

Making a difference in Leicestershire: The County Council's Strategic Plan and Single Outcomes Framework 2017-21

Discussion document for stakeholder engagement

Background

Leicestershire is already a very good place to live and work. We do better than the national average on a number of measures, including the health of people in the county, life expectancy, the unemployment rate, the number of children in care and on violent crime. Leicestershire has distinct market towns and scenic countryside, as well as being in close proximity to the city of Leicester, with great connectivity to major population centres.

However, there are a number of challenges to the County Council in the future. It is projected that the population will grow 13% between 2015 and 2037, with growth expected to be concentrated in the over-65s and particularly those over 85. The number of people of working age is expected to decrease. It is also true that, while Leicestershire performs well on many health indicators, this is not uniformly true across the county, with some areas performing worse on some indicators than others, and there are specific conditions for which Leicestershire performs badly, such as the prevalence of diabetes and the percentage of children achieving a good level of development at the end of reception year. The Leicester and Leicestershire Housing and Economic Development Needs Assessment has identified that to meet the needs of a growing population, 117,900 homes are needed between 2011 and 2036; this equates to 4,716 new homes per year across the city and county area.

The County Council is operating in a very challenging environment of increasing demand and reducing resources. Delivering the Council's Medium Term Financial Strategy requires £66m of savings to be made from 2017/18 to 2020/21. This includes £25m of unavoidable cost pressures, primarily to meet the forecast increase in demand for social care.

Introduction

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.

Vision

'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.'

Question

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

- a) Why do you say this?
- b) Is there anything else you think we should consider?

Principles which guide our work

- 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

Question

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?**

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.

Question

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?**

For each strategic outcome we have identified priority areas where we think the Council should focus its efforts.

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.**

This outcome will focus on ensuring there is a thriving and balanced, inclusive economy for Leicestershire that 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 independence. People and businesses need infrastructure that provides excellent connectivity (digitally, physically, socially) to meet their every-day needs. Attractive towns, villages and the surrounding countryside enhance the profile of Leicestershire as a place to live, work and do business which encourages investment and provides the right environment for businesses to grow and flourish now and in the future.

Question

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?**

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**

The Council has a key role in ensuring good life chances for all by reducing inequalities in educational attainment and health and wellbeing. Although some people can fulfil their potential by themselves, others need help, sometimes throughout their lives. Ensuring our children get the best start in life is a priority as it is also an investment in our future. We want people to be enabled take control of their health and wellbeing and to be as independent as possible but receive the right support, in the right place, at the right time when they need it. The Council can also support the wider population to stay well through prevention and early intervention and through its services that contribute health and wellbeing such as the environment, housing, employment and education.

Question

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?**

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**

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. 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.

Question

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?

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

This outcome reflects the importance of good quality, thriving neighbourhoods. 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. 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.

Question

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?

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

Housing is a key enabler to delivering the other outcomes as a secure, quality, appropriate and affordable home 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, infrastructure and links with existing communities and be affordable to own or rent and run.

Question

- 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?**

Our Approach

Delivering against the outcomes will require changes to how the Council works.

The Council’s policy framework, business processes and governance will need to be aligned to the commitments outlined above. There will be a period of transition as we move to a more outcomes-focussed approach and consider the level of change that is required and possible.

The way we deploy our resources will be driven by this vision. The Council’s financial planning, workforce strategy, commissioning decisions and business planning processes will need to demonstrate how they will support the delivery of the priority outcomes.

Measuring progress

The Council will build on its existing performance reporting to develop a robust performance management framework to measure progress against the outcomes for the population of Leicestershire, the effectiveness of our programmes of work and how effectively we have performed as an organisation in deploying our resources to achieve the change we want to see.

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

Any other Comments

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

Strategic Outcomes	<p>Strong Economy</p> <p>Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.</p>	<p>Wellbeing and Opportunity</p> <p>The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.</p>	<p>Keeping People Safe</p> <p>People in Leicestershire are safe and protected from harm.</p>	<p>Great Communities</p> <p>Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.</p>	<p>Affordable and Quality Homes</p> <p>Leicestershire has a choice of quality homes that people can afford.</p>
Priorities for success	<p>Leicestershire has a highly skilled and employable workforce.</p> <p>Leicestershire is a well connected county.</p> <p>Leicestershire has attractive places and an enhanced environment.</p> <p>Businesses are supported to flourish.</p>	<p>There is equality in health and wellbeing outcomes for different people and places in Leicestershire</p> <p>Children are living in families and get the best start in life</p> <p>There is access to high quality education and learning for everyone to support their wellbeing</p> <p>People plan ahead to age well with independence and connection to their community throughout their lives</p> <p>People receive seamless, integrated support to maximise their independence and meet their needs where family and community cannot</p>	<p>People with health and social care needs in Leicestershire are safeguarded</p> <p>Children and young people in Leicestershire are living in families safe and free from harm</p> <p>People in Leicestershire are safe in their daily lives</p> <p>Leicestershire residents, businesses and communities are prepared for emergencies</p>	<p>Diversity is celebrated in Leicestershire communities: people integrate, feel welcome and are included</p> <p>Communities participate in the design and delivery of initiatives and plans for the future</p> <p>Local cultural, historical and natural heritage is celebrated and conserved</p>	<p>Leicestershire has the right number and type of homes to meet needs and support economic growth</p> <p>There is enough suitable housing to support independence for those with social care needs</p> <p>Development has a positive impact on the environment and existing communities</p>

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Engagement Questions

We seek the views of partners on the following questions.

Our Vision

1. To what extent do you agree or disagree with the County Council's proposed vision for Leicestershire?
 - a) Why do you say this?
 - b) Is there anything else you think we should consider?

Our Principles

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?

The Outcomes

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?

For Each outcome:

4. to 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?

Any other Comments

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