughborough, Oadby and Thorpe Astley have the highest density of children and young people. Wigston, Burbage and Loughborough have the highest population density of adults aged over 65 years and these same LSOAs in Wigston and Loughborough have the highest population density of residents aged 85 and over. The high population density of older residents is likely to correlate with the location of care homes.

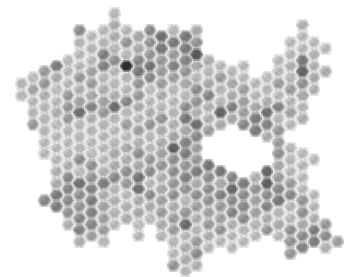
Where do people live in Leicestershire?

Each hexagon represents one Lower Super Output Area (LSOA) in Leicestershire. These are small units of geography used for the dissemination of Census data and, on average, contain a population of 1,500. The darkest LSOAs have the highest counts of people per square kilometre in the specified age group.

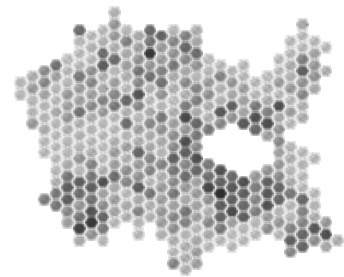
All Ages Population



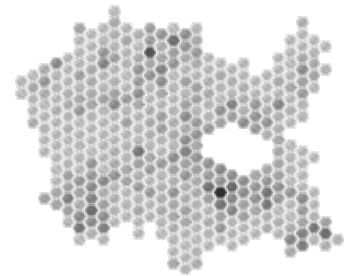
Population aged 0-19



Population aged 65+



Population aged 85+



Source: Mid-2015 population estimates, ONS

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Living arrangements in Leicestershire

The 2011 Census data shows living arrangements vary by age. In 2011, almost all young people aged 16-24 were either single, or cohabiting; 87% were single while 10% were cohabiting. The highest density of single people was in Loughborough. This could be attributed to the large student population within the town. At 25-34, people begin to marry¹ resulting in an increased variation of living arrangements for this age band; in 2011 there was a relatively even split between single people (34%), cohabiting people (28%) and married couples (35%). The vast majority of people aged 34-49 were married (61%), while 10% were separated or divorced. By age 50-64, almost three-quarters of the population were married (72%) while 11% were divorced, 8% cohabiting and 5% were single. At age 65 and over, the vast majority of people were married (62%), but the proportion of people who were widowed increased to 25%, while the proportion of people separated or divorced decreased slightly to 7%. Over a third of females (36%) aged 65 or over were widowed compared to 12% of males, which reflects longer life expectancy in females compared to males.

¹ Includes married, or in a same-sex civil partnership.

N.B. Gay marriages were introduced after 2011 Census.



Living arrangements in Leicestershire

The Census 2011 estimates the living arrangements of household residents by age. Living arrangements differs from marital and civil partnership status because cohabiting takes priority over other categories. For example, if a person is divorced and cohabiting, then they are classified as cohabiting. The graph examines how living arrangements changes with age. The maps examine population density by living arrangement category where each hexagon represents one Lower Super Output Area (LSOA) in Leicestershire. These are small units of geography used for the dissemination of Census data and, on average, contain a population of 1,500. The darkest coloured LSOAs represent a more densely populated area.



Source: Census 2011

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Deprivation in Leicestershire

The wider determinants of health are described and ranked within the English Indices of Deprivation 2015ⁱⁱⁱ. These are a group of indicators which gauge different aspects of deprivation. Deprivation is a general lack of resources and opportunities, which includes financial poverty and a range of other aspects such as lack of access to education or good quality housing. The measures are combined into an overall measure of the amount of deprivation in an area called the Index of Multiple Deprivation (IMD), which can be used to compare different local areas.

The indices of deprivation use several measures in each of seven “domains”;

- Income deprivation;
- Employment deprivation;
- Health deprivation and disability;
- Education, skills and deprivation;
- Barriers to housing and services;
- Crime domain; and
- Living environment deprivation domain.

The infographic presents the level of deprivation throughout Leicestershire according to the IMD 2015. The data are presented as “deciles” of deprivation - areas of Leicestershire that fall into the most deprived tenth (10%) of areas in England are decile 1, those in the second most deprived tenth of areas are decile 2, and so on, through to decile 10 which are areas that are within the least deprived tenth (10%) in England.

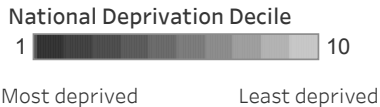
Despite Leicestershire being a relatively affluent county, the infographic highlights that areas of Leicestershire fall into the most deprived areas in England for the Barriers to Housing domain and Services and Living Environment domain. The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services whereas the Living Environment Deprivation Domain measures the quality of the local environment.

Over a quarter (24%) of the population of Leicestershire live in the most 20% deprived and most 20-40% deprived of areas in England for Barriers to Housing and Services. This accounts for over 164,210 people. In Harborough, a quarter (24%) of the population live in the most deprived 20% in the country for Barriers to Housing and Services and in Melton, over half (51%) of the population live in the most deprived 40% in the country for Barriers to Housing and Services. This is likely to be due to the rural nature of the districts.

16% of the population of Leicestershire (110,695) people live in areas categorised within the most 20% deprived and most 20-40% deprived of areas in England for Living Environment. In Melton, 41% of the population live in the most deprived 40% in the country for Living Environment.

Deprivation in Leicestershire

The English Indices of Deprivation 2015 are based on 37 separate indicators, organised across seven distinct domains of deprivation which are combined, using appropriate weights, to calculate the Index of Multiple Deprivation 2015 (IMD 2015). This is an overall measure of multiple deprivation experienced by people living in an area and is calculated for every Lower Super Output Area (LSOA), or neighbourhood, in England. The analysis presented splits all LSOAs in Leicestershire into national deciles for each of the seven domains of deprivation and for IMD 2015 overall.



Source: Department for Communities and Local Government

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Social classification in Leicestershire

The social classification chart displays the percentage point difference between the proportion of the population in a ward that are classed as higher social grades (ABC1) compared to lower social grades (C2DE).^{iv} Wards with a very high or very low score are more uneven in their social grade composition, while wards with a score close to zero are more even in their composition. This gives a different way of representing the social make up of a ward, than just a description of 'deprivation'.

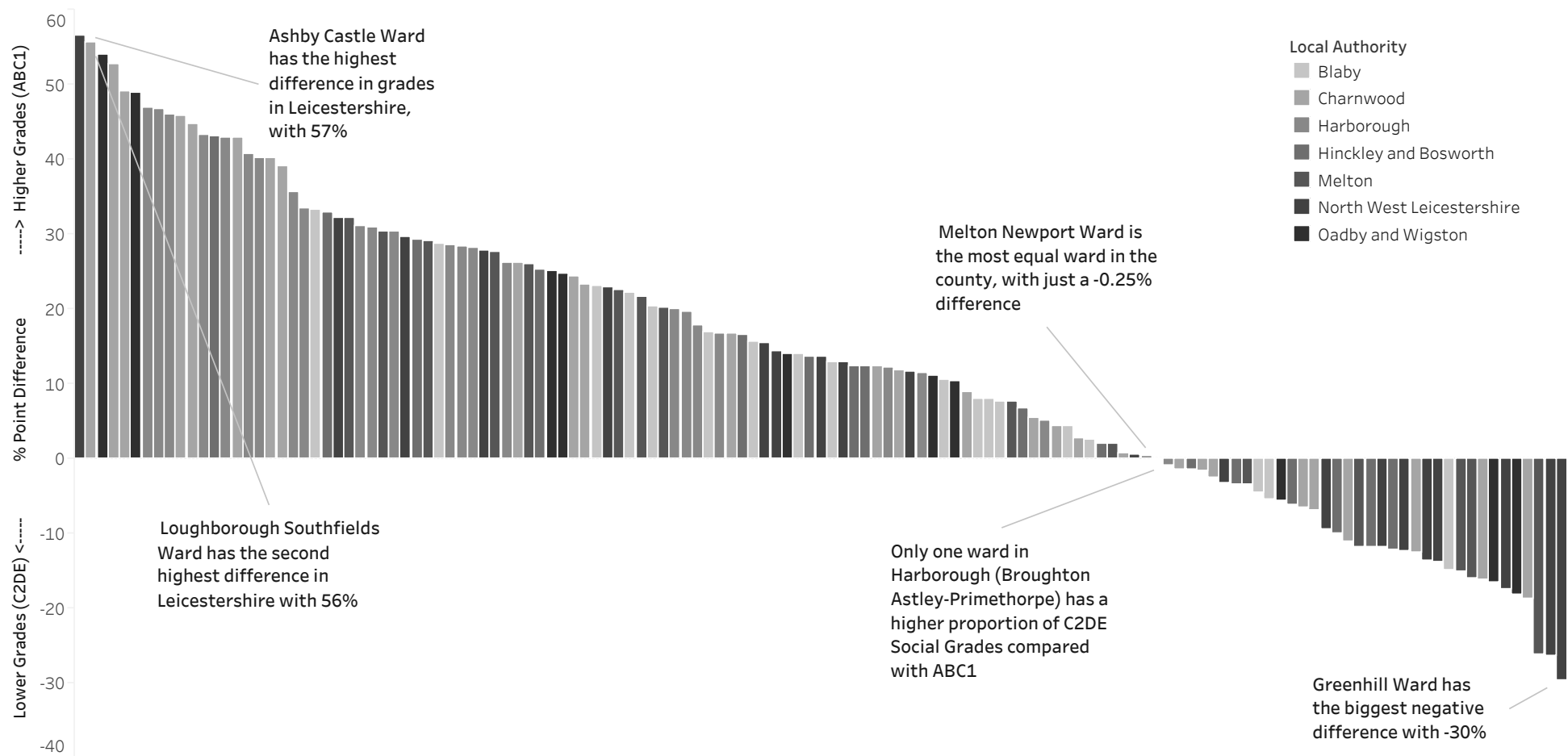
Ashby Castle Ward in North West Leicestershire has the highest difference in social grade, with a 57 percentage point difference between higher and lower social grades. The next highest is Loughborough Southfields Ward in Charnwood, with a 56 percentage point difference. At the other end of the chart, Greenhill has the highest proportion of the population in social grades C2DE, with a 30 percent difference. In comparison, Market Harborough - Welland Ward in Harborough and Melton Newport Ward in Melton are the most equal wards in the county, with an equal proportion of the population in both social grade groups.

In Leicestershire overall, there are more wards with a higher proportion of the population in higher social grades (95), compared with lower grades (36). Harborough also has a larger number of wards with larger proportions of the population in higher grades (16 wards out of the top 40). Elsewhere, eight wards in Charnwood are placed in the top 20 wards in Leicestershire for higher grades.



Social classification in Leicestershire

Social Grade is the socio-economic classification used by Market Research and Marketing Industries, most often in the analysis of spending habits and consumer attitudes. Although it is not possible to allocate Social Grade precisely from information collected by the 2011 Census, a method for using Census information to provide a good approximation of Social Grade has been performed. The chart examines the percentage point difference between high (ABC1) and low (C2DE) grades throughout each ward in Leicestershire.



Occupation Classification
AB: Higher and intermediate managerial/administrative/professional occupations
C1: Supervisory, clerical and junior managerial/administrative/professional occupations
C2: Skilled manual occupations
DE: Semi-skilled and unskilled manual occupations; unemployed and lowest grade occupations

Source: 2011 Census

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Languages spoken throughout Leicestershire

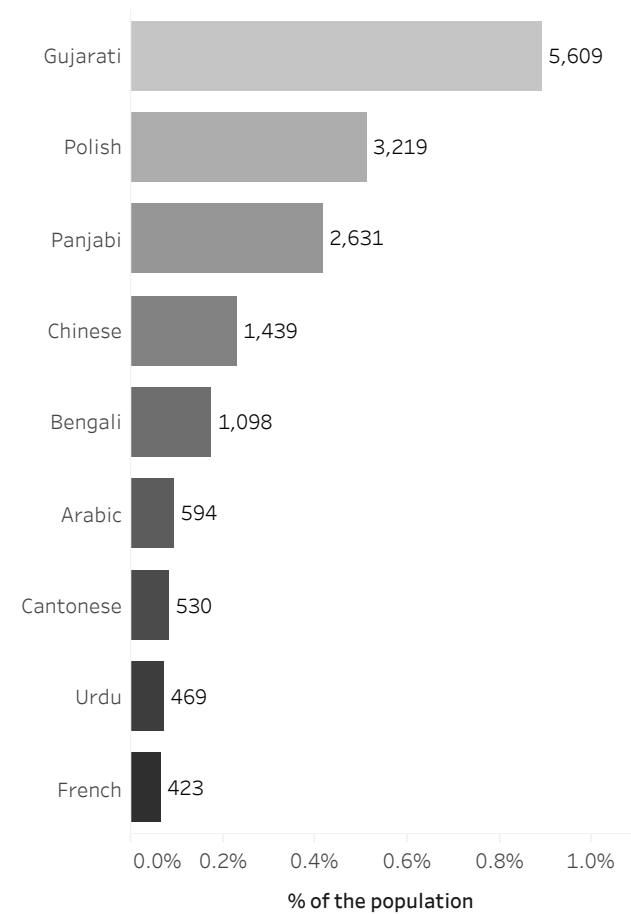
Using data from the Census 2011, we can take a closer look at language within Leicestershire. Those who reported English as their main language accounted for 96.2% of the population.^{iv} Those who reported another main language accounted for 3.8% of the population, equating to 23,800 residents. Gujarati was the second most used language, followed by Polish and Panjabi. The map examines the second most spoken language in each Middle Super Output Area (MSOA) in Leicestershire, as English is the most spoken language throughout all areas of Leicestershire. The map highlights there are areas of varying diversity in terms of language throughout the county. South Asian languages are prevalent on the border of Leicester City, where populations may have moved out of the city into surrounding areas such as Thurmaston and Oadby. In comparison, Polish is more prevalent in Melton, Hinckley and North West Leicestershire.



Languages spoken throughout Leicestershire

Throughout Leicestershire, **English is the main language spoken by 96.2% of the population**, followed by **Gujarati (0.9%)**, **Polish (0.5%)** and **Panjabi (0.4%)**. The map shows the second most spoken language differs throughout Middle Super Output Areas in Leicestershire. Middle Super Output Areas are small units of geography used for the dissemination of Census data and, on average, contain a population of 5,000.

Most common languages spoken in Leicestershire (excluding English)



Second most spoken languages throughout areas in Leicestershire



Source: Census 2011

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

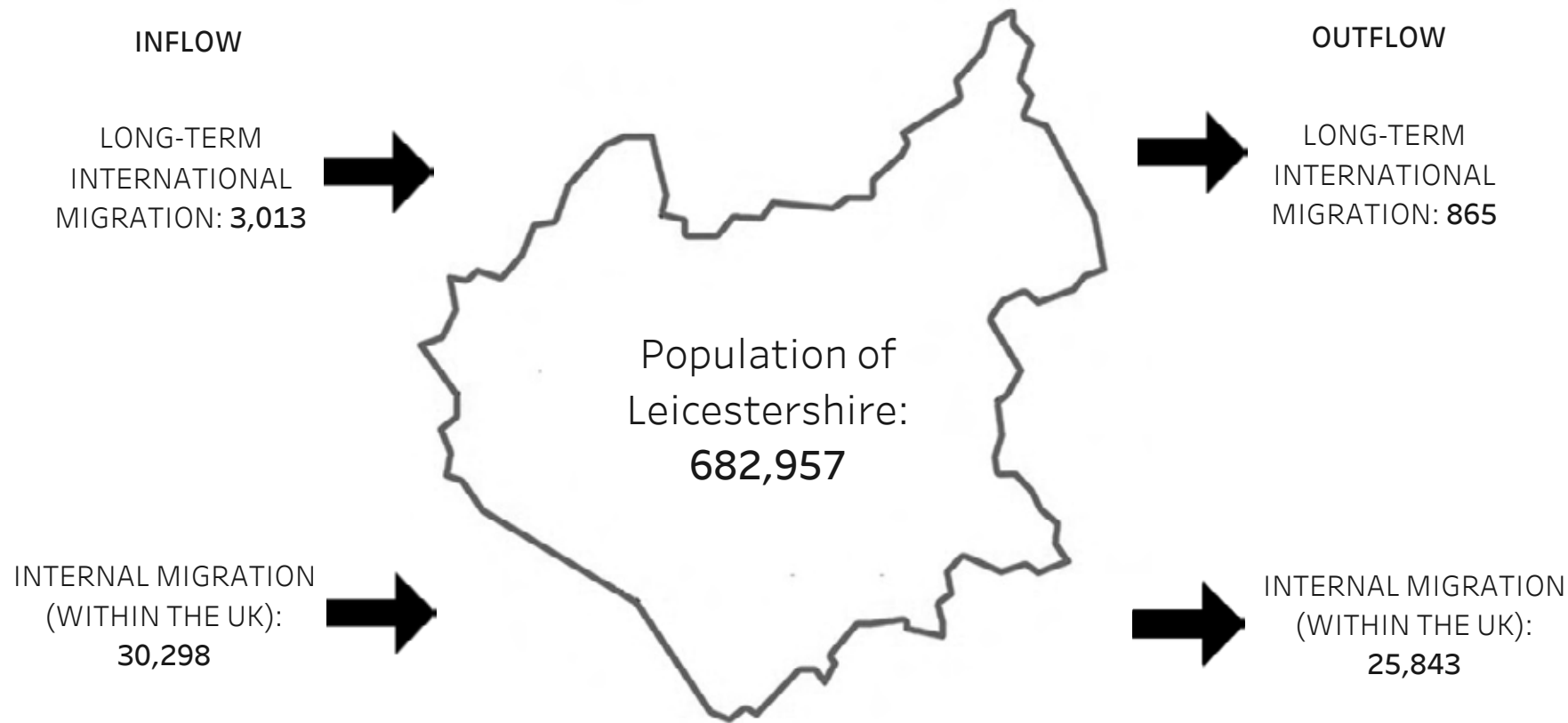
Migration in Leicestershire

Understanding migration, both internal and international, provides a picture of those entering and leaving Leicestershire and allows us to better understand our evolving population. This learning is essential for local government and health sector planning. The infographic shows long-term international and internal migration increased the population of Leicestershire by 6,600 residents between 2015 and 2016. Internal migrants accounted for twice as many international migrants in this change. The net increase in migrants in Leicestershire has risen year or year since 2013. The percentage of live births to non-UK born mothers has risen from 9.7% in 2006 to 13.7% in 2016.^v



Migration in Leicestershire

This graphic examines the migration flows throughout Leicestershire in 2016. Long-term international migration is defined as when someone changes their country of usual residence for a period of at least a year, so that the country of destination effectively becomes the country of usual residence. Internal migration is defined as residential moves between different local authorities in the UK, including those that cross the boundaries between the four UK nations. Long-term international and internal migration increased the population of Leicestershire by 6,600 residents between 2015 and 2016.



In 2016 in Leicestershire, there were:

3,036 migrant National Insurance number registrations
(0.7% of 16-64 aged population)

3,956 new migrant GP registrations
(0.6% of population)

975 live births to non-UK born mothers
(13.7% of all births)

Fertility rates in Leicestershire

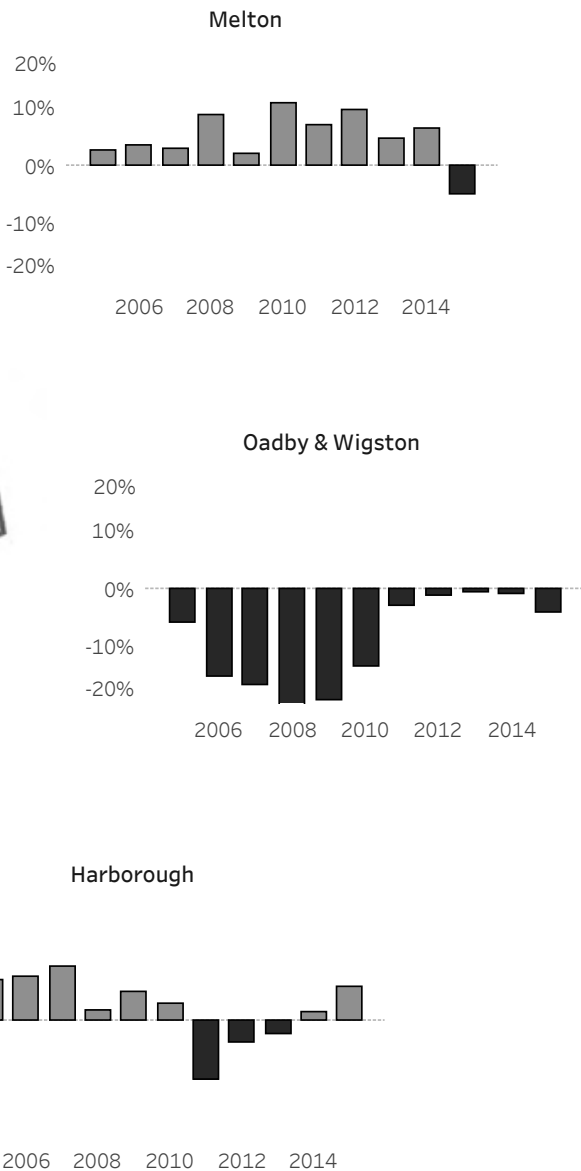
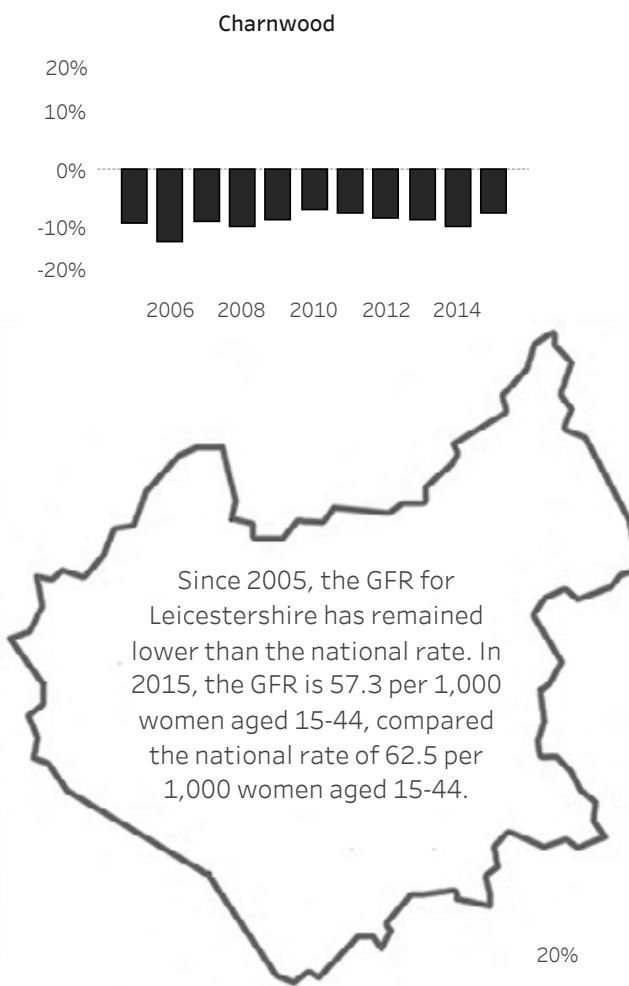
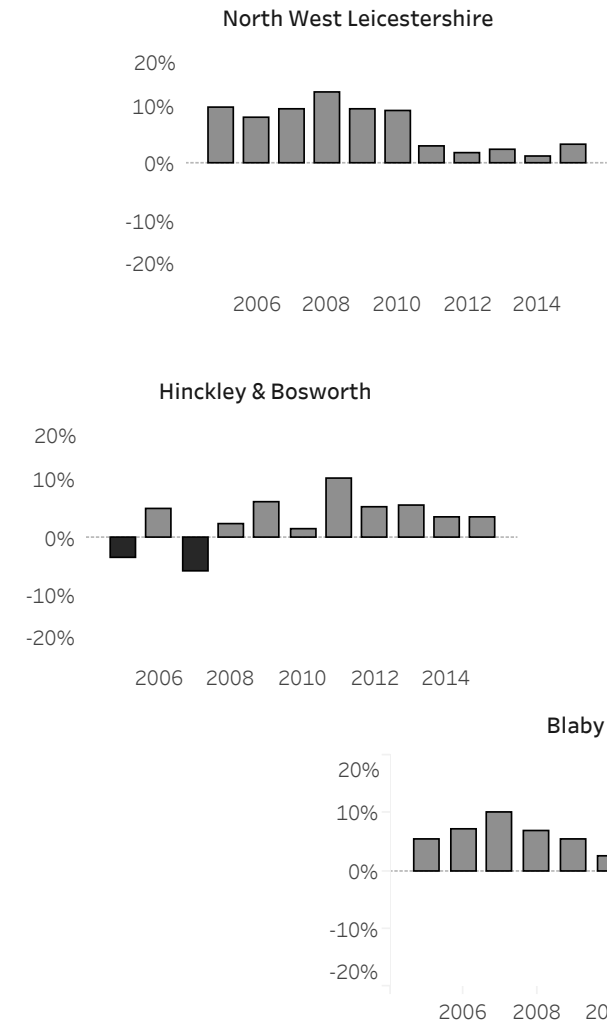
The Office of National Statistics measures the General Fertility Rate (GFR) as the number of live births per 1,000 women aged 15-44. Since 2005, the GFR for Leicestershire has remained lower than the national rate. The latest data in 2015 shows the GFR in Leicestershire is 57.3 per 1,000 women aged 15-44, compared the national rate of 62.5 per 1,000 women aged 15-44.^{vi}

The bar charts examine the percentage difference above or below the Leicestershire rate from 2005 to 2015. The GFR in Charnwood and Oadby and Wigston has remained below the Leicestershire average over the ten year time-span; this is most likely due to the student populations in these areas. The population data from 2015 supports this hypothesis as the percentage of females aged 15-24 years in Charnwood and Oadby and Wigston represent 39% and 37% of the fertile female age range, compared with 33% in Leicestershire as a whole.



Fertility rates in Leicestershire

The Office of National Statistics measures the General Fertility Rate (GFR) as the number of live births per 1,000 women aged 15-44. The percentage displayed is the difference above or below the Leicestershire rate for each year from 2005 to 2015.



4.2 The wider determinants of health

Air quality

Air quality has risen quickly up the public health agenda in recent years, with much publicity and interest on the effect of air quality on health. Poor air quality is the largest environmental risk to health, contributing to cardiovascular disease, lung cancer and respiratory diseases.

Inhalation of particulate matter can have adverse health impacts, particularly in the long-term. Elevated levels alongside long-term exposure have been linked to issues with the respiratory and inflammatory systems, as well as heart disease and cancer. Particulate matter affects more people than any other pollutant, and increases the age-specific mortality risk, particularly from cardiovascular causes. There is a strong correlation between exposure to high concentrations of small particulates (PM10 and PM2.5), both daily and over time, and increased mortality or morbidity.^{vii}

The Public Health Outcomes Framework examines the fraction of all-cause adult mortality attributable to human-made particulate air pollution (PM2.5).^{viii} The highest levels in the county are closely correlated with major roads and road junctions, such as the M1 (specifically Junction 21), as well as East Midlands airport, and the coal mining areas of North West Leicestershire.

Part IV of the Environment Act 1995 and Part II of the Environment (Northern Ireland) Order 2002 requires local authorities in the UK to review air quality in their area and designate air quality management areas if improvements are necessary.

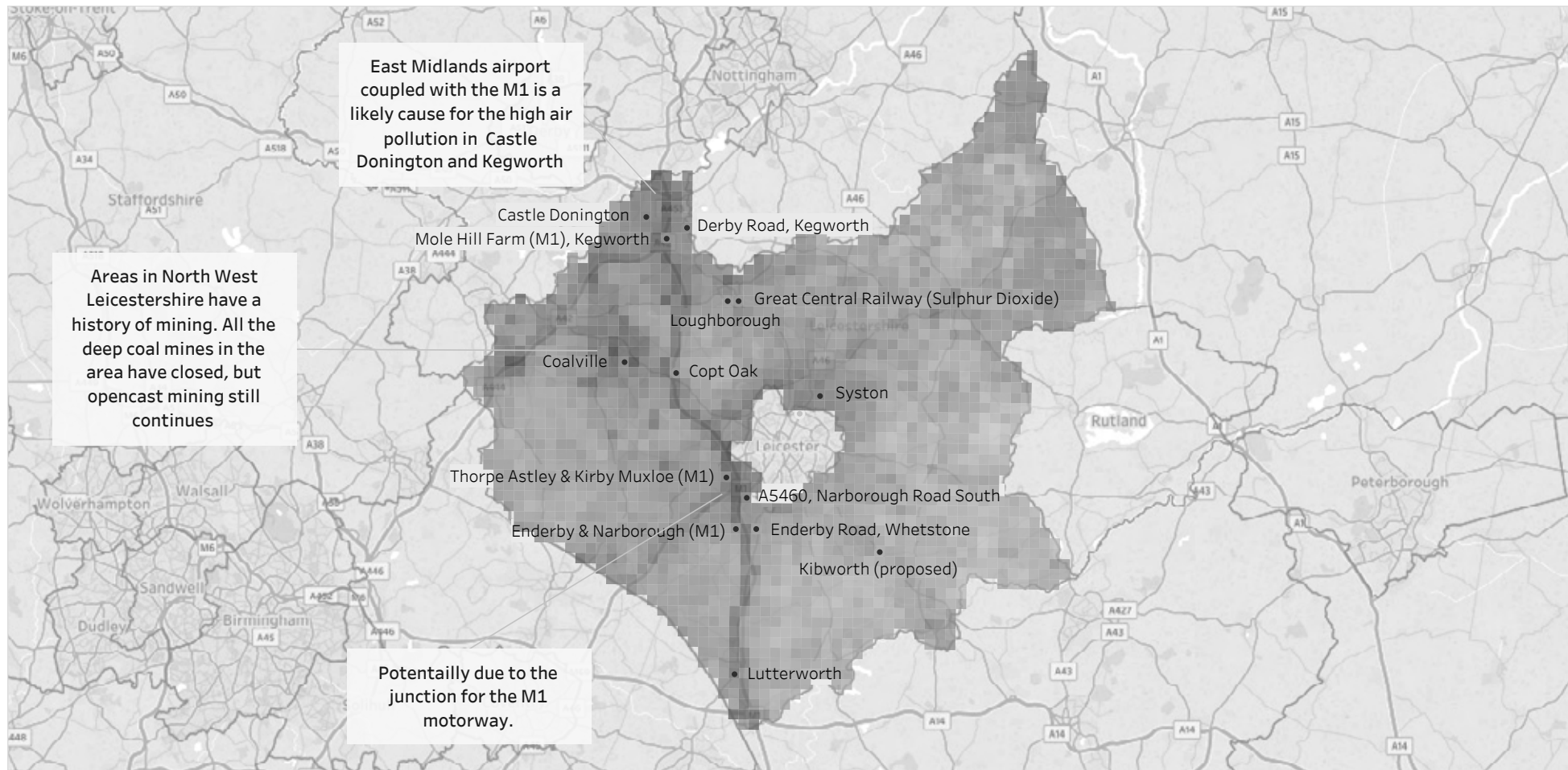
Public Health England, in its 2014 publication 'Estimating Local Mortality Burdens Associated with Particulate Air pollution', assesses that over 300 deaths in Leicestershire can be attribute to PM2.5 pollution. Combined with pollution from Nitrous Oxides, this figure could be around 430 deaths each year.

There is emerging evidence from the Royal College of Physicians (amongst others) of possible links with a range of other adverse health effects including diabetes, cognitive decline and dementia, and effects on the unborn child.

Many of the solutions to poor air quality also have enormous co-benefits by increasing levels of physical activity – for example by encouraging active travel. Future housing developments should encourage physical activity by design – making active travel the easiest, quickest and most enjoyable option. The emerging work with district councils, Public Health and Leicester-Shire and Rutland Sport to support the development of major housing developments is something to be replicated.

Air quality

Inhalation of particulate pollution can have adverse health impacts. The biggest impact of particulate air pollution on public health is understood to be from long-term exposure to fine particulate matter, PM_{2.5}, which increases the age-specific mortality risk, particularly from cardiovascular causes. The map examines the levels of human-made particulate air pollution, measured as PM_{2.5}, throughout Leicestershire. The highest levels in the county are present in Blaby, North West Leicestershire and along the M1 motorway.



Please note, each square represents one Ordnance Survey 1km grid square.

Range of PM_{2.5} values throughout Leicestershire

9.8 14.6

Source: DEFRA, 2013

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Crime in Leicestershire

There were 34,854 recorded crimes in Leicestershire in 2016/17^{ix}. There has been an increasing trend in total crimes recorded over the last three years. Of all crimes reported, 22% were recorded as violent crime. Just under half (45%) of all violent crime is domestic related and a fifth (20%) of all violent crime is alcohol related. Both and alcohol related crimes are likely to be under recorded.

Reporting of sexual offences has increased over the last two years, with 811 reported cases in 2016/17. The high profile of sexual abuse cases in the media is likely to have some bearing on this. The number of drug offences has fallen over the last five years from 1,030 recorded in 2012/13 to 479 recorded in 2016/17.

The areas in Leicestershire which have the highest crime rates and corresponding high rates of violent crime, sexual offences, alcohol related offences and drug offences are Loughborough, Coalville, Melton, Hinckley, Castle Donington and Enderby. These areas contain town centres with shopping areas and places of entertainment including pubs, clubs and restaurants. Castle Donington hosts the annual Download festival as well as other high profile events which may influence crime rates. All of these areas also have high rates of violent crime that is domestic related, except for Loughborough Southfields.

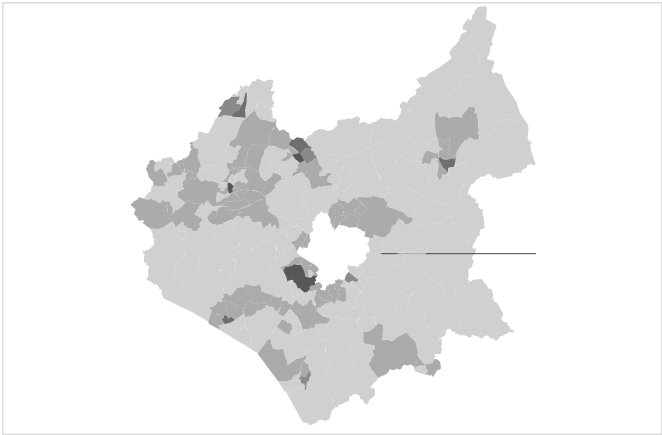
Public Health and the Community Safety Team within Leicestershire County Council are jointly working on a community safety needs assessment. This will identify joint opportunities for closer working between the Health and Wellbeing Board and the Community Safety Board. Although that work is in its early stages, likely joint priorities of tackling drugs, alcohol, sexual violence, domestic violence and mental health will see better joint work and collaboration between the two boards.

Crime in Leicestershire

The maps examine the crime rate per 1,000 population in each ward in Leicestershire between April 2016 and March 2017 by offence. Each rate of crime is split into local quintiles, with the darkest areas equating to the highest crime rate throughout the county.

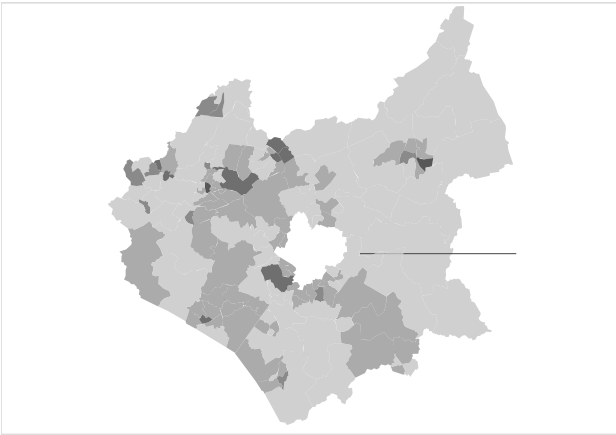
Total Crimes

Leicestershire rate: 51.6 per 1,000 population



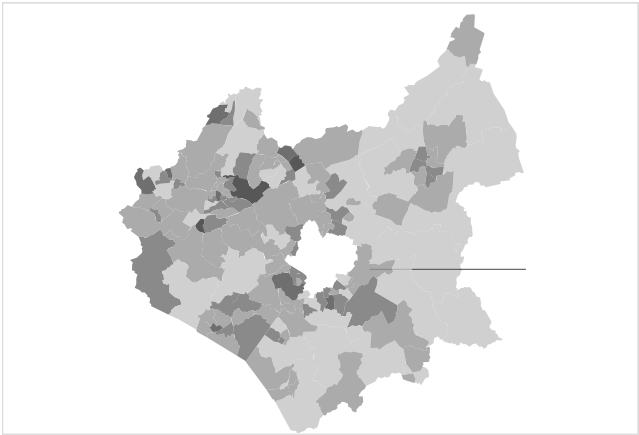
Violent Crimes

Leicestershire rate: 11.0 per 1,000 population



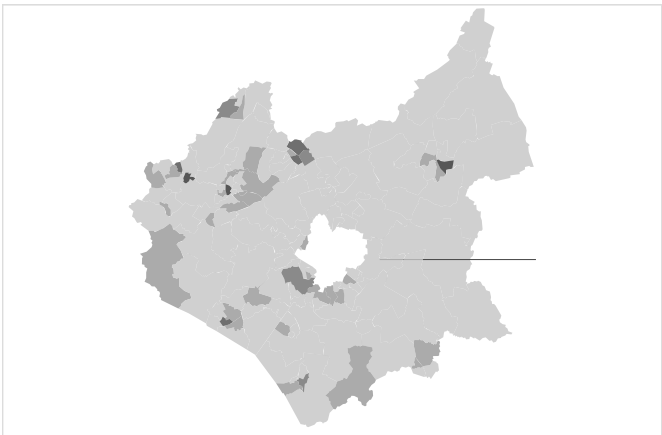
Domestic Violence

Leicestershire rate: 5.0 per 1,000 population



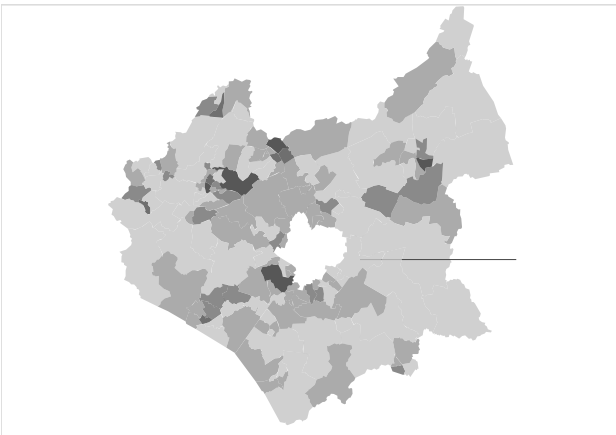
Alcohol-related Crimes

Leicestershire rate: 2.2 per 1,000 population



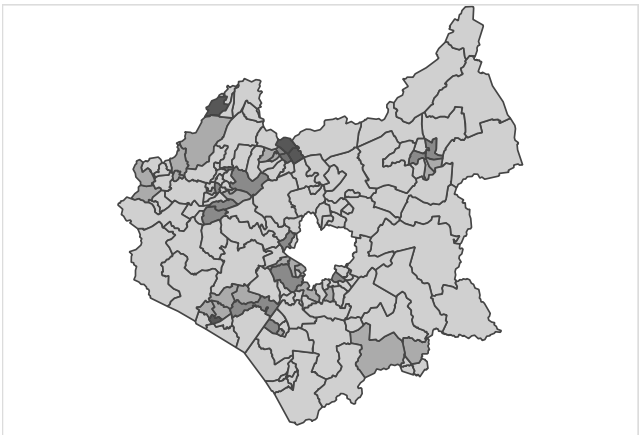
Sexual Offences

Leicestershire rate: 1.2 per 1,000 population



Drug Offences

Leicestershire rate: 0.7 per 1,000 population



Source: Leicestershire Police, 2016/17

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

School readiness in Leicestershire

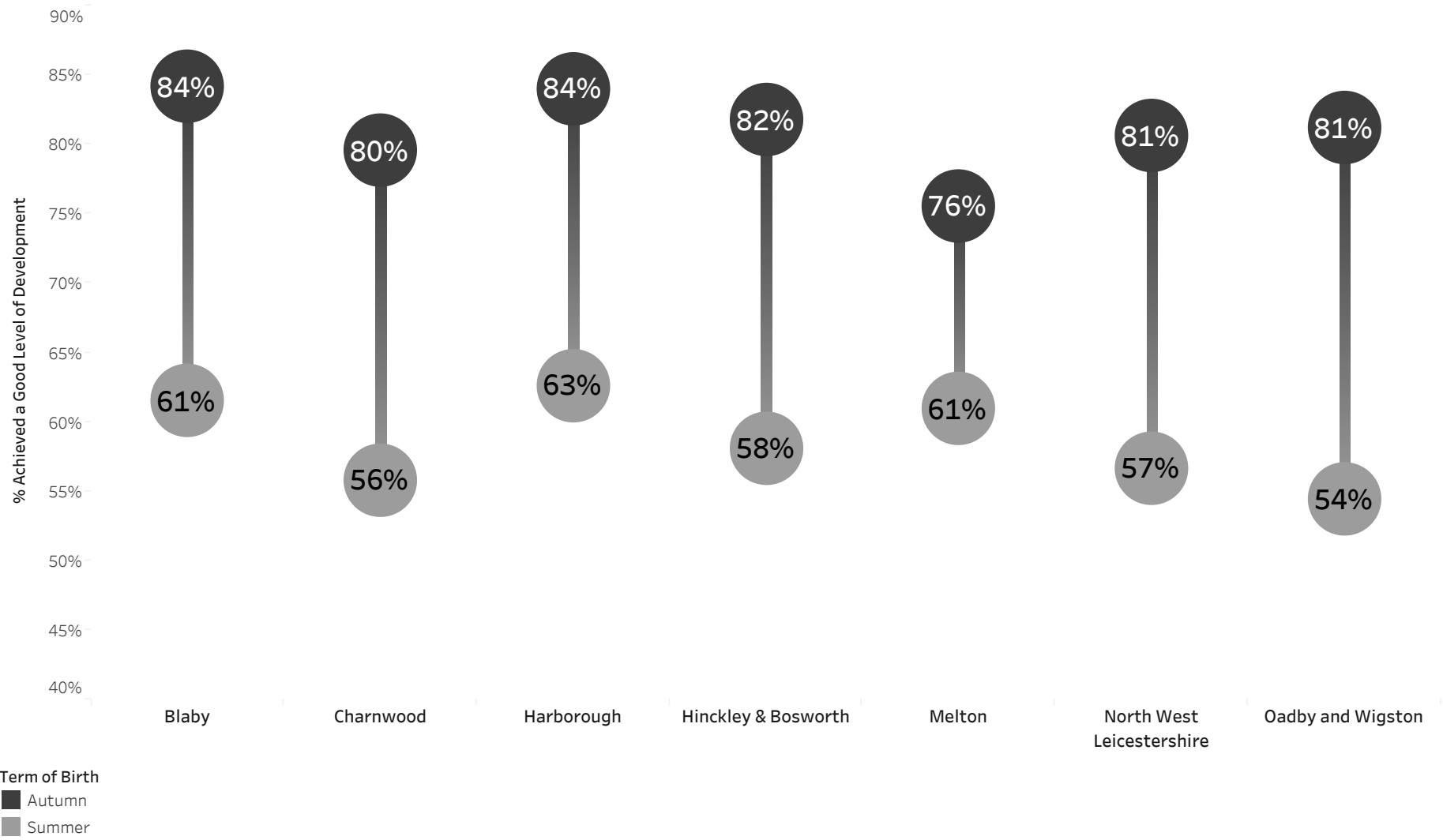
School readiness is a measure of how prepared a child is to succeed in school cognitively, socially and emotionally. It represents a combination of factors and influences that children have from before birth to the start of their school lives from parents, community and wider healthcare and educational systems. The impacts of these early years are life long and affect many aspects of a child's future health, wealth and wellbeing. School readiness is assessed in the term before a child starts Year One (i.e. in the last term of Reception), using nationally set criteria. Children are assessed on 17 early learning goals, 12 of which are used to assess whether a child is at a 'good level of development' (GLD). A child who reaches a GLD is considered to be school ready.

In 2015/16, two-thirds of children in Leicestershire achieved a good level of development at the end of Reception. Despite the percentage increasing year on year since 2012/13, it is lower than the national average (69.3%)^x, although the latest figure for 2016/17 shows the gap has narrowed to 0.5% below the national average. Local research has found that the presence of Special Educational Needs (SEN) has the greatest impact on whether a child will achieve a GLD or not. Children with SEN, a statement or Education Care Health Plan are less likely to achieve a good level of development than other children. In children with no SEN, the greatest impact on a good level of development attainment is month of birth. The later in the school year a child is born, the more likely they are not to achieve a GLD. This is consistent across all districts in Leicestershire. The infographics shows within all districts in Leicestershire, approximately 80% of children born in the autumn term achieve a GLD compared to just over half of summer born children. This follows the pattern seen nationally.

Public Health has been working with Children and Families Services to dig deeper into the national data to gain a better understanding of the Leicestershire picture. Improving school readiness requires a whole system approach, reviewing all current relevant services, involving all relevant stakeholders and agreeing systematic integrated action rather than individual localised interventions. It is therefore recommended that a strategic, integrated approach is taken considering all contributory factors to school readiness. These will also be incorporated into the early childhood strategy and Leicestershire Children and Families Partnership has clearly identified ensuring children have the best start in life as a priority for the development of a 5 year action plan.

School readiness in Leicestershire

The school readiness indicator assesses if children achieve a good level of development (GLD) at the end of reception year (4-5 years). In Leicestershire, the largest impact on whether a child will achieve a GLD or not is whether they have special educational needs (SEN). Children with SEN, a statement or Education Care Health Plan are less likely to achieve a good level of development than other children. In children with no SEN, the largest impact on a good level of development attainment is month of birth. The later in the school year a child is born, the more likely they are not to achieve a GLD. This is consistent across all districts in Leicestershire.



Source: School Census 2016, Leicestershire Council County

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

4.3 Lifestyle Behaviours

Overweight and obese children in Leicestershire

The extent of unhealthy weight, including overweight and obesity, in Leicestershire's children is surveyed through the National Child Measurement Programme (NCMP). This measures the height and weight of children aged 4-5 and 10-11 years each year in state maintained primary schools. Children are classified as overweight (including obese) if their BMI is on or above the 85th percentile of the British 1990 growth reference (UK90) according to age and sex. The latest data shows in Leicestershire a fifth (21.3%) of children in Reception and a third (31.3%) of children in Year 6 were overweight or obese in 2015/16. This equates to 1,500 children in Reception and 2,000 children in Year 6.^x National concerns around the proportion of children with excess weight both persisting and increasing with age are shared in Leicestershire.

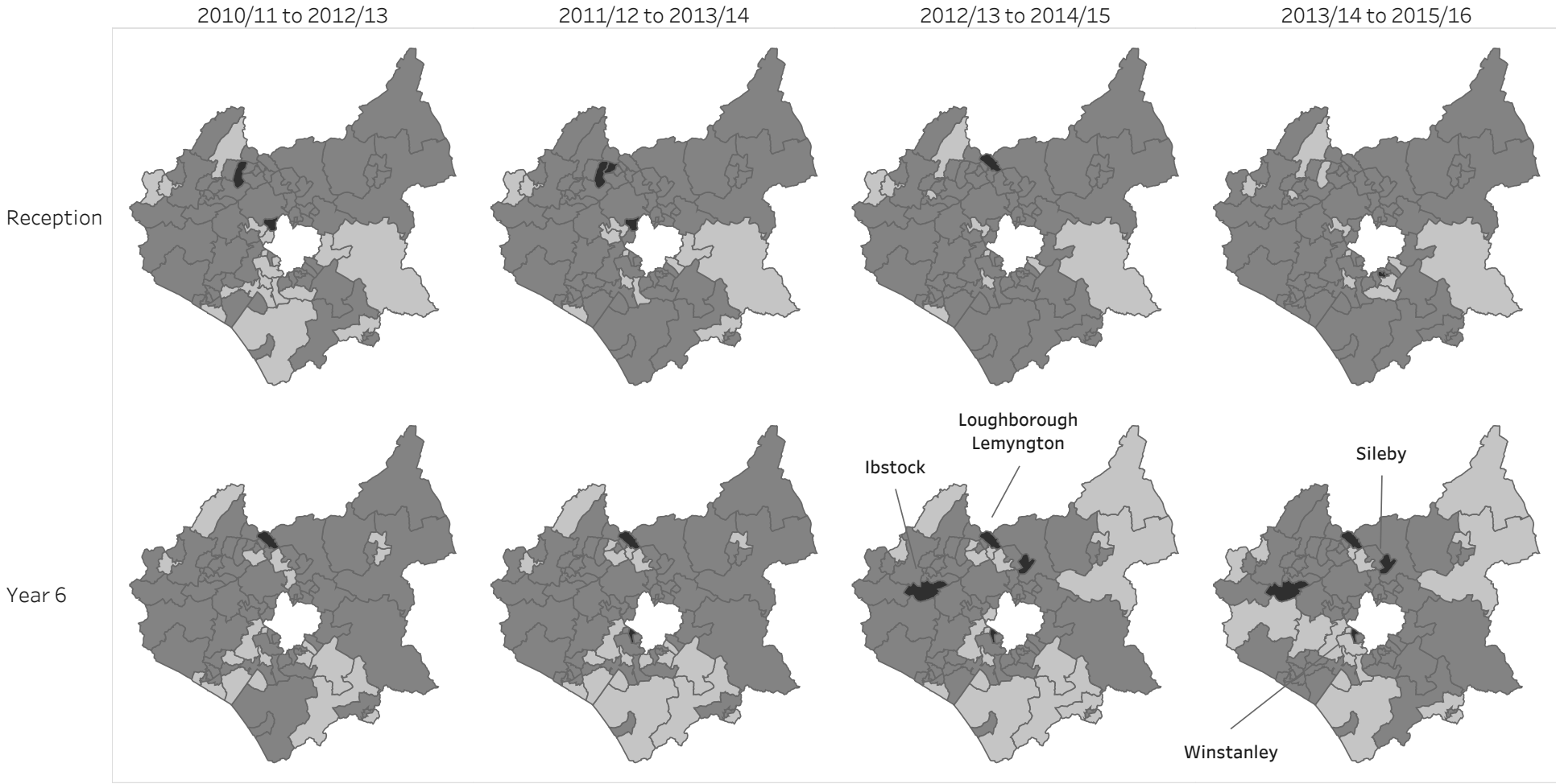
The maps use three years' worth of NCMP data to examine areas in Leicestershire that have a significantly high or low percentage of overweight or obese children in Reception or Year 6, when compared to England. Most areas within Leicestershire perform similar or significantly better than England, particularly in the Reception age range. In Year 6, areas in Winstanely, Loughborough, Ibstock and Sileby have shown a significantly worse rate of overweight or obesity in the last two time periods.^{xi}

Obesity is a complex problem, driven by a cocktail of environmental and social factors which, combined, push us towards eating too much and exercising too little. This complex problem cannot be addressed by Public Health services alone. It requires a whole systems approach whereby obesity is everyone's business. This includes those who design and develop our environment, organisations that commission and provide public sector services (e.g. hospitals, schools and prisons), employers and the private and third sectors.

As a Public Health department we approach these challenges from a population perspective, ensuring that individuals have access to information, advice and guidance on how to live healthily, providing weight management services for people with complex health problems and working collaboratively with departments such as town planning and transport, to influence how the environment might contribute to population-level physical activity as part of daily lives.

Overweight and obese children in Leicestershire

The latest National Childhood Measurement Programme (NCMP) data for Leicestershire shows in 2015/16, a fifth (21.3%) of children in Reception (4-5 years) and a third (31.3%) of children in Year 6 (10-11 years) were overweight or obese. This equates to 1,500 children in Reception and 2,000 children in Year 6. The maps use three years worth of NCMP data to examine over time, Middle Super Output Areas (MSOAs) in Leicestershire that have a significantly high or low percentage of overweight or obese children in Reception or Year 6. Middle Super Output Areas are small units of geography used for the dissemination of data and, on average, contain a population of 5,000. The Leicestershire data is compared to the England percentage for a national comparison.



Statistical Significance compared to England
Better Similar Worse

Source: National Childhood Measurement Programme, PHE

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Physical activity in Leicestershire

Physical inactivity is the fourth leading risk factor for global mortality accounting for 6% of deaths globally. People who have a physically active lifestyle have a 20-35% lower risk of cardiovascular disease, coronary heart disease and stroke compared to those who have a sedentary lifestyle. Regular physical activity is also associated with a reduced risk of diabetes, obesity, osteoporosis and colon/breast cancer and with improved mental health. In older adults, physical activity is associated with increased functional capacities.

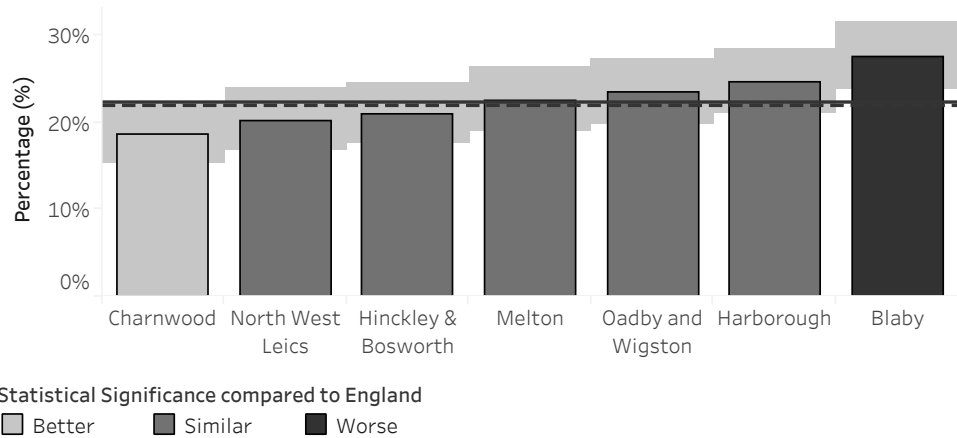
In 2015/16, 65.3% of residents aged 19 and over in Leicestershire achieved the Chief Medical Officer (CMO) recommendations of undertaking 150 minutes of moderate activity per week. All districts in Leicestershire had a similar percentage of adults achieving the CMO recommendations compared to the national average (64.9%). Adults achieving less than 30 minutes of physical activity per week are classified as “inactive”. Throughout Leicestershire, over a fifth (22%) of residents were “inactive” and in Blaby, this rose to over a quarter (27%) of all adults. Charnwood is the only district in Leicestershire that has a significantly better percentage of inactive adults (18.5%) compared to the England average (22.3%).^{xii}

Being physically active is essential in maintaining a healthy weight and lifestyle. Public Health plays a key role in addressing the increasing levels of inactivity in our society, caused often by hectic, but increasingly sedentary working lives and lack of opportunity to build activity into daily routines. As well as supporting the provision of physical activity for all age groups, working closely with our community providers, we also deliver a number of targeted programmes for Leicestershire’s most vulnerable people. In our work with older people we have focussed activity on reducing the likelihood of potentially bone breaking trips and falls and maintain their health and fitness, in order to remain independent for longer.

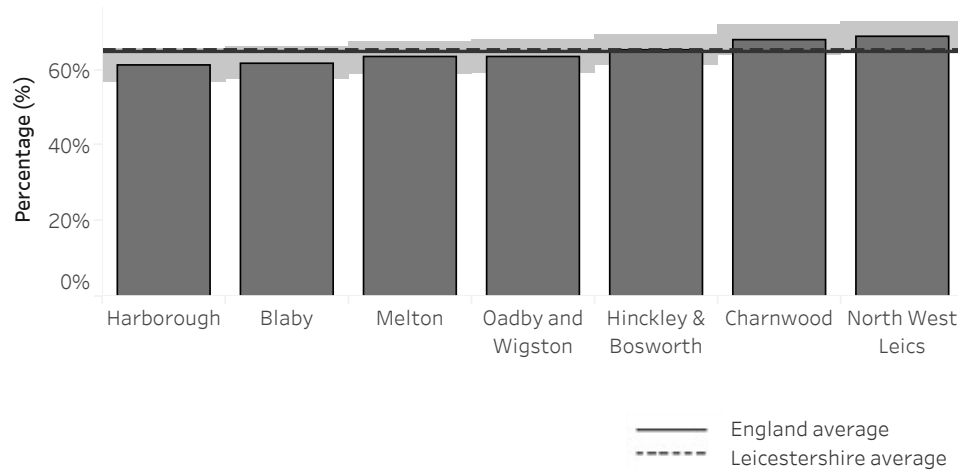
Physical activity in Leicestershire

In 2015/16, 65% of residents of Leicestershire achieved 150 minutes of moderate activity per week. Adults achieving less than 30 minutes of physical activity per week are classified as "inactive". The bar chart (with 95% confidence intervals) shows throughout Leicestershire, over a fifth (22%) of residents were "inactive" and in Blaby, this rose to over a quarter (27%) of all adults. The maps below highlight the location of specified sports facilities in Leicestershire.

Adults classified as "inactive"



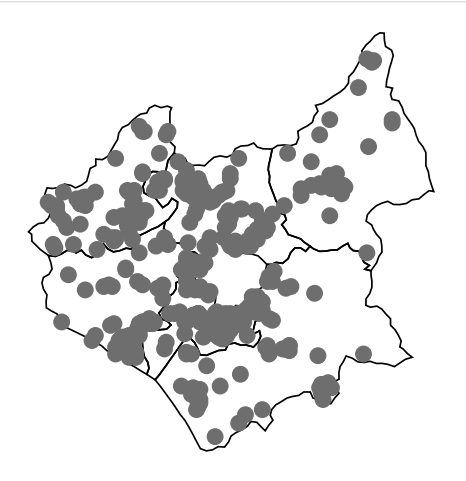
Adults achieving at least 150 minutes of physical activity per week



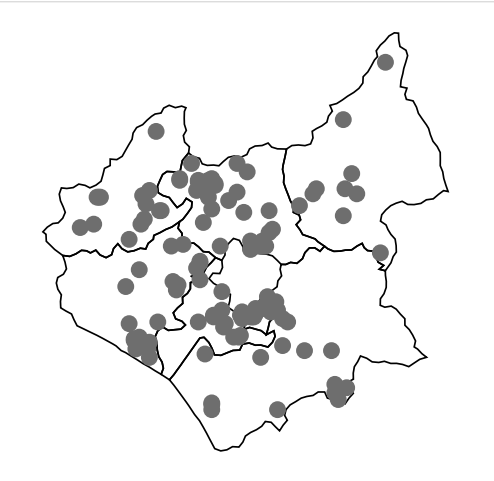
Golf Course Locations



Grass Pitch Locations



Sports Hall Locations



Swimming Pool Locations



Source: Fingertips, PHE and Active Places, May 2017. Contains Data © Sport England

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Weight management

Between April 2016 and March 2017, 623 participants took part in the 12 week Lifestyle Eating and Activity Programme (LEAP) run by Leicestershire Nutrition and Dietetic Service. The referral criteria for inclusion means all participants have a BMI of 30 or above, or a BMI of 28 or above with as co-morbidities. The criteria are different for BME communities as NICE guidance is followed on lower BMI thresholds for these participants. For BME participants, the criteria for inclusion is a BMI of 28 or above or a BMI of 26 or above with co-morbidities

The aim of the programme is to encourage long-term lifestyle changes rather than encouraging people to 'diet' for 12 weeks, as evidence shows that short-term dieting is ineffective. In 2016/17, over a quarter (27.3%) of participants from Leicestershire achieved a 5% weight loss at the end of the 12 week programme. The average weight loss for all participants was 3.5%.

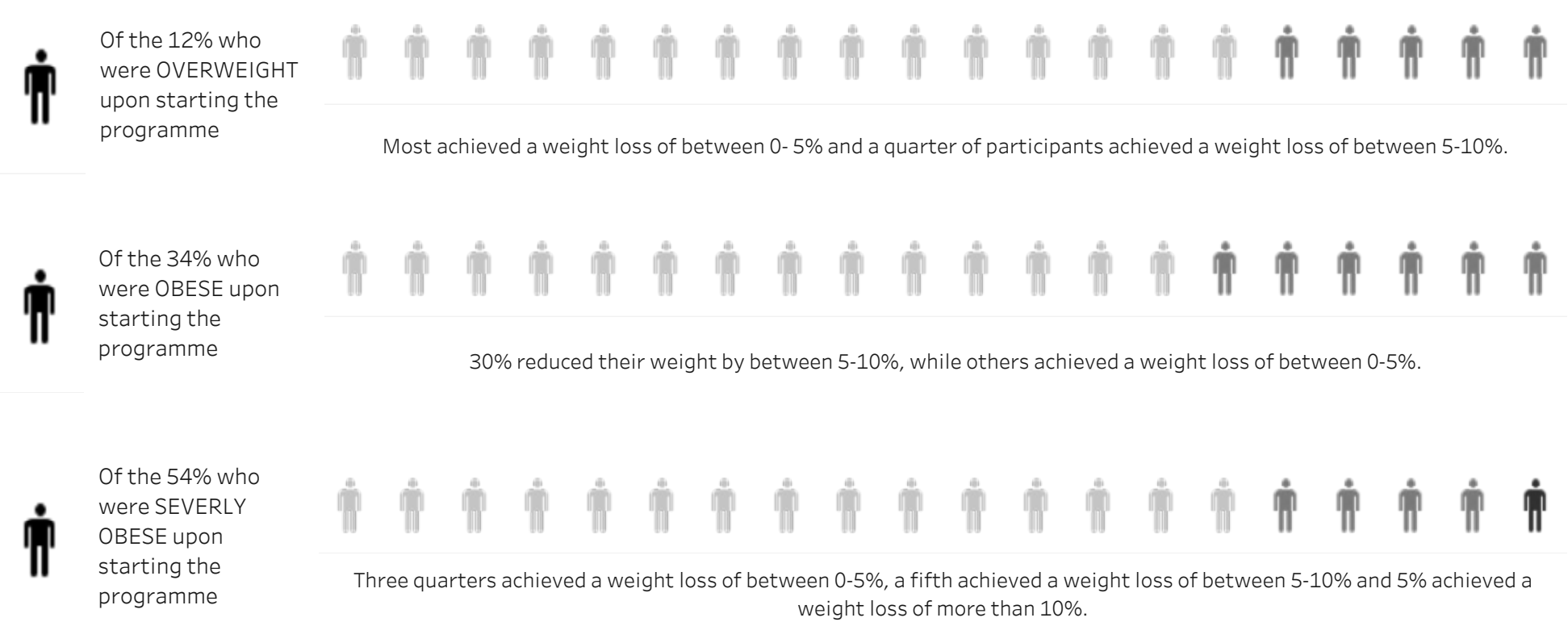
Participants who started the programme in January 2016 have shown an average weight loss of 9% at 6 months, with 38% of all participants achieving a 5% weight loss or more. After one year, participants had an average weight loss of 7%, with 38% of all participants achieving a weight loss of 5% or more.^{xiii} This long term data is more representative of the ethos of programme encouraging long-term lifestyle changes.

Helping adults and children manage their weight is a key element in maintaining a healthy lifestyle and preventing long-term health problems such as cancer and heart disease. Our commissioned weight management programmes include preventive community work to improve nutrition and healthy eating, particularly with families with children, as well as providing basic cookery and home management skills. We have commissioned Weightwatchers to provide a universal weight management programme to everyone perhaps worried about the early stages of weight gain, whilst our NHS dietitian lead service works more intensively with overweight (and underweight) patients with more complicated health concerns.

We are also running extensive, high quality programmes such as "Food For Life" and Master Gardeners, which address long term attitudes and behaviours around food. Both programmes encourage the growing of fruit and vegetables for example, a skill largely lost in the past two generations.

Weight management

In 2016/17, 623 participants took part in the 12 week Lifestyle Eating and Activity Programme (LEAP) run by Leicestershire Nutrition and Dietetic Service. The ethos around the programme is to encourage long-term lifestyle changes rather than encouraging people to 'diet' for 12 weeks, as evidence shows that short-term dieting is ineffective. In Leicestershire over a quarter (27.3%) of participants achieved a 5% weight loss at the end of the 12 weeks programme. The average weight loss for all participants was 3.5%. The infographic examines the percentage change in weight for all participants in 2016/17 by their starting BMI.



Between 0-5% Between 5-10% More than 10%

Please note, weight status is rounded to the nearest 5%.

Source: Local data from LNDS, April 2016 - March 2017

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Alcohol

Alcohol consumption is a contributing factor to hospital admissions and deaths from a diverse range of conditions. Alcohol misuse is estimated to cost the NHS about £3.5 billion per year and society as a whole £21 billion annually.^{xiv} The infographics examine the rate of hospital admissions where the primary diagnosis or any of the secondary diagnoses are an alcohol-specific condition. This includes conditions such as alcoholic liver disease, mental and behavioural disorders due to use of alcohol and alcohol poisoning.

In Leicestershire, the trend graphs show the rate of alcohol specific admissions for all ages and under 18s have remained significantly better than the national average over time. Locally the trend for alcohol-specific admissions to hospital for all ages has increased slightly year on year between 2011/12 to 2014/15, with a greater increase between 2014/15 and 2015/16.^{xiv}

In the map, each hexagon represents one Lower Super Output Area (LSOA) in Leicestershire. The LSOAs with the highest crude rate of admissions to hospital for alcohol specific conditions between 2014/15 and 2016/17 were in Loughborough and Melton. This is expected as these areas contain town centres with places of entertainment including pubs, clubs and restaurants.

Alcohol brief advice is a service provided by GPs (and some pharmacies) and involves the delivery of screening and brief interventions to reduce alcohol consumption in those drinking at harmful levels and to improve identification of individuals with alcohol dependence and refer these individuals to specialist treatment. In the current year, nearly 9,000 individuals in Leicestershire have been screened to ascertain their alcohol-related risk, over 1,700 individuals have received a brief intervention to help reduce their alcohol-related risk and nearly 60 individuals have been referred for specialist advice for dependent drinking.

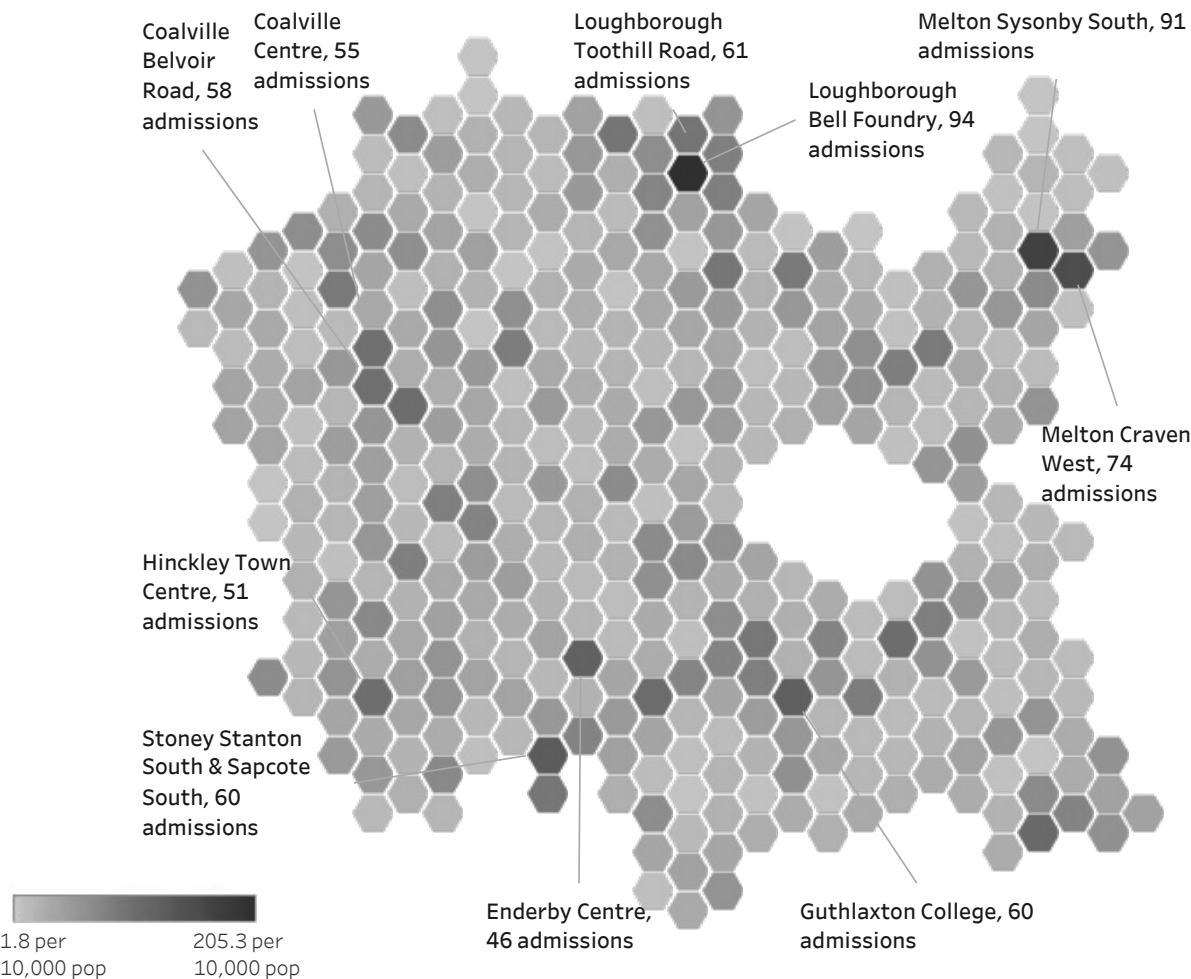
Substance misuse treatment services aim to support individual recovery to reduce the harms of substance misuse. The service is provided for young people and adults and includes those within the criminal justice system. It provides an array of support and treatment options to ensure it remains centred on each individual's needs.

Public health also commissions an inpatient medically assisted withdrawal service (detox) for adults with substance misuse dependency with the aim of reducing alcohol (and/or drug) related harm for the individual. This will also have a positive impact on their family and the local community.

These services are focused on identifying and supporting individuals identified as being at risk of alcohol related harm. However, a greater level of work is required with regard to health promotion and prevention to reduce alcohol related harm.

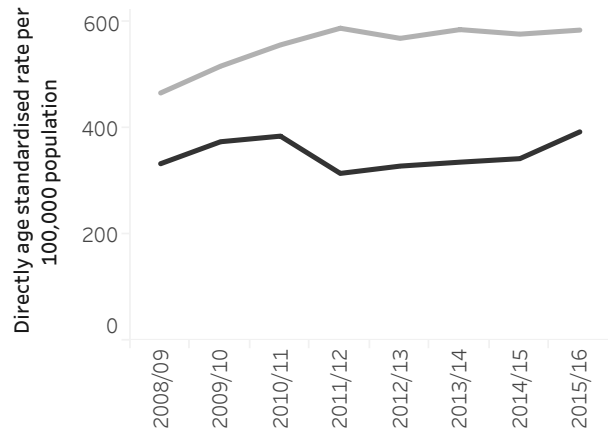
Hospital admissions due to alcohol-specific conditions for Leicestershire residents

In Leicestershire, the rate of alcohol specific admissions for all ages and under 18s have remained significantly better than the national average over time. In the map, each hexagon represents one Lower Super Output Area (LSOA) in Leicestershire. These are small units of geography are used for the dissemination of Census data and, on average, contain a population of 1,500. The darkest purple LSOAs have the highest crude rate of admissions to hospital for alcohol specific conditions between 2014/15 and 2016/17.

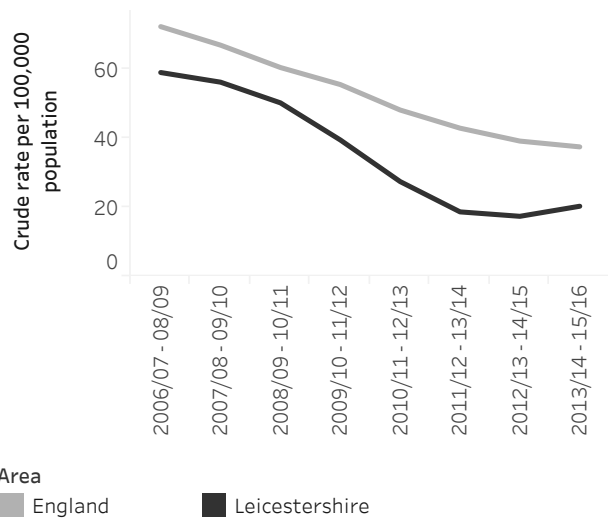


Source: SUS and LAPE, PHE

Alcohol-specific admissions to hospital for all ages



Alcohol-specific admissions to hospital for under 18s



Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Smoking - Stop Smoking Service

Smoking remains the largest cause of premature death and ill health in Leicestershire.

Quit Ready Leicestershire is a tailored Stop Smoking Services programme run by Leicestershire County Council that began on 3rd January 2017. Advisors are in touch, via telephone, text message, web chat or email, to offer support on a weekly basis during the 12-week programme to ensure people have the best possible chance of staying smoke-free. Pharmacological support is also provided with 12 weeks' worth of nicotine replacement therapy, Champix or Zyban.

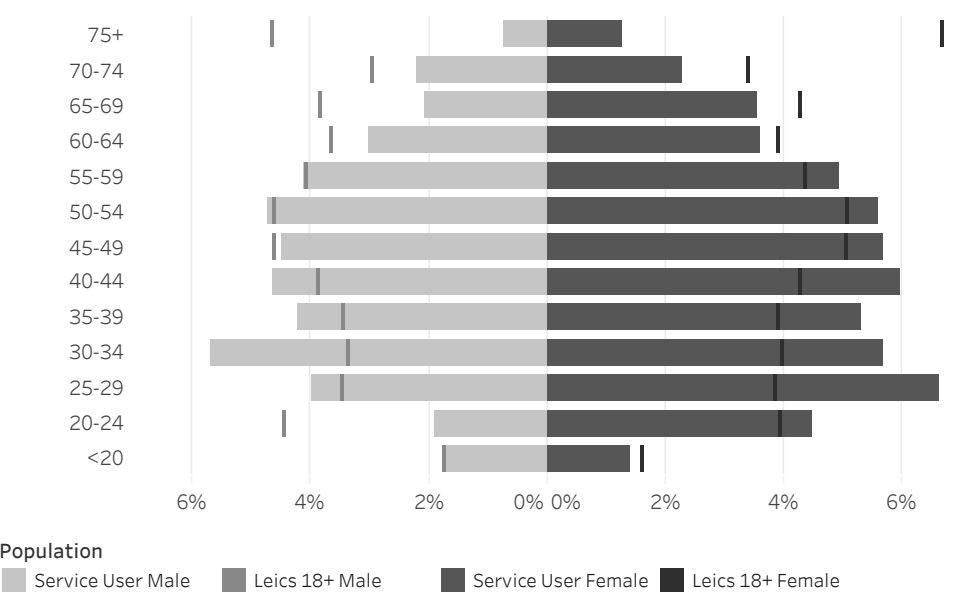
Between January and June 2017, 1,356 people (with a valid area of residence) set a quit date with Quit Ready Leicestershire. The data shows females are more likely to use the service, but males are more likely to successfully quit. Adults aged 20 to 40s are most likely to use the service, while adults aged 65 and over are underrepresented given the Leicestershire population. The use:need ratio examines the number of people using Quit Ready Leicestershire compared to the number of people wanting to quit. The map shows areas North West Leicestershire, Melton and Harborough have a significantly worse use:need ration compared to the Leicestershire average. The data shows of those who used the service, pharmacology support is more popular than unlicensed Nicotine Containing Products (NCP), such as e-cigarettes.^{xv}



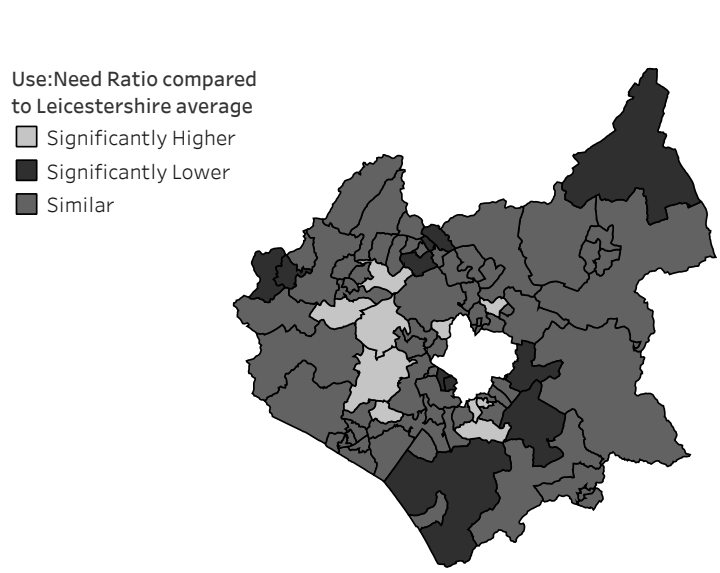
Smoking - Quit Ready Leicestershire

Between January and June 2017, 1,356 people (with a valid area of residence) set a quit date with Quit Ready Leicestershire. The data shows females are more likely to use the service, but males have a higher quit rate. When using pharmacology support, Nicotine Replacement Therapy (NRT) is more popular than unlicensed Nicotine Containing Products (NCP), such as e-cigarettes.

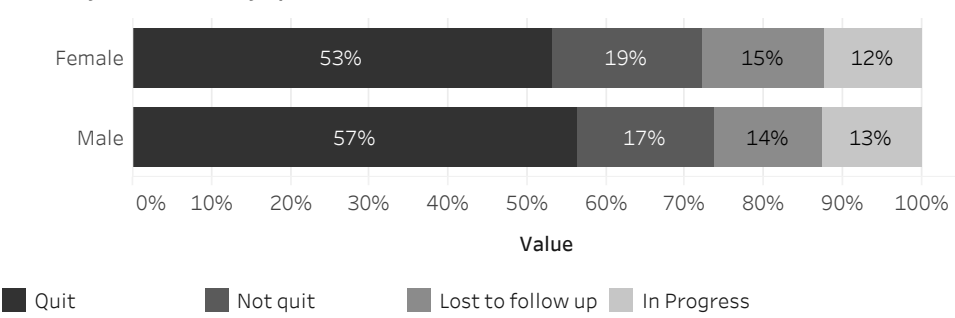
Who uses the service?



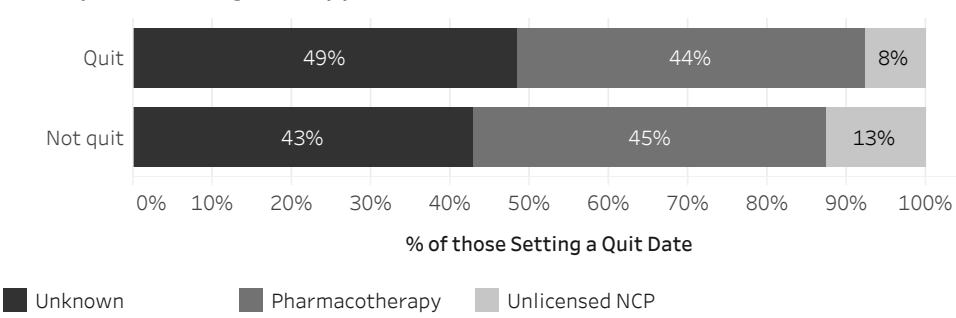
Where do they live?



Do they successfully quit?



What pharmacological support is used?



Source: Quit Ready Leicestershire, January to June 2017.

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Teenage pregnancy in Leicestershire

Teenage pregnancy is closely linked with poverty, poor educational achievement and unemployment. Teenage pregnancy also impacts on health and wellbeing of both the mother and child, for example, there are links to higher rates of infant mortality, mental health and poor child development. We also know that unplanned pregnancy is highest among teenagers.

Inequalities still exist between wards, as shown through the maps. The maps highlight that areas of Blaby, Loughborough and Ilstock have a significantly higher rate of under 18 conceptions compared to the England average. When we examine the rate of teenage conceptions compared to the Leicestershire average, areas in Market Harborough, Melton and North West Leicestershire also have a rate significantly higher than the county average.^{xvii}

Reducing teenage pregnancy requires a coordinated approach across multiple partners. This whole systems approach involves the delivery of:

- Sex and relationships education (SRE)
- Easy access to contraception and sexual health services
- Support for young parents
- Workforce training for practitioners working with young people
- Partnerships with youth and community services

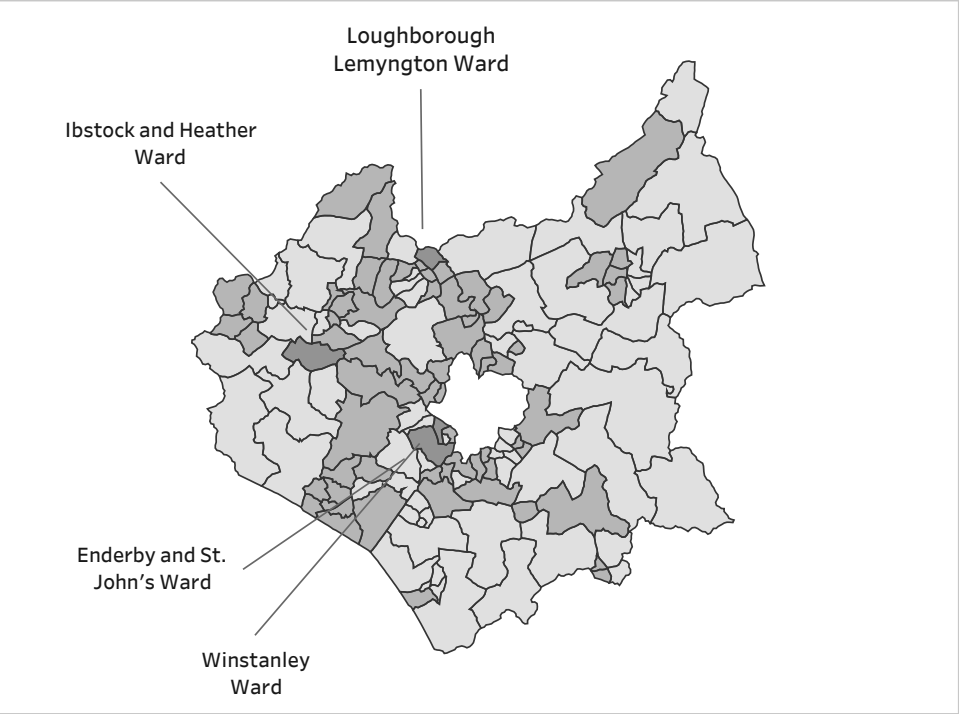
By considering these approaches, the public health offer with regard to the teenage pregnancy agenda includes:

- The Leicestershire Healthy Schools Programme – an element of this programme is the development of a practical resource and good practice guide to deliver Relationships and Sex Education (RSE) within schools. This component of the curriculum supports schools to equip children and young people with the knowledge, understanding and skills they need with regards to RSE.
- A condom distribution scheme (C-Card) for young people – this schemes aims to support ease of access to contraception through the availability of multiple registration and distribution sites across the County.
- Young people's 'choices' clinics – This service offers testing and treatment for sexually transmitted infections, contraception, emergency contraception, pregnancy testing, and condom provision for young people aged 24 and under. The clinics are held in accessible locations such as schools, colleges, universities, youth venues and health centres.
- A Baby Box initiative for young parents – this initiative provides expectant mums with baby essentials and information on local services as a mechanism of providing ongoing support.
- Commissioning of the Children's Centre Programme to coordinate and facilitate the Teenagers with Babies Action Group (TBAG) meetings for young parents
- Sex and Relationships Education (SRE) training for staff in primary schools, secondary schools, special schools, and post 16 settings
- Provision of the Family Planning Association's Speak Easy training for professionals – the aim is to increase competence and confidence among professionals in engaging parents in conversations around young people and sexual health

Teenage pregnancy in Leicestershire

Since 2007, the rate of teenage conceptions has decreased year on year in Leicestershire and throughout this time, has continued to perform significantly better than the national average. The maps for 2012-14 highlight areas in Leicestershire with a significantly higher rate of under 18 conceptions compared to the England average. These are in Blaby, Loughborough and Ibstock. When we examine the rate of teenage conceptions compared to the Leicestershire average, areas in Market Harborough, Melton and North West Leicestershire also have a rate significantly higher than the county average.

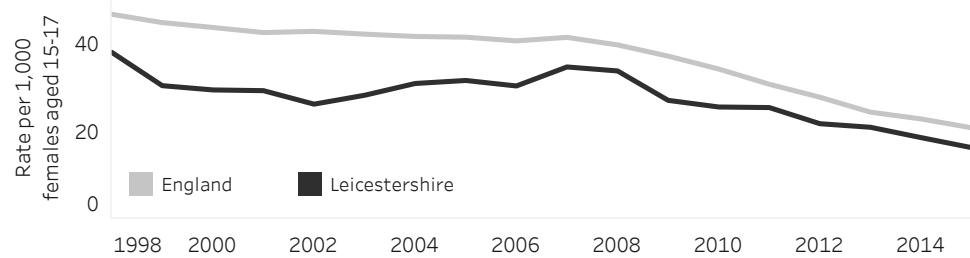
Comparison to the England Average



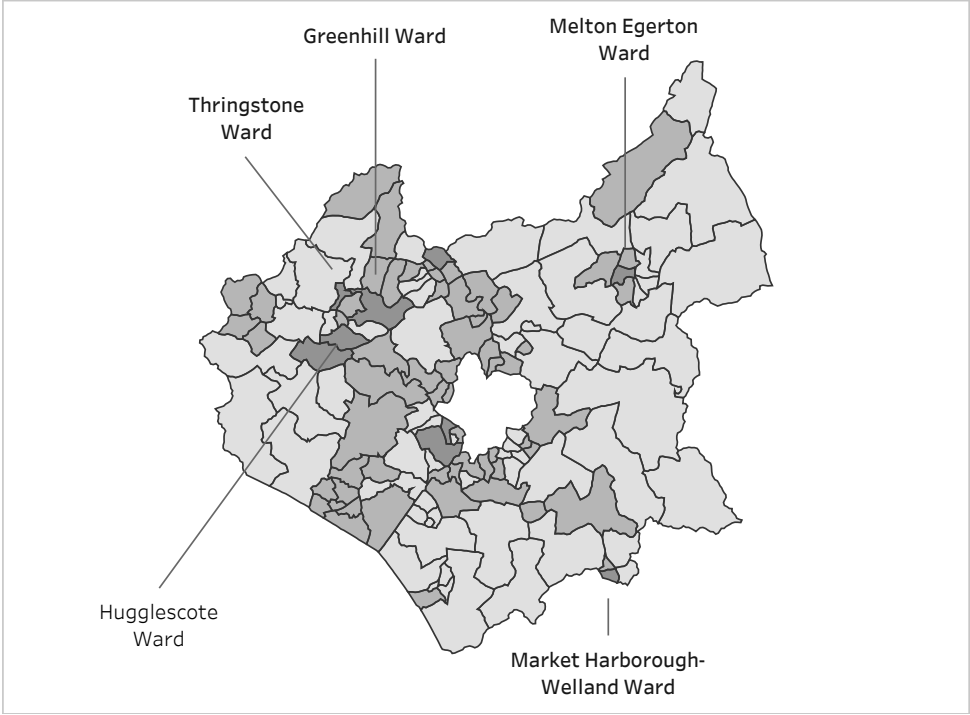
- Significance**
- Significantly Higher than England/Leicestershire Average
 - Similar to England/Leicestershire Average
 - Suppressed due to small count

Source: ONS and Fingertips, Public Health England

Trend in Under 18 Conceptions in Leicestershire



Comparison to the Leicestershire Average



Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

4.4 Life and death and illness

Life expectancy

Average life expectancy has increased in recent decades. Chronic non-communicable diseases are now the leading cause of death and long periods of moderate and severe ill health often precede death.

Average life expectancy and healthy life expectancy are both important headline measures of the health of the population.

Choices and behaviours during adulthood can have profound impacts on people's health for the rest of their lives. A number of factors such as socioeconomic, environmental (including working conditions), education and lifestyle factors may impact the average age of life expectancy. In Leicestershire, life expectancy for males is 80.5 years and for females is 83.9 years, both significantly higher than the national average.^x The infographic highlights that throughout the county, variation in life expectancy exists for both males and females. There is a ten year difference in life expectancy between males who live in the Loughborough Lemyngton Ward (74.6 years) and Bosworth Ward (84.8 years). In females these difference are also apparent, with life expectancy varying by ten years between females who live in the Lubenham Ward (78.4 years) and Wigston Meadowcourt Ward (88.4 years).^{xxiii}

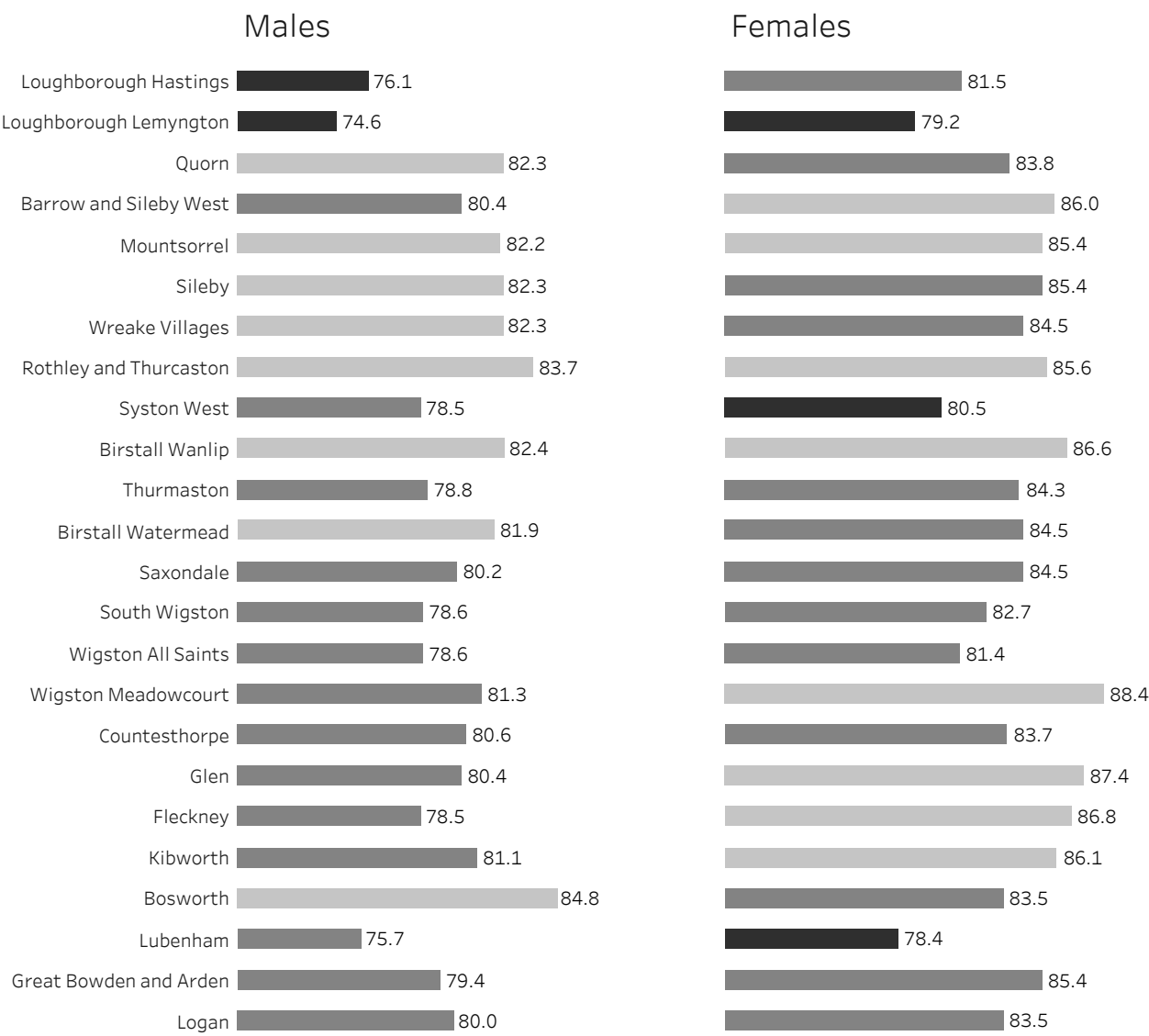


Life expectancy at birth along the Grand Union Canal through Leicestershire



The Leicester Line of the Grand Union Canal

The charts highlight the variations in life expectancy that exists along the canal route for the residents of Leicestershire. The data reflects mortality of those living in these wards between 2010-2014.



Statistical Significance compared to England
Better Similar Worse

Source: Local Health, PHE

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Healthy life expectancy

The healthy life expectancy measure adds a quality of life dimension to estimate of life expectancy by dividing it into time spent in different states of health. The number of years in poor health is also important as it relates more closely to the demand for health and social care and the associated costs.

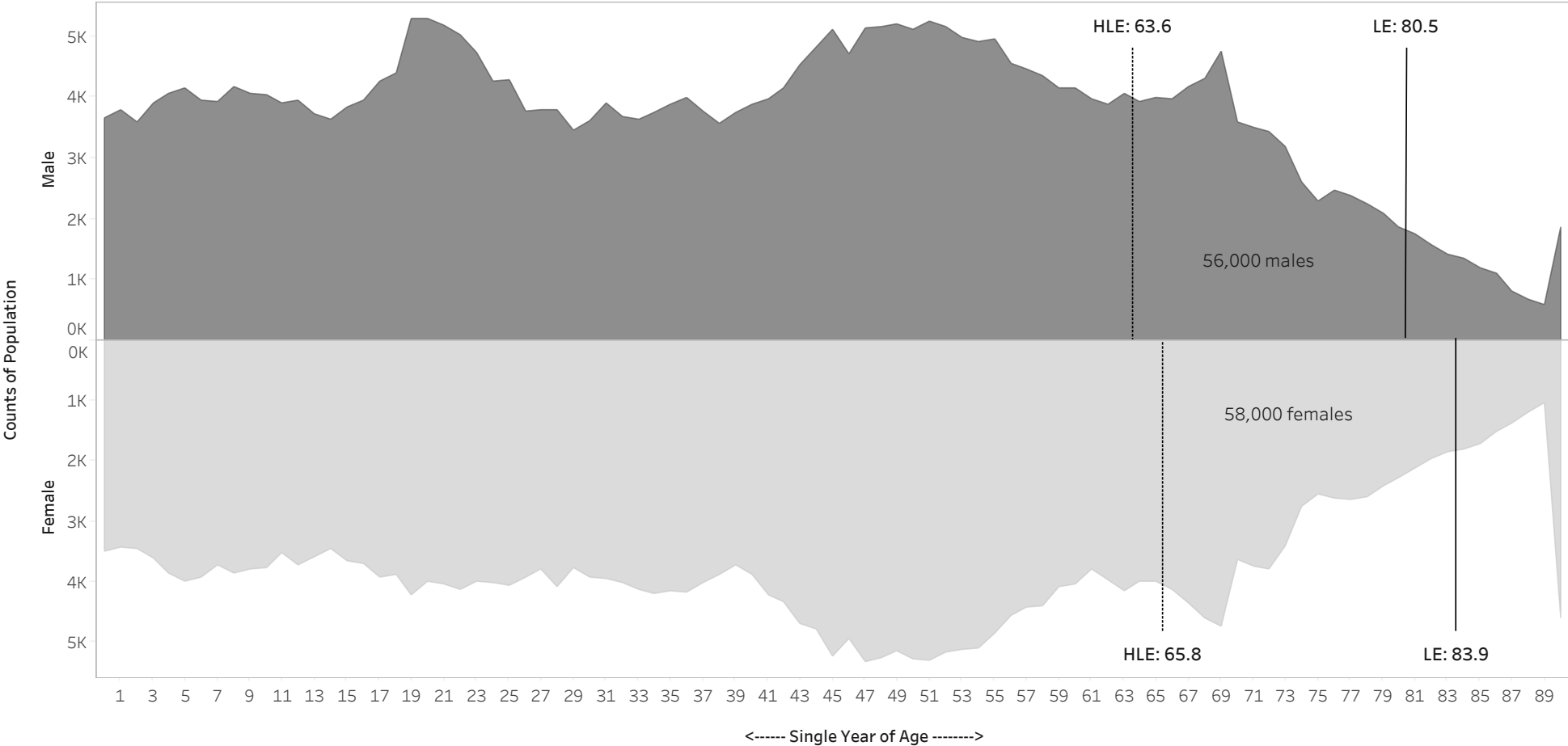
Healthy life expectancy (HLE) measures the average number of years a person would expect to live in good health based on contemporary mortality rates and prevalence of self-reported good health. In Leicestershire, HLE is 63.6 years for men and 65.8 years for females, whereas life expectancy (LE) for males is 80.5 years and for females is 83.9 years.^x On average, this equates to males and females in Leicestershire spending 16.9 years and 18.1 years in poor health before death. Currently, there are 56,000 males and 58,000 females in Leicestershire living in the age gap between HLE and LE.^{xviii}

Although Leicestershire has above average figures for life expectancy, it fares comparatively less well compared to the national average for health life expectancy. Given a projected increase of over 8000 older people by 2037, It is important that central government funding formulas reflect the drivers on demand for services such as adult social care.



Gap between healthy life expectancy and life expectancy in Leicestershire

Healthy life expectancy measures the average number of years a person would expect to live in good health whereas life expectancy measures the average number of years a person would expect to live. These indicators are based on contemporary mortality rates and prevalence of self-reported good health. Please note, the figures reflect the prevalence of good health and mortality among those living in an area in each time period, rather than what will be experienced throughout life among those born in the area. These two indicators are extremely important summary measures of mortality and morbidity. The graph examines the population of Leicestershire in 2016 by single year of age. It estimates that 56,000 men and 58,000 women are living in the age gap between healthy life expectancy and life expectancy, potentially in poor health. This accounts for 17% of the population in the county.



HLE: Healthy Life Expectancy in 2013-15

LE: Life Expectancy in 2013-15

Please note, the population estimates presented for 90 includes all individuals aged 90 and above.

Source: Mid-year 2016 population estimates, ONS.

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Premature death

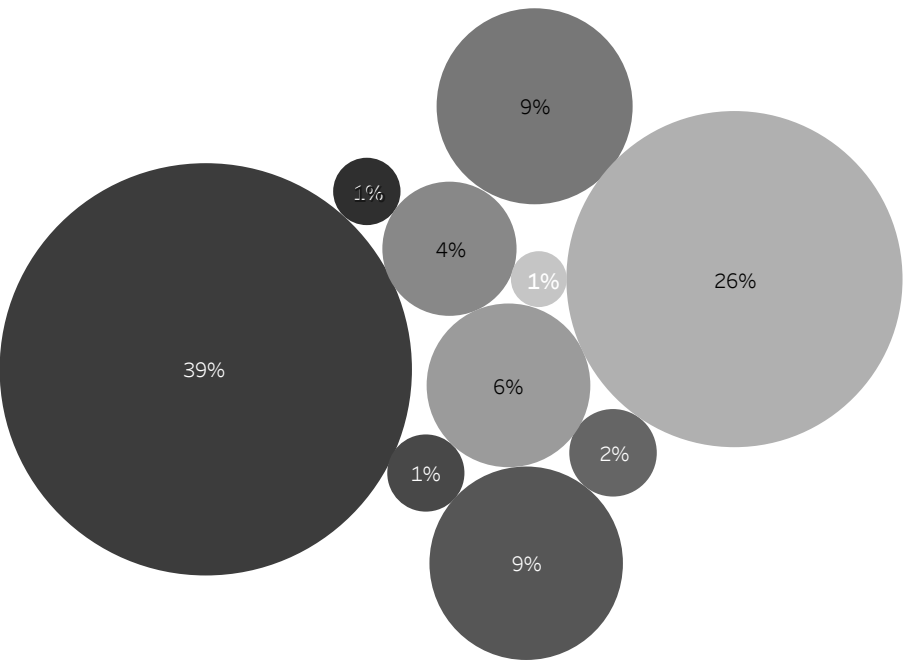
Approximately 1 in 3 deaths (29%) in Leicestershire occur among people under the age of 75. Around two-thirds of deaths among the under 75s are caused by diseases and illness that are largely avoidable, including cancer and diseases of the circulatory system. In females, over half of all premature deaths are caused by cancer, compared with 39% in males. Circulatory diseases account for a quarter of all premature deaths in males compared with 17% in females. Many of the direct causes are due to lifestyle related factors and are preceded by long periods of ill-health.^{xix}



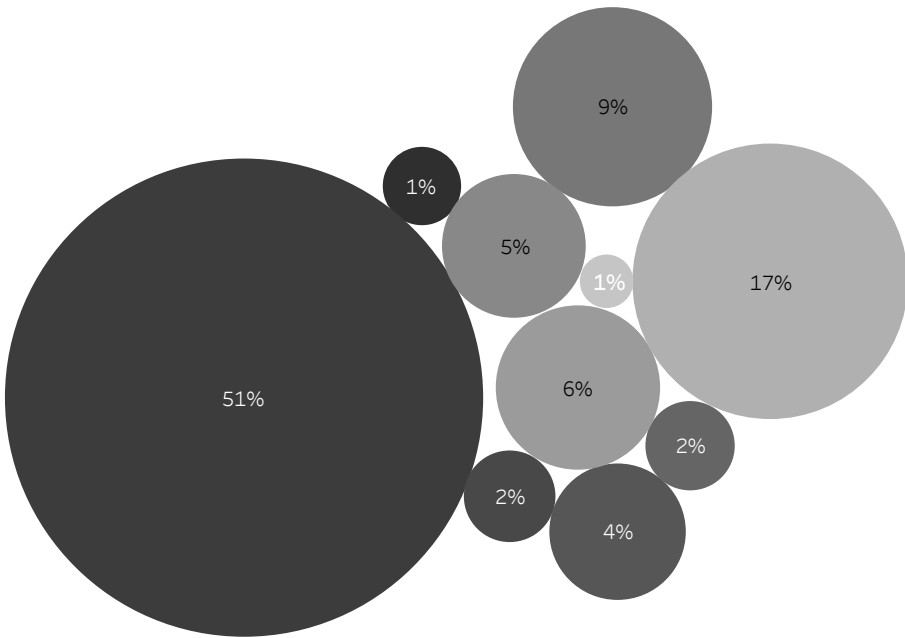
Causes of premature death in Leicestershire

Approximately 1 in 3 deaths in Leicestershire occur among people under the age of 75. Around two-thirds of deaths among the under 75s are caused by diseases and illness that are largely avoidable, including cancer and diseases of the circulatory system.

Males



Females



- Disease
- Certain infectious and parasitic diseases

Diseases of the circulatory system

Diseases of the digestive system

Diseases of the nervous system

Diseases of the respiratory system

Endocrine, nutritional and metabolic diseases

External causes of morbidity and mortality

Mental and behavioural disorders

Neoplasms

Unknown

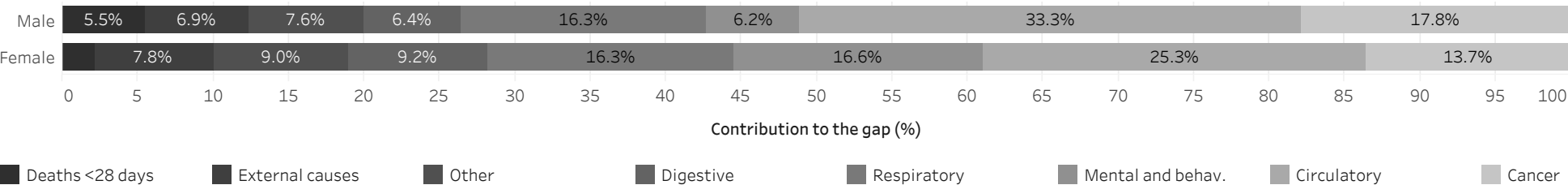
Difference in life expectancy

This infographic provides information on the causes of death that are driving differences in life expectancy between different groups in Leicestershire. Targeting the causes of death which contribute most to the life expectancy gap could have a large impact on reducing inequalities. The absolute gap in life expectancy between the most and least deprived areas in Leicestershire is 5.3 years in males and 3.9 years in females. The broad causes of death that contribute to difference have been examined in the infographics. In males, half of the gap in life expectancy between the most and least deprived areas in Leicestershire is due to excess deaths from circulatory disease (heart disease and stroke) and cancer. In females, over half of the gap is due to excess deaths from circulatory disease (heart disease and stroke), mental and behavioural disorders and respiratory diseases. This means that if people in the most deprived areas in Leicestershire had the same mortality rate for these causes as in the least deprived areas, the gap in life expectancy would reduce by over a half.

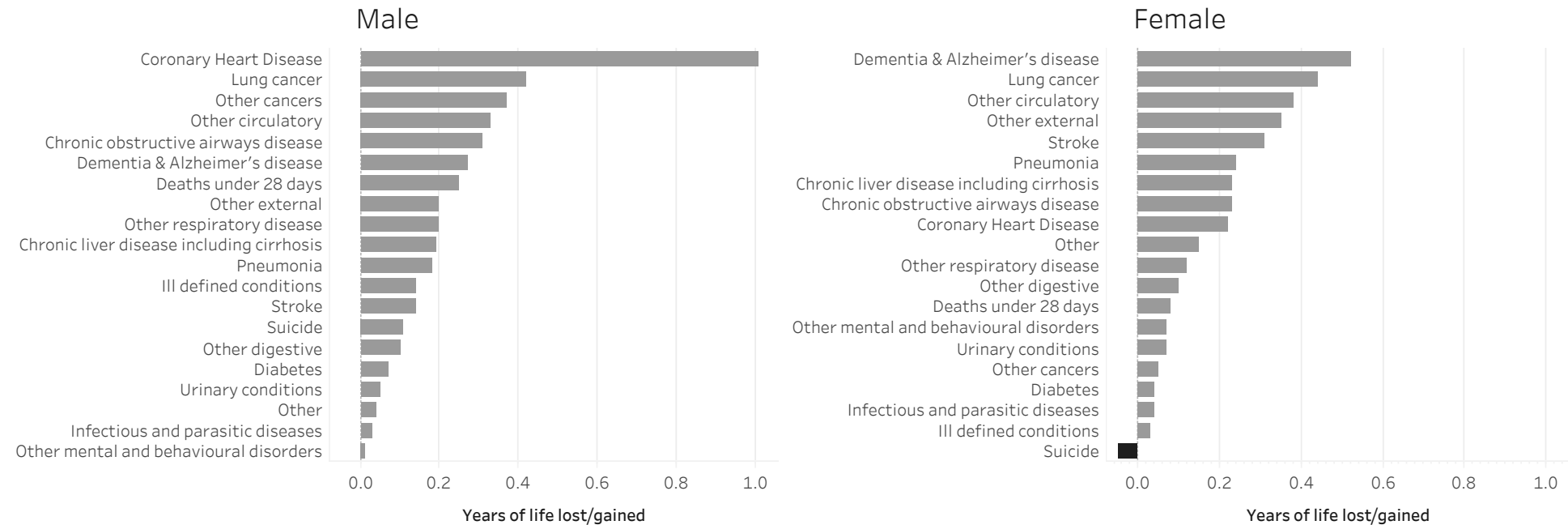
The specific cause of death that accounts for the difference in life expectancy throughout Leicestershire has also been examined. The chart shows males in Leicestershire would gain 1.01 years of life expectancy if Leicestershire's most deprived quintile had the same mortality rate for Coronary Heart Disease as Leicestershire's least deprived quintile. Females in Leicestershire would gain 0.52 years in life expectancy if Leicestershire's most deprived quintile had the same mortality rate for Dementia and Alzheimer's disease as Leicestershire's least deprived quintile. Suicide in females is the only cause of death where life expectancy years would be lost (-0.05 years) if Leicestershire's most deprived quintile had the same mortality rate as Leicestershire's least deprived quintile.^{xx}

Difference in life expectancy by cause of death in Leicestershire

The gap in life expectancy between the most and least deprived areas in Leicestershire can be broken down by the broad causes of death that contribute to difference. In males, half of the gap in life expectancy between the most and least deprived areas in Leicestershire is due to excess deaths from circulatory disease (e.g. heart disease and stroke) and cancer. In females, over half of the gap is due to excess deaths from circulatory disease (e.g. heart disease and stroke), mental and behavioural disorders and respiratory diseases. This means that if people in the most deprived areas in Leicestershire had the same mortality rate for these causes as in the least deprived areas, the gap in life expectancy would reduce by over a half.



The graphs examine the specific diseases that account for the difference in life expectancy throughout Leicestershire. A positive figure indicates that life expectancy years would be gained and a negative figure indicates that life expectancy years would be lost if Leicestershire’s most deprived quintile had the same mortality rate as Leicestershire’s least deprived quintile.



Depression

Depression affects people in different ways and can cause a wide variety of symptoms. They range from lasting feelings of unhappiness and hopelessness, to losing interest in the things you used to enjoy and feeling very tearful. One in ten adults in Leicestershire had a diagnosis of depression during 2015/16, which equates to over 53,000 adults. All districts in Leicestershire, apart from Oadby and Wigston, have a significantly worse rate of recorded depression compared to the national average. Of the 77 GP practices in Leicestershire, half (39) have a recorded depression prevalence significantly worse than the England average. One-fifth of GP practices have a recorded depression prevalence significantly better than the England average.^{xxi}



Depression in Leicestershire

One in ten people aged over 18 years in Leicestershire have a recorded diganosis ot depression. All districts in Leicestershire, apart from Oadby and Wigston, have a significantly higher rate of recorded depression compared to the national average. The graphs for each district examines the prevalence of depression by GP practice. The percentage point difference from the England average is presented with the statistical significance compared to England.



Suicides

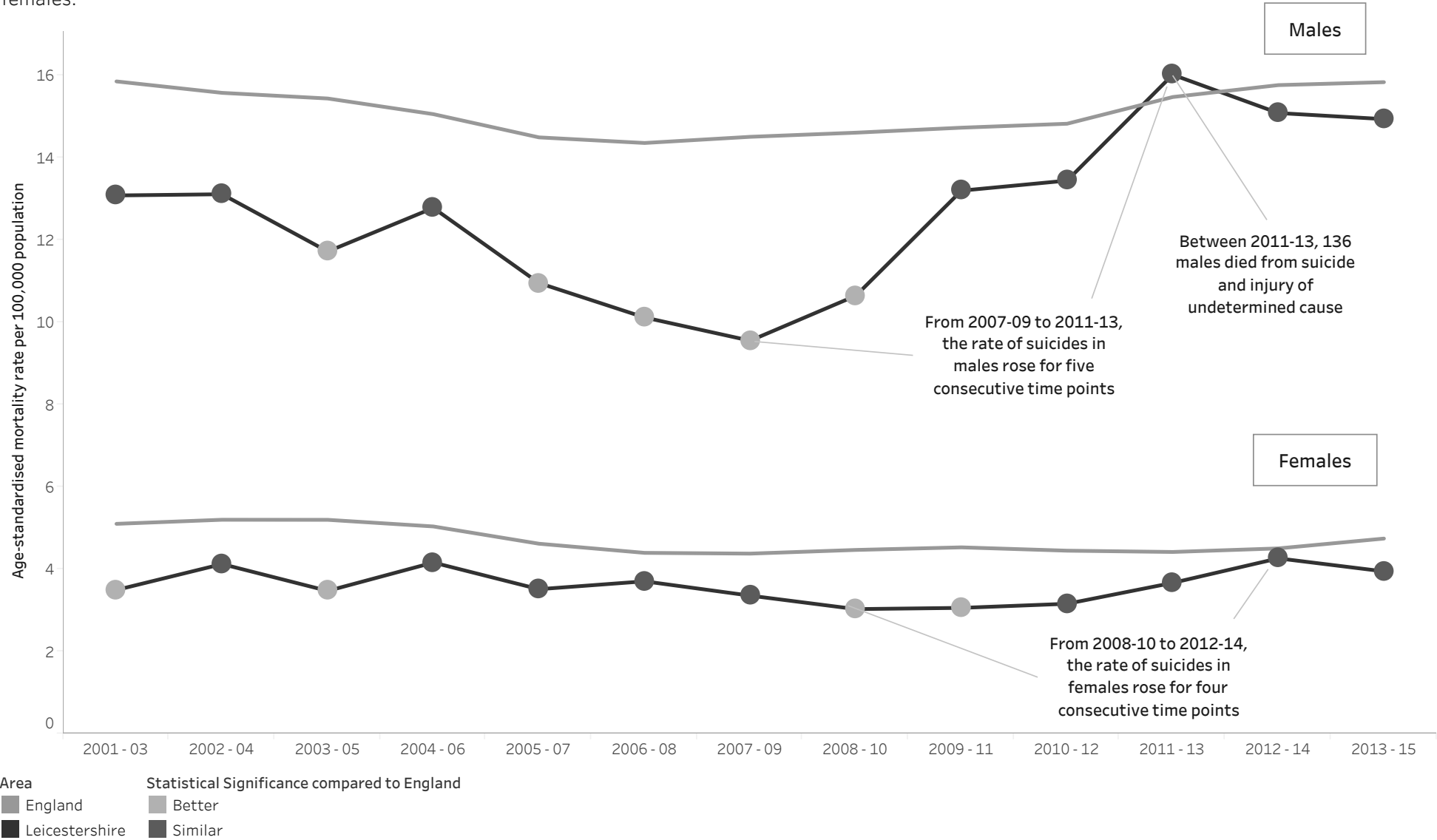
Suicides and injury undetermined is seen as an indicator of underlying rates of mental ill-health. The definition of suicide includes all deaths from intentional self-harm for persons aged 10 and over, and deaths where the intent was undetermined for those aged 15 and over. In 2013-15 there were 164 suicides in Leicestershire, from 129 males and 35 females. Males are three times more likely to commit suicide than females and suicide is a significant cause of death in young adults. The latest shows the average of death from suicide in Leicestershire is 46 years in males and 43 years in females.

Suicide rates are measured across three-year time periods, due to the small numbers involved. From 2007-09 to 2011-13, the rate of suicides rose for five consecutive time periods. Since 2011-13, the rate of suicides in Leicestershire decreased marginally, from 169 deaths in 2011-13 to 164 deaths in 2013-15. Out of all the districts in Leicestershire, Blaby has the highest rate of suicides, followed by North West Leicestershire.^x



Suicides in Leicestershire

In Leicestershire between 2013-15, there were 164 deaths from suicides. Males are three times more likely to commit suicide than females and suicide is a significant cause of death in young adults. The latest data shows the average age of death from suicide in Leicestershire is 46 years in males and 43 years in females.



Source: Public Health Outcomes Framework, Public Health England

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

4.5 Prescribing

Prescribing – Items

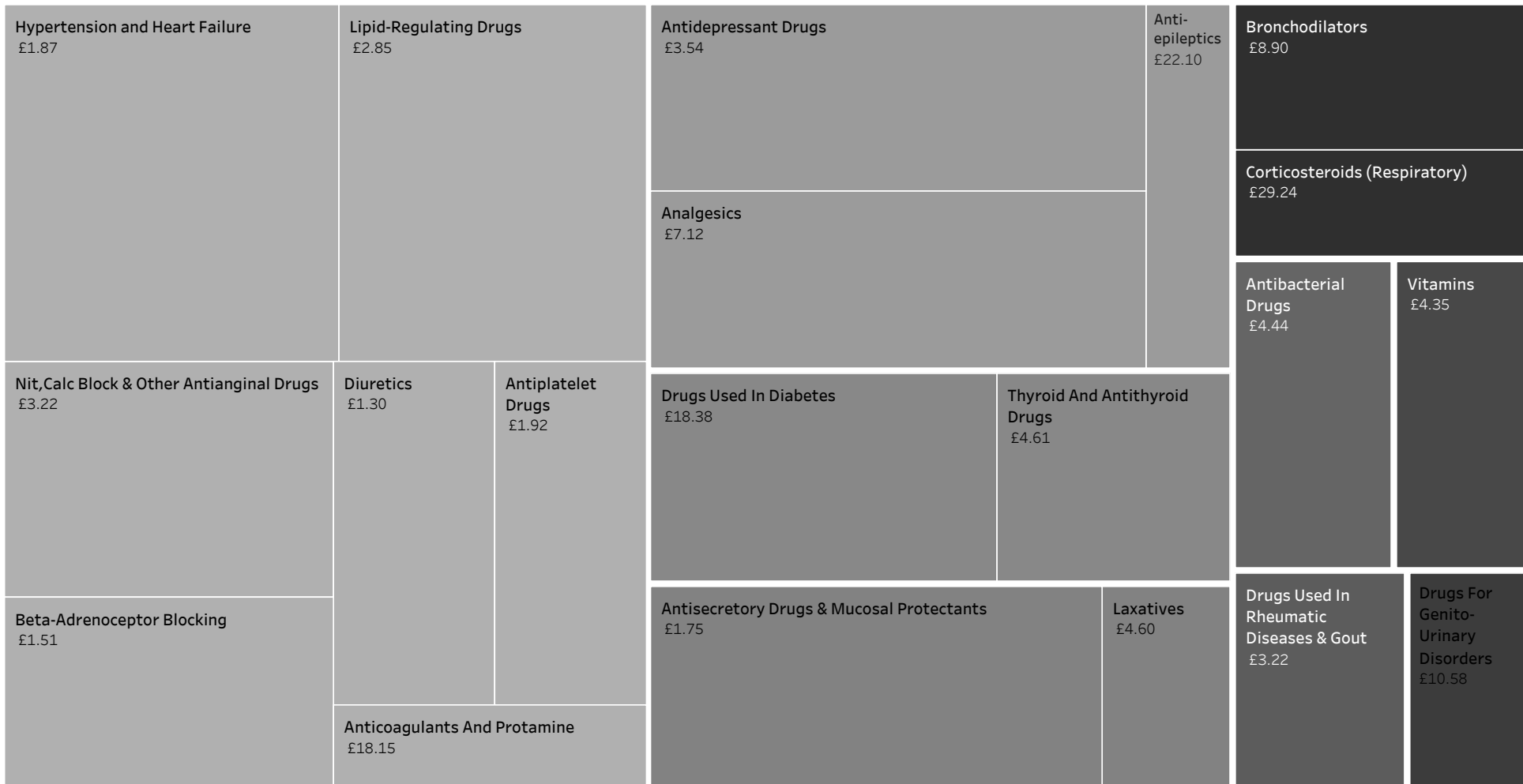
The data presented in the infographic examines details of prescribing for East Leicestershire and Rutland Clinical Commissioning Group and West Leicestershire Clinical Commissioning Group (combined) for each section of the British National Formulary (BNF) in 2016/17. Where prescriptions are written by a prescriber located in a particular CCG but dispensed in a different CCG, the data will be included by the CCG where the prescriber is based. It is important to note that the data does not include prescriptions written in hospitals or hospital clinics that are dispensed in the community, prescriptions dispensed in hospitals, prescribing by dentists and private prescriptions. Some BNF sections include medicines which have a high proportion of prescriptions written in hospitals that are dispensed in the community.

The infographic presents the twenty drugs (by BNF Section Names) with the highest number of items prescribed in 2016/17 throughout Leicestershire and Rutland. It shows Hypertension and Heart Failure drugs have the most items prescribed, followed by Lipid-Regulating drugs and Antidepressants. Drugs for the Cardiovascular System account for seven out of the top twenty items prescribed. Out of all these drugs, Corticosteroids have the highest cost per item at £29.24, followed by Antiepileptics at £22.10 and drugs used in Diabetes at £18.38 per item.^{xxii}



Number of items prescribed throughout Leicestershire and Rutland

This infographic examines the twenty drugs with the highest number of items prescribed in East Leicestershire and Rutland Clinical Commissioning Group and West Leicestershire Clinical Commissioning Group between April 2016 to March 2017. The size of the box relates to the total number of items prescribed and the cost per item is stated.



British National Formulary (BNF) Chapter Name:

- Cardiovascular System
- Endocrine System
- Infections
- Nutrition And Blood
- Respiratory System
- Central Nervous System
- Gastro-Intestinal System
- Musculoskeletal & Joint Diseases
- Obstetrics, Gynae and Urinary Tract..

Source: Commissioning Group Prescribing Data, NHS Digital

Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

Prescribing – Costs

Locally in Leicestershire, Clinical Commissioning Groups (CCG's) spend £99 million on prescribed drugs (excluding specialised drugs such as chemotherapy). Prescribing practice mirrors the burden of illness locally and the evidence suggests that the conditions that have the biggest and most sustained impact on residents and services are heart disease, high blood pressure, diabetes, respiratory disease and depression.

Many of these problems and their associated drug treatments require close monitoring and support from primary care. People with these long-term conditions now account for about 50 per cent of all GP appointments, 64 per cent of all outpatient appointments and over 70 per cent of all inpatient bed days.ⁱ

The infographic presents the twenty drugs (by BNF Section Name) with the highest actual cost in 2016/17 throughout Leicestershire and Rutland. It shows drugs used in diabetes have the highest actual cost (£11,389,701), followed by Corticosteroids (£7,817,354) and Antiepileptics (£5,752,035). In this financial year, the actual cost of Oral Nutrition and Vitamins to both Clinical Commissioning Groups was almost £6million in Leicestershire and Rutland.^{xxii}

Many patients get considerable health benefits from prescribed medication for long term conditions. However we also know that adopting and maintaining a healthy lifestyle will reduce the risk of many illnesses and thereby diminish or eliminate the need for medication in many cases.

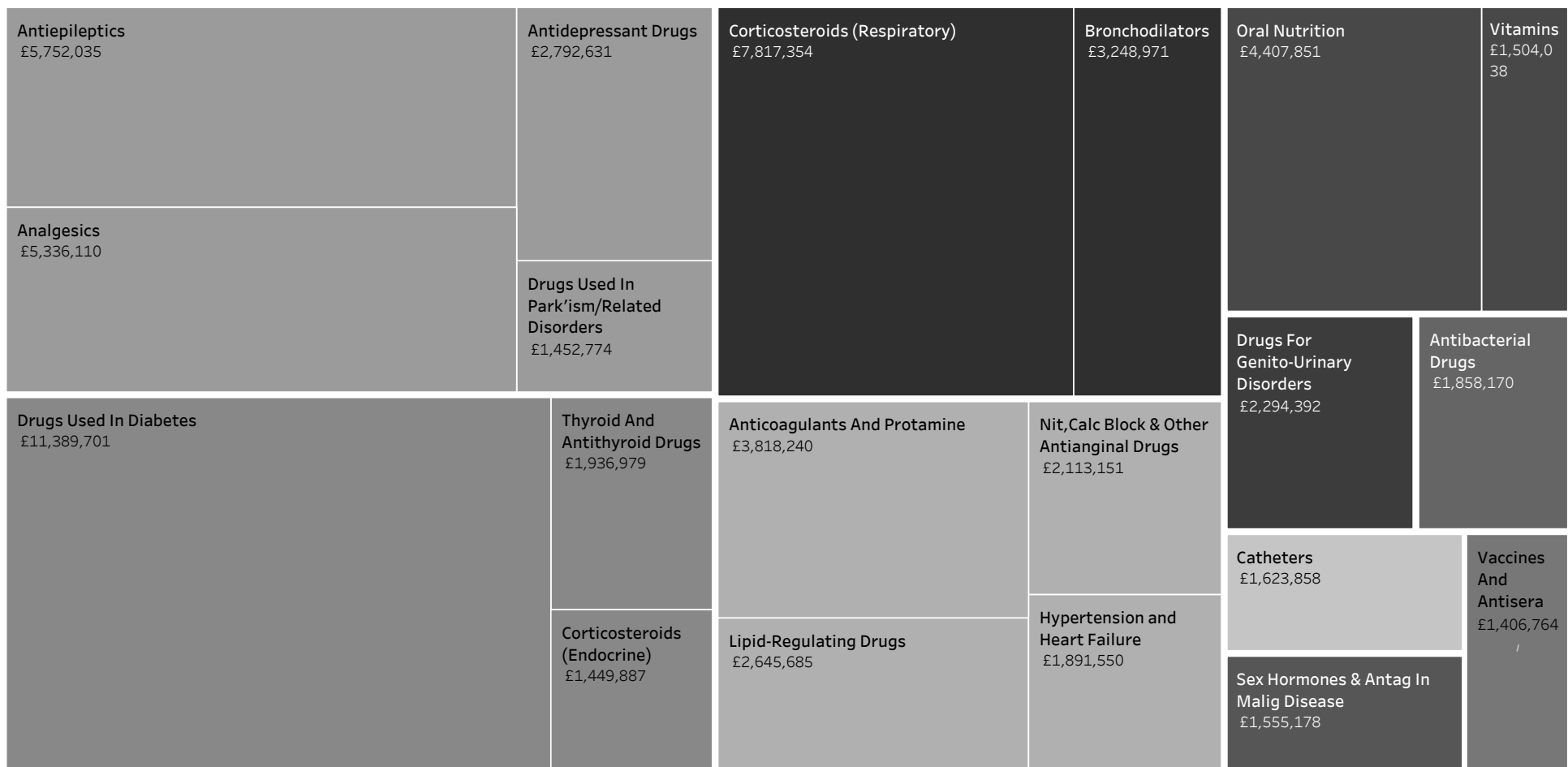
Maintaining a healthy weight and taking regular exercise reduces the risk of developing or worsening a whole host of medical conditions including diabetes, heart disease and cancer. Type 2 Diabetes affects 5-10% of the population and treating it costs 10% of total UK NHS expenditure.ⁱⁱ Type 2 Diabetes was previously perceived to be progressive and incurable but evidence is emerging that it can in fact be 'reversed' and sent into 'remission'. Weight loss is associated with extended life expectancy for people with diabetes, and that weight loss of around 15 kg often produces total biochemical remission of type 2 diabetes.

Exercise is also known to improve mental health and wellbeing and to make people less prone to mental illness. Mental health problems account for almost one quarter of the ill health in the UK.

Healthy lifestyles reduce the impact of long term conditions and can help us free up our scarce healthcare resources in the form of medication and doctor and nurse time, enabling us to use our resources in a targeted way, and helps us deliver maximum health gain and benefit for our whole population.

Actual costs of prescribing throughout Leicestershire and Rutland

This infographic examines the twenty drugs with the highest actual cost of prescribing in East Leicestershire and Rutland Clinical Commissioning Group and West Leicestershire Clinical Commissioning Group between April 2016 to March 2017. The size of the box relates to the total actual cost of prescribing in the financial year, this figure is stated.



- British National Formulary (BNF) Chapter Name:
- Appliances
 - Cardiovascular System
 - Central Nervous System
 - Endocrine System
 - Immunological Products & Vaccines
 - Infections
 - Malignant Disease & Immunosuppression
 - Nutrition And Blood
 - Obstetrics, Gynae and Urinary Tract Disorders
 - Respiratory System

4.6 Hospital admissions

These infographics demonstrate inequalities in important high-burden diseases throughout Leicestershire. They show each hospital admission indicator is strongly associated with income deprivation locally.

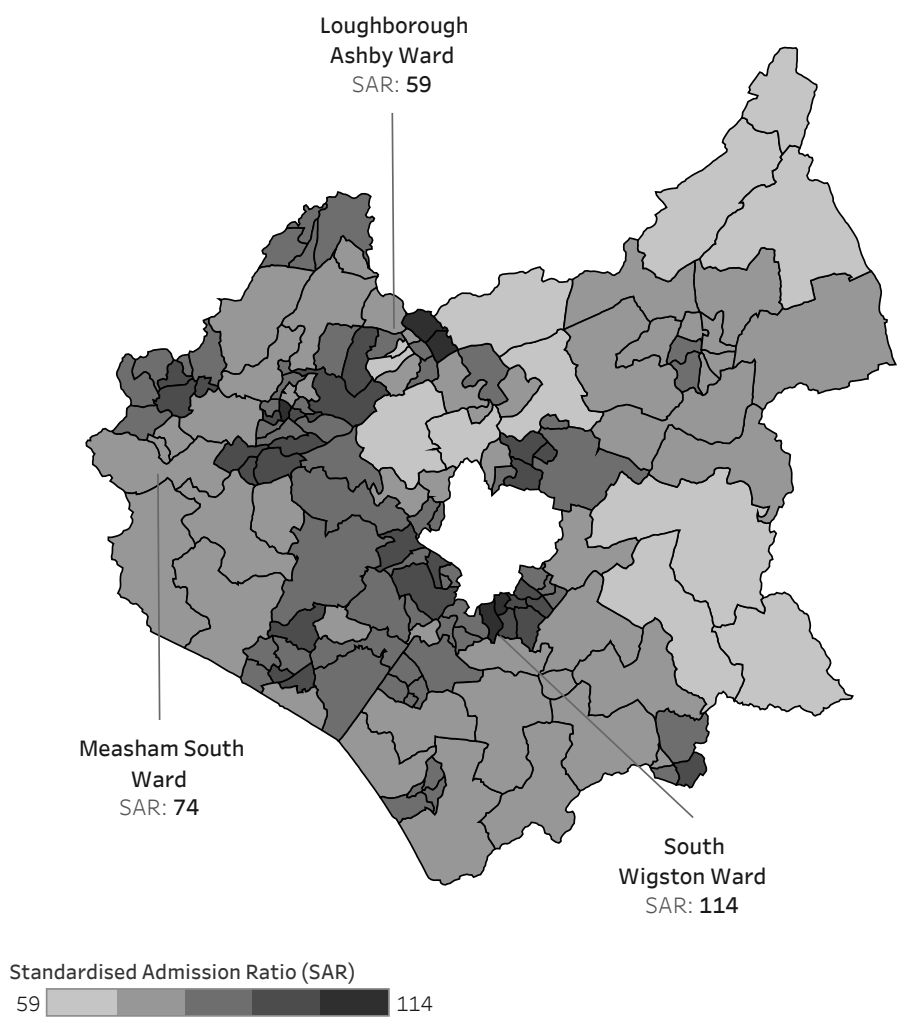
Emergency hospital admissions

The scatter graph shows there is a statistical linear relationship with income deprivation and emergency hospital admissions at ward level in Leicestershire; this relationship is also witnessed nationally. High levels of emergency admissions may be due to a variety of causes such as high levels of injury within a population or poor management of chronic conditions within Primary Care. It should be viewed as an indication of the levels of unplanned secondary care use within Leicestershire. Throughout the county, Loughborough Ashby Ward has the lowest Standardised Admission Ratio (SAR) for emergency admissions and South Wigston Ward, the highest. Measham South Ward is the fourth most income deprived ward in Leicestershire but has a significantly lower SAR of 74.4 (95% CI 69.6-79.5).²⁵ Investigations into why this ward is an exception to the trend witnessed both locally and nationally may be worthwhile.



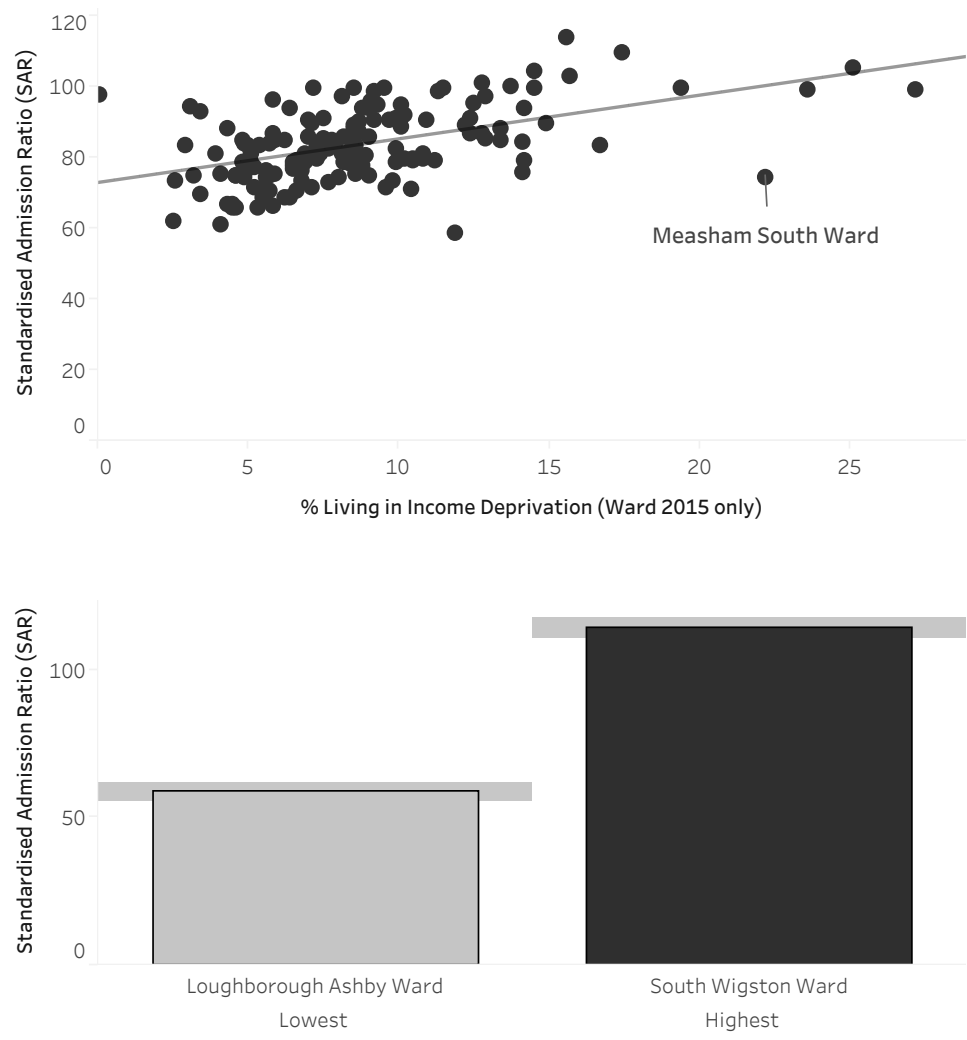
Emergency hospital admissions for all causes

High levels of emergency admissions may be due to a variety of causes such as high levels of injury within a population or poor management of chronic conditions within primary care. It should be viewed as an indication of the levels of unplanned secondary care use within Leicestershire. The scatter graph shows there is a statistical linear relationship with income deprivation (2015) and emergency hospital admissions for all causes (2010/11-2014/15) in Leicestershire by ward. The bar chart (with 95% confidence intervals) highlights the wards with the highest and lowest admission ratios in Leicestershire.



Source: Local Health, PHE

55 Annual Report of the Leicestershire Director of Public Health 2017



Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

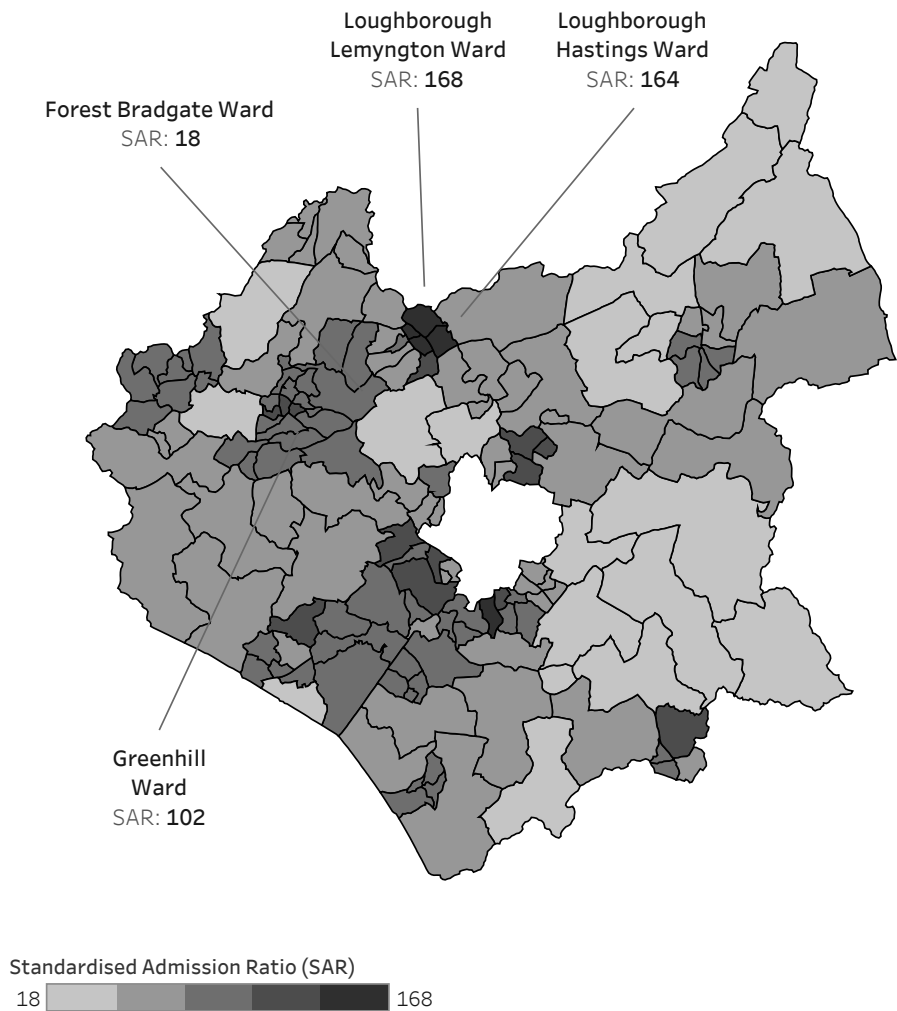
Emergency hospital admissions – COPD

The scatter graph shows there is a statistical linear relationship with income deprivation and emergency hospital admissions for Chronic Obstructive Pulmonary Disease (COPD) at ward level in Leicestershire; this relationship is also witnessed nationally. COPD is one of the most common respiratory diseases in England, usually affecting people over the age of 35. The main risk factor for COPD is smoking; with the risk increasing the longer a person has smoked. Lifestyle changes, such as stopping smoking, can have a marked improvement on the condition and there is therefore a need to identify areas where public health interventions may be targeted for prevention and management of the condition. Throughout the county, Forest Bradgate ward has the lowest Standardised Admission Ratio (SAR) for emergency admissions for COPD and Loughborough Lemyngton Ward, the highest. Greenhill Ward has the highest percentage of people living in income deprivation in Leicestershire but has a similar SAR of 102.1 (95% CI 74.2-135.6) for emergency hospital admissions for COPD.^{xxiii} Investigations into why the most income deprived ward in Leicestershire does not have a significantly high SAR for COPD may be worthwhile.

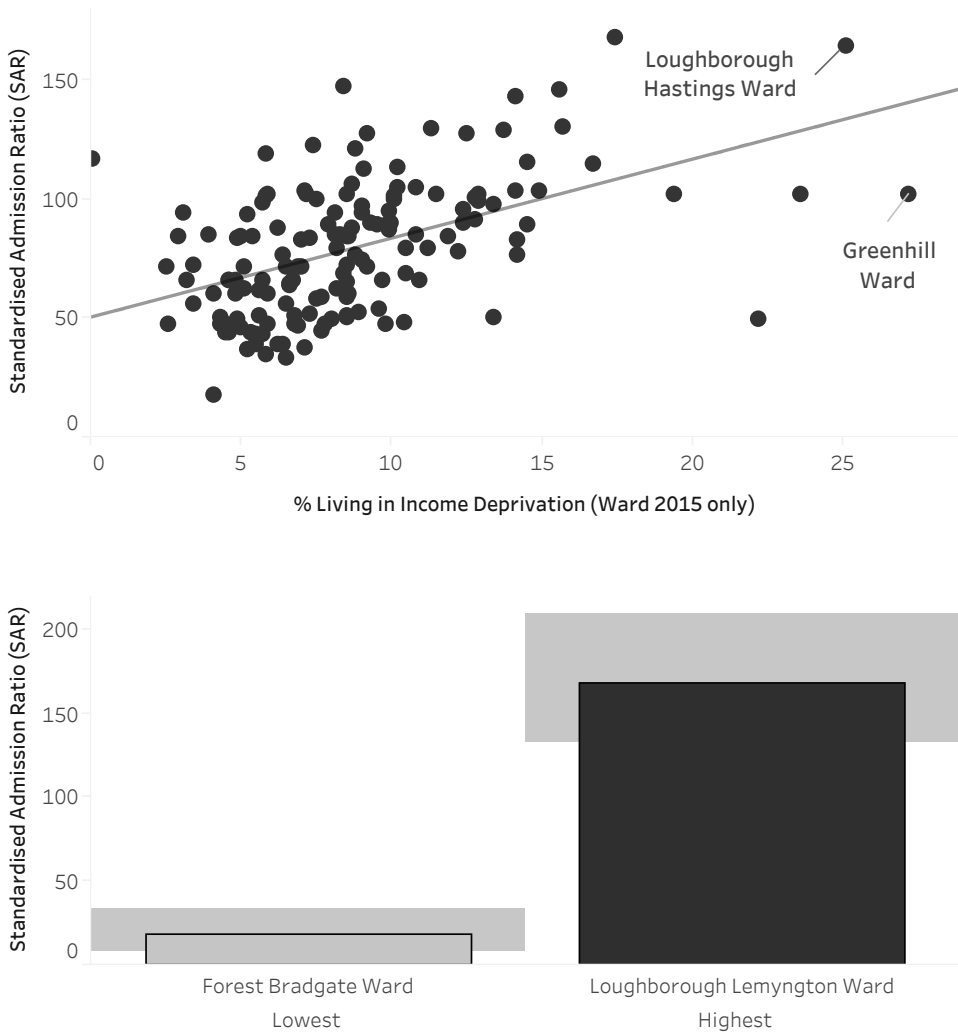


Emergency hospital admissions for Chronic Obstructive Pulmonary Disease (COPD)

COPD is a common respiratory disease, usually affecting people over the age of 35. The main risk factor for COPD is smoking, with the risk increasing the longer a person has smoked. Lifestyle changes, such as stopping smoking, can have a marked improvement on the condition and there is therefore a need to identify areas where public health interventions may be targeted for prevention and management of the condition. The scatter graph shows there is a statistical linear relationship with income deprivation (2015) and emergency hospital admissions (2010/11-2014/15) for COPD in Leicestershire by ward. The bar chart (with 95% confidence intervals) highlights the wards with the highest and lowest admission ratios in Leicestershire.



Source: Local Health, PHE



Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

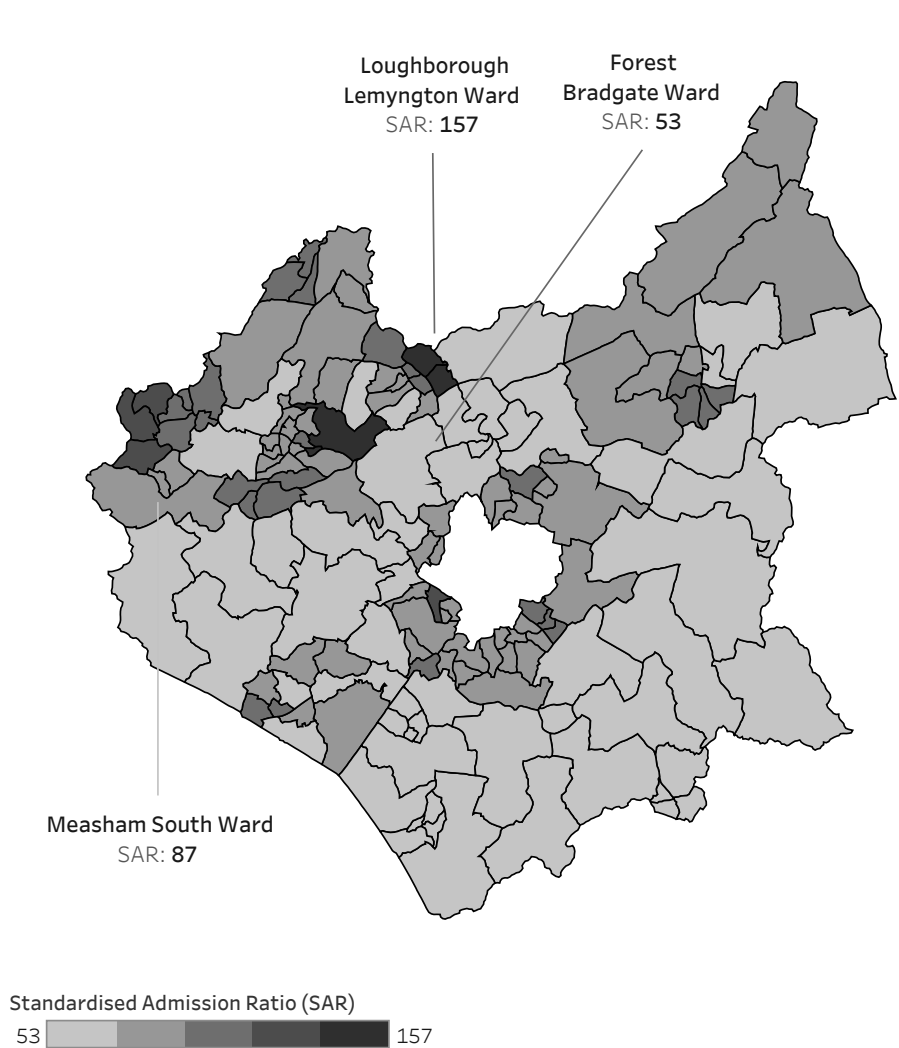
Emergency hospital admissions – CHD

The scatter graph shows there is a statistical linear relationship with income deprivation and emergency hospital admissions for Coronary Heart Disease (CHD) at ward level in Leicestershire; this relationship is also witnessed nationally. In 2015, heart disease was England's second biggest killer causing around 61,000 deaths, it is therefore important to understand variation in the level of CHD in the community and the resulting demand upon local secondary healthcare services. High levels of emergency admissions for CHD may reflect high levels of disease within a population or may be indicative of unsatisfactory primary healthcare. Throughout the county, Forest Bradgate Ward has the lowest Standardised Admission Ratio (SAR) for emergency admissions for CHD and Loughborough Lemyngton Ward, the highest. Understanding why Loughborough Lemyngton Ward has the highest SAR for CHD despite not being the most income deprived ward may be useful.

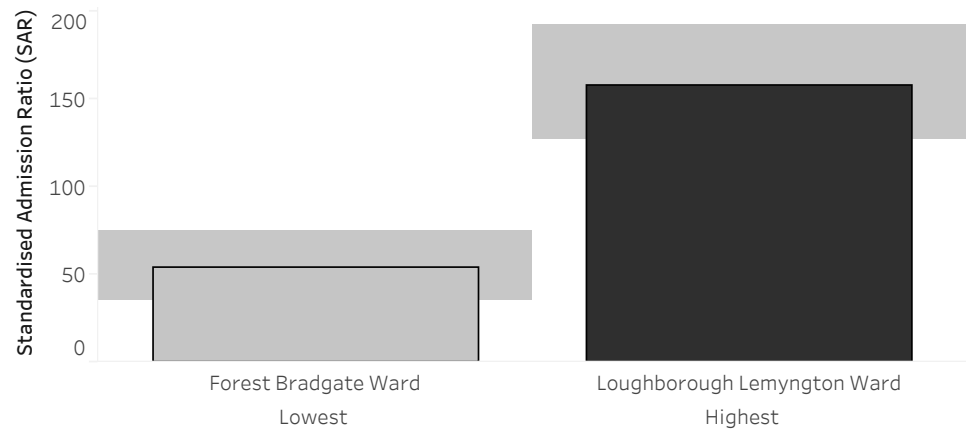
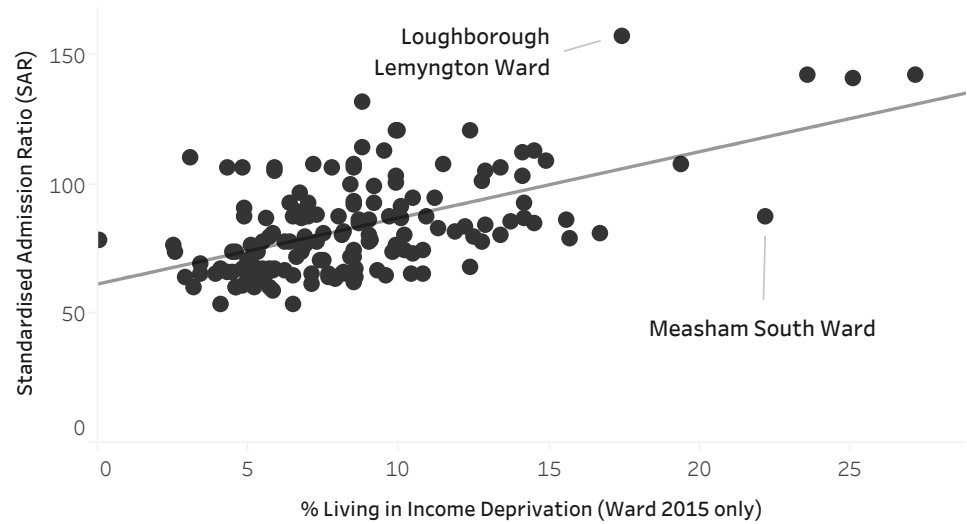


Emergency hospital admissions for Coronary Heart Disease (CHD)

In 2015, heart disease was England’s second biggest killer causing around 61,000 deaths. It is therefore important to understand variation in the level of CHD in the community and the resulting demand upon local secondary healthcare services. High levels of emergency admissions for CHD may reflect high levels of disease within a population or may be indicative of unsatisfactory primary healthcare. The scatter graph shows there is a statistical linear relationship with income deprivation (2015) and emergency hospital admissions for CHD (2010/11-2014/15) in Leicestershire by ward. The bar chart (with 95% confidence intervals) highlights the wards with the highest and lowest admission ratios in Leicestershire.



Source: Local Health, PHE



Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2017.

5. Feedback on recommendations for 2016

We will refresh our strategic work on tobacco control, in the light of the new Health and Wellbeing Strategy and the findings of the health profiles 2016.

Response

A draft action plan for tobacco control has been developed using the Joint Health and Wellbeing Strategy, Health Profiles 2017 and Tobacco Profiles 2017. They confirm the priority areas for the work on tobacco control as:

1. Stop smoking in pregnancy
2. Targeting routine and manual workers by Quit Ready, the Stop Smoking Service
3. Smoke free cars and homes
4. Smoke free parks and play areas
5. Targeting people with mental health issues

We will continue to lead County Council progress on developing our approach to social value, recognising the impact this can have on economic development, and in turn health outcomes.

Response

The County Council Communities Board has approved, in principle, the launch of a Social Value Policy that will support delivery of the proposed Single Outcomes Framework (including health related outcomes and sub outcomes). As part of this Policy, face to face Social Value training will be rolled out across the Council in early 2018 that will include promotion of internal tools and resources available to support delivery of the new Outcomes Framework, such as Health Impact Assessments.

Alongside Corporate Resources we will lead the implementation of the workplace wellbeing strategy within Leicestershire County Council.

Response

The Workplace Health Strategy Group has agreed a Workplace Health and Wellbeing Strategy. Action for this year will focus on:

1. Supporting the network of Departmental Coordinators and Champions including holding an event in early 2018
2. Developing and implementing action plans focused on the 4 strategic priority areas:
 - Physical activity
 - Mental health and wellbeing
 - Healthy eating
 - Substance misuse (including tobacco and alcohol)

District and borough councils in Leicestershire have a key role to play in our work on the wider determinants of health. We will continue to provide specialist expertise on approaches to health impact assessment and health in all policies, working in partnership with district and borough councils.

Response

PH have continued to undertake Health Impact Assessments for major projects, plans and developments across the County. This has included Hinckley West Housing Development, and current work on the Melton Distributor Road. We have also designed and run a one day training course to build capacity to deliver Health Impact Assessments in future.

As a partner to the NHS, we will work with University of Hospitals of Leicester Trust and Leicestershire Partnership Trust on joint approaches to workforce health as part of the Leicester, Leicestershire and Rutland (LLR) response to the NHS 5 Year Forward View.

Response

Workforce health has been identified as a priority in the prevention work stream of the Sustainability and Transformation Partnership (STP) across LLR. A clinical research fellow is leading a 12 month piece of work across LLR to coordinate and provide opportunities for health amongst the UHL, LPT and partner organisations workforces. Through 2017/18, a different focus each month will increase awareness in organisations, particularly around mental health awareness. This aligns with work in Leicestershire led by Leicestershire and Rutland Sport.

The Public Health Department will work with the public and private sector organisations to advocate the use of the Wellbeing Charter by employers, as part of approach to workplace health.

Response

Using the County Council as a ‘worked example’ has shown that the Wellbeing Charter is useful but that it can be seen as overly bureaucratic. The STP and Leicestershire work described above will enable us to take forward this recommendation in a different way

Endnotes

- i Office for National Statistics (C) Crown Copyright. ONS Mid-2015 Population Estimates. at < <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates>>
- ii Population Projections Unit; Office for National Statistics. 2014-based Subnational Population Projections for Local Authorities in England. (2016). at <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandz1>
- iii Department for Communities and Local Government. English indices of deprivation 2015. www.gov.uk (2015). at <https://www.gov.uk/government/publications/english-indices-of-deprivation-2015>
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- vi Office of National Statistics. Birth Summary Tables (2016). at <https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/livebirths/datasets/birthsummarytables>
- vii World Health Organization. Ambient (outdoor) air quality and health (2016). At <http://www.who.int/mediacentre/factsheets/fs313/en/>
- viii Department for Environment Food & Rural Affairs. Background Mapping data for local authorities 2013. At: <https://uk-air.defra.gov.uk/data/laqm-background-home>
- ix Leicestershire Police. Crime Statistics 2016/17 (2017)
- x Public Health England. Public Health Outcomes Framework. (2017). at <http://www.phoutcomes.info/>
- xi Public Health England. Child obesity and excess weight: small area level data (2017) at <https://www.gov.uk/government/statistics/child-obesity-and-excess-weight-small-area-level-data>
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- xiv Public Health England. Local Alcohol Profiles for England (2017) at <https://fingertips.phe.org.uk/profile/local-alcohol-profiles>

- xv Quit Ready Leicestershire. Service Users data, January – June 2017.
- xvi Local Government Association. Good Progress but more to do. Teenage pregnancies and young parents. (2016).
At <https://www.local.gov.uk/sites/default/files/documents/good-progress-more-do-tee-68d.pdf>
- xvii Office of National Statistics. Aggregated Conceptions Statistics 2012 to 2014 (2016)
- xviii Office for National Statistics (C) Crown Copyright. ONS Mid-2016 Population Estimates. at < <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates>>
- xix Public Health Mortality Files, 2014-16.
- xx Public Health England. Segment Tool. (2017). at <https://fingertips.phe.org.uk/profile/segment>
- xxi NHS Digital. Quality and Outcomes Framework 2015/16 at <http://www.content.digital.nhs.uk/catalogue/PUB22266>
- xxii NHS Digital. Commissioning Group Prescribing Data. (2017) at <http://content.digital.nhs.uk/article/2021/Website-Search?productid=25160&q=prescribing+ccg&sort=Relevance&size=10&page=1&area=both#top>
- xxiii Public Health England. Local Health. (2017). At <http://www.localhealth.org.uk>

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Appendix

Modern Slavery and Human Trafficking Statement

This statement sets out Leicestershire County Council's actions to understand all potential modern slavery risks related to its business and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in its own business or its supply chains. This statement relates to actions and activities during the financial year 1st April 2016 to 31st March 2017.

As part of the public sector, Leicestershire County Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. The Council is committed to preventing slavery and human trafficking in its corporate activities, and to ensuring that its supply chains are free from slavery and human trafficking. The Council also works with local safeguarding boards to share best practice and to enable effective communication between relevant bodies, including law enforcement, local authorities, health care bodies and local groups.

Organisational Structure and Supply Chains

This statement covers the activities of Leicestershire County Council. The Council manages a wide range of services which are delivered both directly by the Council and through external organisations.

Countries of operation and supply

Leicestershire County Council only operates within the United Kingdom. Due to the nature of the Council's business, the risk of slavery and human trafficking is considered low, however the Council remains vigilant to any potential risks.

High-risk activities

The Council considers that, due to the nature of its business and the policies/processes (see below) that are in operation, there are no areas of its business that are at high risk of slavery or human trafficking.

Responsibility

Responsibility for the Council's anti-slavery initiatives is as follows:

- **Policies:** These are developed by officers employed by the Council and are then agreed by the relevant board or committee.
- **Risk assessments:** These will be undertaken by officers within the relevant service area with support from Human Resources and Commissioning Support as required.
- **Investigations/due diligence:** Any concerns regarding modern slavery or human trafficking should be raised with the Director of Law and Governance in the first instance.

Relevant Policies

The Council has the following policies in place to support its commitment to identifying and preventing slavery and human trafficking in its operations:

- **Whistleblowing Policy and Procedure** - The Council encourages all its workers, customers and other business partners to report any concerns related to the direct activities, or the supply chains of, the organisation. This includes any circumstances that may give rise to an enhanced risk of slavery or human trafficking. The Council's [Whistleblowing Policy and Procedure](#) is designed to make it easy for workers to make disclosures, without fear of retaliation. Similarly the Council has a [Supplier's Whistleblowing Procedure](#) to enable suppliers to raise any concerns they may have.
- **Employee Code of Conduct** - The Council's [Code of Conduct](#) makes clear to employees the actions and behaviour expected of them when representing the Council. The Council strives to maintain the highest standards of employee conduct and ethical behaviour. Any breaches are investigated and action taken as necessary.
- **Expectations of Suppliers** - The Council is developing a Supplier Code of Conduct to help ensure that its suppliers adhere to the highest standards of ethics. Suppliers are required to demonstrate that they provide safe working conditions where necessary, treat workers with dignity and respect, and act ethically and within the law in their use of labour. The Council works with suppliers to ensure that they meet the required standards. However, serious violations of these expectations will lead to the termination of the business relationship.
- **Recruitment / Agency Workers** - The Council recruits its employees via its in-house recruitment function, East Midlands Shared Services. Where agency workers are required, these are acquired through a managed service provider who verifies the practices of any new agency it is using before accepting workers from that agency.

Due Diligence

Leicestershire County Council undertakes due diligence when considering taking on new suppliers. In relation to new suppliers, the following question is included in the standard Selection Questionnaire issued as part of the procurement process:

Section 7	Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015	Assessment
7.1	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	Yes ☐ N/A ☐
7.2	If you have answered yes to question 1 are	

	you compliant with the annual reporting requirements contained within Section 54 of the Act 2015?	Yes ☐ Please provide the relevant url to view the statement No ☐ Please provide an explanation
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An approach is being developed whereby existing suppliers are regularly reviewed using a risk based approach - for contracts held by Leicestershire County Council. This is based on whether contracts/services are assessed as high value, high risk, business critical, and is the responsibility of the allocated contract manager. This will include:

- Broad mapping of the supply chain to assess a particular product/service area for potential of modern slavery and human trafficking;
- Completion of due diligence in the form of supplier assessments completed on an annual basis (for high value, high risk, business critical contracts) – this will include checking financial stability, ensuring necessary insurances/warranties are in place and ensuring adherence to policy requirements, for example recruitment policies are robust (and which may also include the inclusion of slavery and human trafficking where risks are identified);
- Each contract should have an up-to-date risk register, which would highlight the potential for slavery and human trafficking where identified as a risk and any mitigation;
- Regular contract management reviews with suppliers to assess quality and performance where any potential risk can be discussed and intelligence shared;
- Where contract management identifies poor performance, Contract Managers can invoke action plans and/or sanctions to ensure improvement, with the ability to terminate the business relationship if necessary;
- Key performance indicators (KPIs) for suppliers will be reviewed in light of the introduction of the Modern Slavery Act 2015.

Training and Awareness-Raising

The Council recognises that certain employees within the organisation should be required to complete training on modern slavery. Currently, no training is in place however over the next 12 months the Council will take steps to introduce appropriate training which includes:

- The basic principles of the Modern Slavery Act 2015;
- How to identify and prevent slavery and human trafficking;
- What employees can do to flag up potential slavery or human trafficking issues to the relevant parties within the organisation; and
- What external help is available (e.g. the Modern Slavery Helpline).

This statement has been approved by Cabinet. It will be reviewed and updated on an annual basis.

Designated member's signature:

Designated member's name:

Date: