

## **Working together for the benefit of everyone: Leicestershire County Council's Strategic Plan 2018 - 22**

### **Leader's Introduction**

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](mailto:leadersoffice@leics.gov.uk)

DRAFT

## **Background**

The Council is operating in a fast moving environment with changes in legislation, emerging national and international structures e.g. Midlands Engine and exit of the European Union and ongoing challenges and changes to funding for local government. It is imperative that we are ready for these changes, that we are well placed to take advantage of the opportunities, as well as prepared to respond to any impacts.

Leicestershire is already a very good place to live, work, do business and visit. Leicestershire has distinct market towns and scenic countryside. As well as surrounding the city of Leicester; it also has excellent connectivity to other major population centres and most of the UK. Unemployment in the County is much lower than the regional and national averages but we need to close the gaps between the overall employment rate and the employment levels for people with long term health conditions, those with a learning disability and people in contact with secondary mental health services. People living in Leicestershire earn more than the East Midlands average, but less than the England average. The number of people working in the health and care sector in Leicester and Leicestershire is lower than needed for our population profile, and the East Midlands finds it more difficult than some other parts of the country to recruit key staff such as GPs. We need to respond to the threat of climate change and natural resource depletion and take advantage of the opportunities offered by the best environmental technologies and practice.

There are a number of challenges facing the County Council in the future. It is projected that the population will grow by 13% between 2015 and 2037, with growth expected to be concentrated in the over-65s and particularly those over 85 who are more likely to develop complex needs and require social care support. The number of people of working age is expected to decrease.

Life expectancy is higher than the national average and the health of people in the county is generally better than the national average. However, 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. However, there are some specific conditions for which Leicestershire performs less well, such as the prevalence of diabetes, liver disease and the percentage of children achieving a good level of development at the end of reception year. The proportion of children and young people with Special Educational Needs and/or Disability has increased over the last five years, and is forecast to continue to increase.

The County Council has specific legal duties around safeguarding adults who have social care needs. In 2016/17 neglect or acts of omission were the most common among the reports from members of the public where there was a 'concern for

welfare' where an adult safeguarding incident was being reported, followed by physical abuse.

We also have duties to protect children. The rate of children in care is much lower than the national average in Leicestershire. The 'trilogy of risk' from alcohol and substance misuse, domestic violence and parental mental health issues has been identified as an escalating risk, causing harm to Leicestershire families.

The vast majority of schools in Leicestershire are good and outstanding. However, our most vulnerable children achieve less well, have poorer outcomes and fewer life chances than those who have the best start in life and who are fully supported.

The rate of hate crimes and incidents in the County is much lower than the national average and our Community Based Survey consistently shows that between 95-97% of people agreed that people from different backgrounds get on well in their local area. There is evidence that older people in Leicestershire are not getting as much social contact as they would like. Leicestershire's road safety performance compares well with similar areas and the rate of casualties per billion vehicles is significantly less than the national rate.

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 over 4,700 new homes per year across the city and county area. We also expect that the number of older people will increase significantly over the next few years and this is expected to mean there is an increased need for specialist housing and growth in the need for other solutions such as adaptations and assistive technology to support independence within the home. For example, dementia and mobility problems are projected to increase significantly – some of these households will require adaptations to their homes and some will require more specialist accommodation or support.

Meanwhile, 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. We need to invest the money available where it is needed most and where it will have the biggest impact for Leicestershire.

Further information and detailed evidence can be found at [Leicester Shire Rutland Statistics Research](#)

## **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. These are depicted in the following table and explained further below.

## **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

### 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

### Achieving the vision: 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.

### **Achieving the vision: 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.

### **Achieving the vision: 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 plans 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.

**Insert "Summary of the Leicestershire County Council Strategic Plan" here**

## **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 the 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.

**Insert performance tables here.**

This page is intentionally left blank