

**CABINET – 23 JUNE 2017****COUNTY COUNCIL STRATEGIC PLAN AND SINGLE OUTCOMES  
FRAMEWORK****REPORT OF THE CHIEF EXECUTIVE****PART A****Purpose of the Report**

1. The purpose of this report is to ask the Cabinet to approve five priority outcomes for inclusion in the Council's revised Strategic Plan, and to seek agreement for the next steps, including stakeholder engagement, in finalising the Strategic Plan.
2. The five priority outcomes will form part of a Single Outcomes Framework which will provide a single vision for use across the Council to ensure a joined-up approach to service delivery.

**Recommendations**

3. It is recommended that:
  - a) That the five priority outcomes for inclusion in the Strategic Plan, the Single Outcomes Framework be approved; and
  - b) That the proposals for stakeholder engagement and the timeline for finalising the Strategic Plan be approved.

**Reasons for Recommendations**

4. To enable engagement with key partners and stakeholders on the Single Outcomes Framework, comprising five high-level priority outcomes, to be included in the Strategic Plan. The establishment of a Single Outcomes Framework will set clear priorities for the Council in a form which will facilitate effective outcome-based commissioning aligned to the Medium Term Financial Strategy. This approach will put outcomes for people first, support integration across the Council's services and make better use of the total resources available to the Council.

**Timetable for Decisions (Including Scrutiny)**

5. A report will be submitted to the Scrutiny Commission on 19 July. It is intended that, following the stakeholder engagement, the final draft Strategic Plan will be

submitted to the Cabinet on 15 September. The Scrutiny Commission, at its meeting on 13 September, will have an opportunity to make any final comments.

6. As the Strategic Plan is part of the Authority's Policy Framework (as defined in the Constitution) any changes will need to be approved by the full Council. It is intended that it will be submitted to the County Council meeting on 27 September 2017.

### **Policy Framework and Previous Decisions**

7. The current Strategic Plan, covering the period 2014-2018, was approved by the County Council in May 2014.
8. The Strategic Plan is underpinned by a number of other key policies and strategies to form the strategic policy of the Council including the Medium Term Financial Strategy, Commissioning and Procurement Strategy and the Transformation Programme.
9. In April 2016, the Cabinet approved a refresh of the Strategic Plan including the development of a Single Outcomes Framework. At the same meeting, the Cabinet approved a new approach to the Transformation Programme and commissioning to support the delivery of savings within the MTFS.

### **Resource Implications**

10. The need for any additional resources to implement an outcomes-based approach will be considered in finalising the Strategic Plan. It is anticipated, however, that the implementation of the Single Outcomes Framework will enable more effective deployment and targeting of the Council's existing resources.

### **Circulation under the Local Issues Alert procedure**

11. None.

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## **PART B**

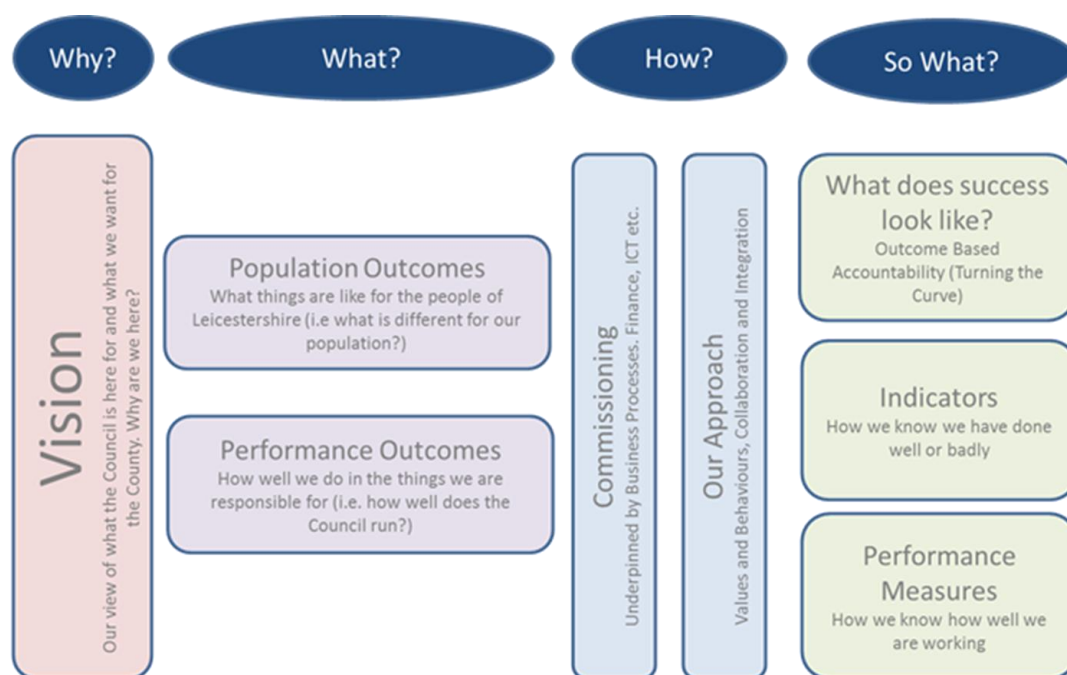
### **Background**

12. Since the Council approved the current Strategic Plan for 2014 – 18 in May 2014 there have been two further iterations of the Council's Medium Term Financial Strategy (MTFS) which have sought to address the additional financial pressures placed on the Council.
13. The current Strategic Plan sets out the Council's vision and how it will deliver this by working with partners and local communities. It also explains how the Authority will deliver services whilst operating in an environment of reduced funding and its approach to transformation and commissioning services.

### **Developing the Single Outcomes Framework**

14. The development of a Single Outcomes Framework for the Council will set out the long-term vision for Leicestershire as a great place which offers a good quality of life for residents, communities and businesses. It will enable the Council to have a joined up approach to delivery in the medium and short term. The priority outcomes will also provide a basis for discussions with partners to identify common aims and highlight opportunities for collaboration.
15. An outcomes framework has the potential to strengthen the Council's leadership role by having a clear vision for our place and its people. This will enable the Council to lead with authority and clarity of purpose both when commissioning services and when shaping future strategy with partners.
16. Outcomes-based policy and commissioning provides:
  - i. A focus on the difference the Council can make to citizens, communities and businesses and not just on short-term outputs or processes.
  - ii. A long-term vision, and medium and short- term actions.
  - iii. Activity and spend focused on achieving real and lasting benefit for Leicestershire people.
  - iv. Better integration across and between Council departments and partner organisations by directing effort towards shared outcomes.
  - v. Commissioning and decommissioning aligned to a shared outcomes/vision and to national frameworks.
  - vi. The potential to measure the extent to which the Authority's money (and others in the public sector) is being spent on shared outcomes.
  - vii. The potential to widen the approach to other partners and therefore increase the size and scope of the available resource.

17. The outcomes approach will start with the Council's vision for Leicestershire and the role of the Council in making this happen. It will identify the conditions of wellbeing that the Authority would like to see for Leicestershire people and communities and businesses, baseline information on how well Leicestershire is doing at the moment, and where improvements are needed.
18. This new approach will mean a change in the way the organisation works which identifies how each part of the Council can contribute to delivery of the outcomes. Underpinned by evidence, this approach will help the Council to know 'what works' and to do 'what works'.
19. The diagram below sets out the proposed model:



### **Proposed Priority Outcomes**

20. Five priority outcomes have been developed using a range of evidence and population data as well as qualitative evidence from service users and residents surveys. They have also been influenced by existing strategies which have been subject to extensive engagement and public consultation and by input from Chief Officers and senior managers from across the Council.
21. The five proposed priority outcomes are:

#### **O1 - Strong Economy**

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

#### **O2 - Wellbeing and Opportunity**

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

**O3 - Keeping People Safe**

People in Leicestershire are safe and protected from harm.

**O4 - Great Communities**

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

**O5 - Affordable and Quality Homes**

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

22. The scope of each of the priority outcomes is set out in paragraphs 23 to 27 below.

O1 - Strong Economy

23. This outcome will help achieve a thriving, balanced and inclusive economy for Leicestershire that provides employment, business opportunities and growth that works for everyone and supports good quality of life. Ensuring that people have the skills and aptitudes to access employment will help businesses to grow and provide a more inclusive economy that supports independence. People and businesses need infrastructure that provides excellent connectivity (digitally, physically, socially) to meet their everyday needs. Economic growth is also supported by maintaining an attractive environment which will help business grow and flourish, and attract inward investment.

O2 - Wellbeing and Opportunity

24. The Council has a role in ensuring people enjoy good wellbeing and supporting good life chances for all by reducing inequalities. Some people can do this by themselves; others need help to live as independently as possible and have personalised and dignified care. The Council can also support the wider population to be well and stay well through prevention and early intervention and through its services that influence the wider determinants of health, such as education, employment and housing.

O3 - Keeping People Safe

25. 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 and children, its roles in relation to community safety and road safety, and for preventing, preparing for, and responding to emergencies such as flooding.

O4 - Great Communities

26. This outcome reflects the importance of good quality, thriving neighbourhoods with a sense of place and the protection of the County's high quality environment. It also reflects the importance of communities in shaping and delivering local services, and the need for the Council to be responsive and

reflect the assets and needs of communities to ensure services build on local strengths to help communities to help themselves.

#### O5 - Affordable and Quality Homes

27. Housing is a key enabler to delivering the other outcomes as a secure, quality, appropriate and affordable home is essential for a good quality of life. This outcome addresses the need for sufficient housing of a range of types and tenure, including for those in need of specialist care. Quality housing should ensure sustainability in terms of the environment, infrastructure and links with existing communities and be affordable to own or rent and run.

#### **Consultation with Key Stakeholders**

28. It is proposed that the development of the final Strategic Plan be informed by engagement with key stakeholders such as Leicester City Council, the District Councils, Clinical Commissioning Groups, Leicestershire Police and Leicestershire Fire and Rescue Service and key partnerships such as the Leicester and Leicestershire Enterprise Partnership and the Health and Wellbeing Board. The engagement will be undertaken between the end of June and early August 2017. The primary method of engagement will seek views through the targeted mailing of a discussion paper and consultation questionnaire. This will ask for feedback on the proposed strategic outcomes and priority sub-outcomes, and also provide the opportunity to test the alignment of Council outcomes with the priorities of key partners and stakeholders.
29. The Scrutiny Commission will consider the Strategic Plan at its meeting on 19 July 2017.

#### **Equality and Human Rights Implications**

30. A screening assessment of the Single Outcomes Framework has been completed and concluded that a full impact assessment is not required. The Strategic Plan will continue to include specific priorities aimed at ensuring that the Council maintains its excellent performance in equality and diversity practice and ensuring the delivery of the best outcomes for people with protected characteristics.

#### **Background Papers**

Report to the Cabinet on 19 April 2016 “Review of the County Council’s Strategic Plan – Embedding a new approach to transformation and commissioning” -

<http://ow.ly/9Efy30cp11s>

County Council Strategic Plan - <http://ow.ly/ZQG4Y>

#### **Appendix**

Equality and Human Rights Impact Screening Assessment