

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

