



**SCRUTINY COMMISSION: 19<sup>TH</sup> JULY 2017**

**REPORT OF THE CHIEF EXECUTIVE**

**STRATEGIC PLAN AND SINGLE OUTCOMES FRAMEWORK**

**Purpose of report**

1. The purpose of this report is to inform the Scrutiny Commission of the County Council's revised Strategic Plan and seek views on the strategic outcomes the Council has identified as its priorities for Leicestershire.

**Policy Framework and Previous Decisions**

2. On 23rd June 2017 Leicestershire County Council's Cabinet approved five priority outcomes for inclusion in its revised Strategic Plan and a six week stakeholder engagement process.
3. The current Strategic Plan, covering the period 2014 – 2018, was approved by the County Council in May 2014.
4. The Council's Strategic Plan is underpinned by a number of other key policies and strategies including the Medium Term Financial Strategy, Commissioning and Procurement Strategy and the Transformation Programme.
5. The Strategic Plan outlines the Council's long-term vision for the organisation and the people and place of Leicestershire. The council has adopted an outcomes based approach to focus on the difference it can make.

**Background**

6. 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.
7. Leicestershire County Council has developed its new single outcomes framework by focussing on the things that will make life better for people in Leicestershire. It has developed a shared vision across the Council of the outcomes it wants people to experience in the county.
8. A clear vision for the 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.
9. In developing this vision the Council has made a commitment to working together across different services and with partners to make best use of all the resources available. By investing in local priorities it aims to deliver real and lasting benefits for Leicestershire and its people.

10. The outcomes are aspirational and seek to outline the end results that the Council wants 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 partners to coordinate and integrate its plans the Council hopes to have maximum impact in addressing the most pressing problems that the county faces.
11. This vision has been informed by evidence of the current baselines and trends for Leicestershire, existing partnership commitments and national statutory requirements and measures.

### **Proposals/Options**

12. The vision, principles and outcomes framework have been developed through extensive engagement across the Council and reviews of evidence, insight and existing policy commitments.
13. 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 in turn have been subject to extensive engagement and public consultation and by input from Chief Officers and senior managers from across the Council. The Strategic Plan brings together this information to provide a brief, high level overview of the Council's priorities and approach for the next four years.
14. 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.
15. A Strategic Plan discussion paper (Appendix 1) has been prepared which includes the Council's draft vision and principles, the five high-level strategic outcomes and more detailed priority outcomes with some narrative to describe what the focus of each outcome. The discussion paper provides an outline of what will be included in

the final version of the Strategic Plan for comment. A number of questions have been included to provide a structure for partner feedback.

### **Consultation**

16. The Council's Cabinet has agreed that the development of the final Strategic Plan will be informed by engagement with key stakeholders and partnerships.
17. The engagement will be undertaken between the end of June and early August 2017. The primary method of engagement will seek views through a 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.

### **Resource Implications**

18. The need for any additional Council 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.

### **Timetable for Decisions**

19. It is intended that, following the stakeholder engagement, the final draft Strategic Plan will be submitted to the Council's Cabinet on 15 September. The Scrutiny Commission, at its meeting on 13 September, will have an opportunity to make any final comments.
20. 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.

### **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://politics.leics.gov.uk/documents/s118089/Review%20of%20Strategic%20Plan%20-%20Transformation%20and%20Commissioning.pdf>

County Council Strategic Plan 2014 – 2018 - <http://ow.ly/ZQG4Y>

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

None

### **Officers to Contact**

Tom Purnell, Assistant Chief Executive  
Chief Executive's Department

Tel: 0116 305 7019

[Tom.purnell@leics.gov.uk](mailto:Tom.purnell@leics.gov.uk)

Donna Worship, Policy Manager  
Chief Executive's Department  
Tel: 0116 305 5692  
Email: [Donna.Worship@leics.gov.uk](mailto:Donna.Worship@leics.gov.uk)

### **List of Appendices**

Appendix A – Strategic Plan Discussion Paper  
Appendix B – Equality and Human Rights Impacts Screening Assessment

### **Relevant Impact Assessments**

#### Equality and Human Rights Implications

See above.

#### Crime and Disorder Implications

21. None

#### Environmental Implications

22. None

#### Partnership Working and associated issues

23. Working in partnership is essential to delivering against an outcomes-based approach.

#### Risk Assessment

24. None