



**Leicestershire  
County Council**

# Annual Delivery Report

| 2018

Published December 2018

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## **Introduction**

In December 2017 the County Council agreed a new four year Strategic Plan and Outcomes Framework to 2022. The Council developed the Plan by focussing on the things that will make life better for people in Leicestershire. We have also developed a shared vision across the Council that we want people to experience in their daily lives.

By investing our limited resources in local priorities we aim to deliver real and lasting benefits for Leicestershire and its residents and the best value for the Leicestershire pound. Whilst the outcomes are, in places, aspirational they outline the sort of end results that we want to see for the people of Leicestershire.

However the Council alone cannot deliver all the change that is needed. We need our residents to share responsibility for their communities and take care of themselves and plan for the future. We also need maximum collaboration with partners to coordinate and integrate our plans in order to make the maximum impact on the most pressing problems that we face.

## **Key Priorities**

The Council's new Strategic Plan sets out 5 high level priorities –

***A Strong Economy*** – that Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential;

***Wellbeing and Opportunity*** – that the people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing;

***Keeping people Safe*** – that people in Leicestershire are safe and protected from harm;

***Great Communities*** – that Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area; and

***Affordable and Quality Homes*** – that Leicestershire has a choice of quality homes that people can afford.

This Annual Delivery Report summarises some of the changes and improvements that have been made over the last 12 months or so in order to progress delivery of the outcomes in the plan, as well as a number of other key service priorities. A separate and related Performance Compendium sets out details of the impact of our delivery and our current comparative performance using a wide range of performance measures. The compendium also includes information on our comparative low funding position, the service pressures and risks this creates and the associated Fair Funding Campaign.

## **Financial Context, Challenges and Fair Funding Campaign**

Delivering on our priority outcomes and ambitions for Leicestershire continues to be hampered by low funding levels. The Performance Compendium sets out our comparative low funding position and how this translates into low funding for local services. The Council also faces a very difficult financial scenario. Over the medium term the combination of an aging and growing population and static income means we need to continue to save money.

Over the last year we have seen an escalation of the emerging crisis in local government finance, with the collapse of Northamptonshire and a number of other authorities halting all but statutory spending and warning of significant job losses and further major budget reductions. Delivery of our current medium term financial strategy requires savings of £50m to be made by 2021/22. Our current MTFS sets out the £37m of savings planned and proposed areas that may produce further savings to reduce the £13m funding gap in 2021/22. Unavoidable cost pressures require an investment of £41m, primarily to meet the forecast increase in demand for social care. Strong financial control, plans and discipline will be essential in the delivery of the MTFS.

**Fair Funding** – given our low overall funding and the emerging financial crisis it is vital we are given a fair share of overall national resources for local government services. In October 2017 a number of other low-funded councils got behind our renewed call for fair funding from the government. Lincolnshire, Kent, North Yorkshire, Worcestershire, Cambridgeshire and Essex – among the 25 lowest funded councils in the country lent their support to the Council's campaign. Cross-party support group the County Councils Network (CCN) also backed the campaign for local government funding reform.

In March 2018 we published a further report looking at the issue of Fair Funding. It showed that if we were funded at the same level as Islington we would be £305m a year better off or £50m compared to Oxfordshire. The current system of funding is broken and we are calling for a new approach which matches funding with need based on a smaller number of cost drivers which would produce a fairer distribution of resources.

With social care pressures rising, a new fair system matching funding with need is essential. We've drawn up a new model which would unlock millions of pounds for under-funded councils, including £128m for Lincolnshire and £49m for Kent. The emerging crisis of funding is leading councils to service and financial failure. The current system is broken and with service demands rising, it needs fixing. Our proposed new model allocates money using factors such as the number of older people, the length of roads travelled by HGVs and the amount of school-age children.

## **A Strong Economy**

Our new economy outcome focuses on ensuring that there is a thriving, balanced and inclusive economy in Leicestershire that manages resources sustainably, and provides employment, business opportunities and growth that works for everyone. Leicestershire is well placed to become a centre for jobs in science, technology and engineering. Ensuring access to the latest digital infrastructure and the development of skills will support wider uptake of digital technologies, enabling businesses to improve productivity and remain competitive in future markets.

**Local Industrial Strategy** – following the UK’s Industrial Strategy published in November 2017, Leicester and Leicestershire has been announced as one of nine local enterprise partnership areas (out of 38 across the country) to develop a Local Industrial Strategy (LIS) in partnership with Government. The Council is working with the Leicester and Leicestershire Enterprise Partnership (LLEP) to set out future ambitions for supporting growth across the City and County. The LIS will identify the important growth sectors for Leicestershire such as life sciences, advanced logistics and advanced manufacturing.

**Midlands Engine** – is a coalition of local authorities and LEPs set up to help the region compete with London and the South East as well as the Northern Powerhouse, based in Greater Manchester. We are continuing to engage fully with, and influence, the Midlands Engine, raising the profile of the Midlands both nationally and internationally and securing increased government funding to boost economic growth. In September 2017 the Midlands Engine Partnership launched its ‘Vision for Growth’ focusing on five areas of collaboration which support economic growth and prosperity across the East and West Midlands. These include: Connect the Midlands; Invest in Strategic Infrastructure; Grow International Trade and Investment; Increase Innovation and Enterprise and Shape Great Places.

**Strategic Growth Plan** – over the past two years we have worked in partnership with Leicester City Council, the seven district councils and LLEP to take a strategic, long term approach to growth. Underpinned by a comprehensive Housing and Economic Development Needs Assessment, the Strategic Growth Plan (SGP) identifies the need for 190,000 new homes and sets out ambitious plans for supporting road infrastructure; including 40,000 new homes which could be unlocked with a new A46 Growth Corridor. The SGP will be considered for approval through the governance processes of each partner before the end of 2018.

**Enabling Growth Plan** – in May 2018 we agreed an Enabling Growth Plan setting out how we aim to support the local economy over the next 12 months. Priorities include planning strategically for good quality new homes and ensuring we have the right road and digital infrastructure in place; building high quality workspace for new and growing businesses; working with partners and employers to help those furthest from the labour market and to upskill the current workforce; championing the rural economy and promoting support and grant opportunities for businesses. The Enabling Growth Plan sits alongside our previously agreed Infrastructure Plan which establishes a strategic approach to the planning of infrastructure across our service departments by prioritising capital investment.

## **Infrastructure for Sustainable Growth**

People and businesses need infrastructure that provides excellent connectivity to meet their everyday needs. By building quality premises we want to help firms take their first step on the ladder, and to grow. Our budget agreed in February 2018 commits to spending £289m on roads, schools, broadband, supporting new homes and boosting the local economy, funded by one-off government grants and land and property sales. We have our largest ever capital investment programme in vital infrastructure.

**Enterprise Zones** - we are continuing to support work to develop and deliver the county's Enterprise Zones (EZ). During the year there have been some significant developments, including: planned construction of two new facilities to support expansion of the automotive cluster at MIRA Technology Park near Hinckley and confirmation of a Queens Award for Enterprise for International Trade; and formal designation of the UK's first 'Life Science Opportunity Zone' at Charnwood Campus, Loughborough.

**Loughborough University Science and Enterprise Park (LUSEP)** - in August 2018 innovative plans to create hundreds of jobs, and generate £1.6m for front line services were unveiled by the Council. Leading software company, The Access Group, announced it will be expanding its headquarters and moving in to a new 100,000 sq. ft. office on the Loughborough University Science and Enterprise Park. Investment in the new office space by the Council will see the creation of over 500 new jobs as well as money for front line council services. It is believed to be the largest, single-occupier office deal in the county this century. The venture is possible thanks to a pioneering partnership between the Council and Loughborough University. Works on site are planned to begin January 2019. LUSEP, which forms part of the Loughborough and Leicester EZ, is now established as one of the largest Science Parks in the UK, with over 66,000m<sup>2</sup> of high quality lettable space and more than 70 companies on site hosting over 2,000 jobs.

**Vulcan Business Park, Coalville** - in February 2018 we released details of a new 41,000sq ft workspace to help boost business in Coalville. We are creating Vulcan Park to support start-ups and firms looking to expand, which should create more than 120 jobs. The £5.5m venture – part-funded by LLEP – will offer a range of high-spec industrial units for let. Investing in property also means we can generate income to help fund local services. The LLEP has invested £2.3m of Local Growth Fund in the project. The development concentrates on addressing the market shortfall in smaller and medium grow on units in the Coalville area. More than 15 companies have already expressed an interest in Vulcan Park and the site is due to open summer 2019.

**Airfield Farm Business Park** – in May 2018 we unveiled major plans to expand Airfield Farm Business Park in Market Harborough. Under the proposals the Business Park would extend by 80,000 sq. ft. to offer a wider range of top quality premises for fledgling firms and companies looking to expand. The £7m plan should create up to 80 jobs and generate half-a-million pounds of income each year to invest into front line services.

**Lutterworth East Strategic Development Area (SDA)** – we are continuing to promote the 516 acre Lutterworth East SDA site through the emerging Harborough Local Plan. The Local Plan will be tested at the Examination in Public by a Planning Inspector in October 2018 and is expected to be adopted by Harborough District Council in late Spring 2019. Land acquisition is proceeding well to demonstrate to the Planning Inspector that the development can be delivered. The Authority will submit an outline planning application in early 2019 for housing, employment and necessary infrastructure, including a new bridge over the M1.

**Superfast Leicestershire and Better Broadband** – our multimillion pound project in partnership with BT continues to support communities and businesses by increasing fibre broadband coverage across the county. Faster broadband speeds are an important part of everyday life and essential for many small businesses. By the end of 2018 75,000 homes and businesses will have access to superfast fibre broadband, achieving 97% coverage. In April 2018 we announced that more than half of all homes and business enabled by the Superfast Leicestershire programme were now using fibre broadband.

In January 2018 it was announced that thousands of homes and businesses in remote areas across Leicestershire could benefit from a Government-funded scheme which helps improve broadband speeds. The Better Broadband scheme, managed by the council, aims to ensure that everyone is able to access a basic broadband service, with £350 made available to eligible applicants to cover the cost of installation and equipment needed to provide a faster service. The connection discount is available to anyone who is unable to access basic broadband of at least 2Mb per second, and where there are no plans to provide superfast broadband access within the next 12 months.

### **A Highly Skilled and Employable Workforce**

Ensuring that people have the skills and aptitudes to access employment will help businesses to grow and provides a more inclusive economy which in-turn supports a good quality of life for everyone.

The most recent Leicester and Leicestershire Business Survey, carried out in late 2017, found that 52% of business had recruited staff in the last year demonstrating the continuing growth of the county's economy; although, 28% of businesses had experienced recruitment difficulties often linked to skills shortages. 60% of businesses had identified skills gaps in their workforce.

**European Social Fund** – we have worked with key partners, including the LLEP, to help influence priorities and effective delivery of the current European Structural and Investment Fund programme. We are strategic and delivery partners in a number of projects that support people to enter the labour market and upskill once in work, these include MoneyWise Plus and The Great Project.

**Skills for Local Development Sites** – the Council works closely with partners to ensure that local people are able to access new job opportunities through large scale development sites. SEGRO Logistics Park East Midlands Gateway is a 700 acre site and includes the creation of a Strategic Rail Freight Interchange. An Employment and Skills Group is supporting apprenticeships and work placements on the site

during the construction and end user phases. HS2 is another key development and the Council is supporting the HS2 Skills and Supply Chain Delivery Board to make sure local people have the skills required to access future employment opportunities.

**Skills for the Future** – the Council works with the LLEP to forecast future skills needs, including the consideration of new and growth sectors, and skill requirements emerging from advancements in technology and artificial intelligence. The role of Universities and Colleges is crucial to link business to knowledge and to local talent, and this will be further exploited through the development of the Local Industrial Strategy. Universities and colleges are integral to much of the partnership work we undertake in relation to key sectors and developments.

**Health and Social Care** – working with relevant partners the Council has recently adopted a Health and Social Care Sector Growth Plan which identifies key priorities for the future development of health and social care providers and their workforce. Activities are now focussing around 4 key themes: the image of the sector; supporting the growth of local providers; workforce retention; and workforce attraction. A number of interventions are underway including 35 ‘I-Care Ambassadors’ trained to promote working in the sector to others.

**Apprenticeships** – raising the nation’s productivity is a Government top priority as is increasing the quality and quantity of apprenticeships in England, reaching three million starts in 2020. LALS supported this vision in 2017/18 by continuing to offer training to 381 apprentices. LALS currently work with 4 larger levy paying employers including Leicestershire County Council, and continue to work with SMEs who started apprentices before March 2018. The authority has ring-fenced 6 apprenticeships per annum to offer to care leavers and LALS will continue to provide progression pathways to support this programme in 2019. In addition, as part of the Governance Group for the new Leicester Employment Hub, we are working to ensure that local apprenticeship opportunities are widely promoted across Leicester and Leicestershire and that employers, teenagers and their parents understand the benefits of apprenticeships.

**Unemployment and those furthest from the labour market** – the Council continues to provide support to residents in CV development, job search and digital skills, through our library-based work clubs. We are also working with local partners to secure £2.4m European Social Funds which will target those furthest from the labour market and those living in rural areas. The project will provide training and volunteering, self-employment advice, work experience and apprenticeship opportunities. This is the only national ESF programme which specifically targets rural areas and if successful will be rolled out during 2019/20.

**Information, Advice and Guidance** – we have commissioned service providers to ensure that vulnerable 16-19 year olds are able to remain in education or find suitable employment or training. Through our Adult Learning Service adults are provided with high quality support to enable them to make informed choices about their best options to find work and progress up the career ladder.

**Adult Learning Strategy** - a new Adult Learning Strategy 2018- 2022 has been adopted with the vision ‘to inspire and support the people of Leicestershire to improve their lives through lifelong learning’. The learner focussed Strategy aims to



provide high quality learning, maintain peoples' independence, to ensure accurate information, advice and guidance and to work with partners to create learning pathways. Learning activities continue to focus on the delivery of core skills that employers value, including English, Maths Functional Skills, GCSE's, ICT, Family Learning, Languages, Personal Development and Learning for Wellbeing.

**Participation in Adult Learning** – 7297 learners enrolled on Adult Learning programmes during the academic year to July 2018. Learning activities continued to focus on supporting those hard to reach groups. Programmes included English, Maths Functional skills, GCSE's, ICT, Family Learning, Languages, Personal Development and Learning for Wellbeing courses including help to maintain Mental Health. Standards remain high with Ofsted inspectors judging the service as 'Good' in February this year. Inspectors stated; "The range of education and training programmes you offer successfully addresses identified local needs and offers progression opportunities for learners that encourage them to achieve further"

**Traineeships** - Leicestershire Adult Learning Service works closely with partner organisations to deliver a Traineeship programme specifically for 16-24 year olds with little or no experience in the workplace. Voluntary work placements included retail, pharmaceutical, animal care, home improvements & ICT. The traineeship programme supported 33 young people in 2017/18 many of whom progressed to positive outcomes included; full time further education courses, jobs in retail, IT apprenticeship and employment with other local businesses.

### **Supporting Business to Flourish**

In 2017 a business survey commissioned by the County Council, City Council and LLEP showed that business optimism in Leicestershire is high with 65% businesses aiming to grow over the next 12 months, 71% expecting to increase profits and 44% looking to recruit more staff. Our Enabling Growth Plan supports a number of activities which encourage and support businesses to invest, grow and flourish in Leicestershire. It will be particularly important over the next 12 months as we approach Brexit that we work with partners and businesses to plan effectively for any changes in trade, regulation and workforce.

**Supporting Businesses** – we are working with Leicester City Council, the LLEP and East Midlands Chamber to ensure there is high quality and targeted business advice for our local SME's. Collectively we have secured over £5.5m European Regional Development Funds (ERDF) to provide 1-2-1 business advice, a series of workshops covering a wide range of subjects, and £2.5m for business growth grants. Work is now underway to secure further ERDF funds that will enable partners to deliver intensive and targeted business support up to 2021.

The Council also provides advice to businesses through its Trading Standards service and is an active partner in the Better Business for All Programme which aims to reduce the regulatory burden on businesses. Our Resilience Team supports local businesses to prepare for disruption in order to increase resilience in the event of major incidents. It's important to us that local businesses are able to maximise the benefits of public sector procurement we therefore attend and host events which promote the opportunities available.

**Rural Economy and Market Towns**– chaired by the Council the Leicestershire Rural Partnership (LRP) continues to champion the importance of the rural economy and market towns. The Partnership has sponsored a number of projects to support rural businesses including the Council run East Leicestershire LEADER programme which has supported 21 projects with over £600k of EU grant funding since 2015; a further 38 projects have been invited to full application. The LRP has also advised the LLEP on priorities for the £3m European Agricultural Fund for Rural Development (EAFRD) which has supported 9 projects since 2015, with a further 12 in the pipeline. The County Council is working with District Councils and the LLEP to install free consumer wi-fi in 11 towns and to ensure that local retailers have the skills to maximise the use of digital technologies.

**Inward Investment and Trade** – the County and City Councils work collaboratively to provide an Inward Investment service across the sub-region. The service is part funded through ERDF and recent activities have focussed on attracting investment from outside the EU including from China, India and the US. In 2017 a Leicestershire China Forum was established and earlier this year the Forum adopted a new Leicestershire China Strategy to boost trade and investment. The County Council has a particular focus on developing trade links with Sichuan Province and celebrates its 30 year twinning anniversary with Sichuan this year.

**Tourism** – is an important asset for any area to increase visitor spend and to make the place attractive for businesses to invest and people to live, study and work. In 2017 we worked with partners to establish a Tourism Advisory Board which has key public and private players from the industry. The Board will help to raise the profile of the sectors positive contribution to the local economy, identifying key priorities for future investment and lobbying Government and local stakeholders to ensure that policies and plans are in place to support the tourism sector.

## **Economy - Transport**

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. We aim to ensure good connectivity within the county and across the UK through working closely with partners to realise the Midlands Connect Strategy. We also continue to progress delivery of our local transport priorities to support growth, reduce congestion, increase road safety and support more sustainable travel.

**Midlands Connect** – the Midlands Connect Strategy outlines the region’s vision to become an engine for growth through investment in transport infrastructure. It proposes a 25 year programme of investment in strategic road and rail improvements to reduce congestion, improve journey times and support housing growth. We are currently involved in a number of Midland Connect projects that are directly related to the successful delivery of our Prospectus for Growth, including improvements to rail services to places such as Coventry and Birmingham, the A46 Expressway, which is also a key element of the draft Leicester and Leicestershire Strategic Growth Plan, and upgrades to the A5. These projects will not only greatly enhance people’s ability to travel efficiently and safely around and through Leicestershire, but will also enable the provision of much needed houses and jobs to meet the demands of the area’s growing population.

**Transport for East Midlands (TfEM)** – through our involvement in TfEM we have set out our top priorities for transport improvements across the East Midlands including making the most of the HS2 development, securing a Midland Main Line fit for the 21st century, improving access to East Midlands Airport, the A46 Growth Corridor, A5 Improvement Corridor and transforming East-West connectivity.

**Rail Strategy** – working with the City Council and LLEP we have set out rail priorities up to 2043 to influence the Government and rail companies to fund further improvements to Leicestershire’s rail network and services. The strategy aims to achieve significant improvements to rail travel to and from Leicestershire stations including cutting Midland Main Line journey times. Progress includes providing input into the East Midlands Trains and Cross Country refranchising processes and working jointly with Midlands Connect, Leicester City Council and Warwickshire County Council to develop a business case for the reinstatement of direct Leicester to Coventry rail services. We are also learning more about the implications for the council of work to develop the proposals for and to build HS2 Phase 2b.

## **Major Road Schemes Supporting Growth**

Since November 2016, we have outlined a list of transport projects totalling in excess of £360m and with the potential to generate at least £500m GVA for the local economy. We have a very strong track record of securing external funding, having since 2014 secured over £120m to invest in supporting growth and improving the County’s transport infrastructure. Current and future schemes include:

**Northern and Eastern Melton Mowbray Distributor Road** - in May we were delighted with the announcement of a £49.5m government contribution towards the building of a distributor road for Melton Mowbray. The successful bid to the Department for Transport Local Major Schemes Fund gives the green light for further preparation work to enable completion of the scheme in 2022. We've committed £4m in making this scheme shovel-ready and will continue to work with the local planning authority, Melton Borough Council, to secure developer contributions. It's part of a strategy that includes further measures to address congestion issues, air pollution, public transport improvements, and provide healthy walking and cycling options. Work has already been carried out to develop designs, carry out traffic studies and work with partners and landowners. In June we announced the preferred route for the road, to run north and east of Melton starting on the A606 Nottingham Road.

**Hinckley** – a £2m third phase of works to improve walking, cycling and public transport provision was completed in Spring 2017. The works followed on from and supplemented two previous phases of works in the Hinckley area, totalling £3.5m. In October 2017 the Council was successful in securing funding for a further multi-million pound package of transport measures. This consisted of £3.5m secured from the government's National Productivity Investment Fund and a further £1.5m of County Council match funding. The £5m package notably includes junction improvements along Rugby Road to help reduce queue lengths and improve journey times along the corridor. The package of measures will help ease congestion, which affects businesses and constrains growth, as well as help boost the economy. This phase of works is planned to start in May 2019 and set to finish in the summer of 2020.

**M1 J23/A512** – the detailed design of improvements to ease congestion and provide access to the West Loughborough housing development commenced in 2017/18 and will continue in 2018/19 with completion on site anticipated in late 2020.

**Ashby** - in September 2017 a £2.3m scheme to reduce congestion and improve road conditions near Ashby began. The project saw work carried out to Discovery Way, the Ashby bypass junction and Tesco roundabout, to give motorists easier access to the many industrial and retail premises in the area. The work aims to reduce traffic congestion at key locations, improve road conditions and support jobs and the local economy. The work, part-funded by the government's National Productivity Investment Fund (NPIF) included providing an alternative route to the shops and businesses on the Flagstaff 42 industrial estate at the A511 Ashby bypass junction with Discovery Way. It also involves widening the carriageway on the A511 Ashby bypass approach to the Tesco roundabout to reduce the length of queues; reducing the size of the Tesco roundabout to give more room for circulating traffic; widening the lanes on the Nottingham Road approach; and putting in new direction signs and lane markings to encourage the use of two lanes by motorists approaching the roundabout and then turning right towards the A42 junction 13 Flagstaff roundabout.

**A46 Anstey Lane** – the detailed design of improvements to ease congestion and mitigate the effects of the Aston Green housing development commenced in 2017/18 and will be continued in 2018/19 with completion the following year. The works will be part funded by Growth and Housing Fund monies from Highways England.

**Ratby Lane** - Ratby Lane Wembley Road £0.6m NPIF funded improvements to the signal junction were completed in 2017/18.

**Transport Awards** - our work on the Lubbethorpe Strategic Employment Site infrastructure won top prize from the East Midlands Institute of Civil Engineers. Our Medium Schemes Framework 2 also was highly commended in the CIHT Collaboration Award 2018. Our transport modelling capability was also recognised through a separate award.

## Ongoing Highways and Transport Services

**Town Centre Traffic** – since 2008 traffic levels in county towns have increased year-on-year as the population continues to grow. We are aware of the impact on road users, residents and businesses in terms of congestion as well as air quality and noise pollution concerns. In June 2018 we considered a report looking at how traffic will be managed in the county towns to best minimise the impact. As part of our day-to-day work to manage traffic we are looking at the effectiveness of current traffic management in the towns, including double yellow line restrictions, residents' permit parking and limited waiting times. The focus for the impact assessment is on Ashby, Castle Donington, Coalville, Hinckley (including Barwell and Earl Shilton), Loughborough, Lutterworth, Market Harborough, Melton Mowbray and Oadby and Wigston.

**Tackling School Parking Problems** - we work closely with schools and colleges to improve issues around on street parking, pedestrian and pupil safety. We are aware of residents' and parents' concerns about the level of inappropriate parking that takes place outside schools across the county. Ideally the schools and local communities work together to encourage parents to park appropriately on the school run and we continue to provide help and guidance on school travel plans to help tackle the problem. However, this is not always successful. In September 2017 we therefore agreed plans to combat the problems of parents parking outside schools. Plans involve making more zig zag zones outside schools enforceable across the county to address concerns that parents, residents and teachers have about parking. A new camera car to enforce these restrictions became operational in September 2018.

**School Clear Zone** – in April a school clear zone trial commenced with the aim to reduce congestion and encourage parents and children to cycle or walk. Through a grant from the DfT's Access Fund, traffic management measures were put in place to reduce congestion around Millfield Academy. The school clear zone involves no waiting restrictions being put in place on streets around the school.

**School Pedestrian Crossing** – in March we responded to concerns and confirmed that an area outside two schools in Hinckley met the criteria for a new pedestrian crossing. We will introduce a puffin crossing following concerns raised in the community about children crossing the road outside Dorothy Goodman School and Redmoor Academy. An assessment was carried out which considers the number of vehicles and pedestrians at the location. The crossing will be in place in 2018/19.

Puffin crossings are signal-controlled crossings fitted with equipment that can extend the time which allows vulnerable pedestrians to cross the road.

**Road Safety** – despite the increase in traffic, roads in Leicestershire are significantly safer than they were 18 years ago. However, in April 2018, we announced that we were planning on spending a further £500k on improving road safety across the county. Using funds from our capital programme we reviewed roads and junctions where seven or more collisions had occurred over a five year period. The safety measures being implemented include new signs and lining measures, with more substantial works being considered where appropriate. We are also looking at rural roads that could benefit from a speed reduction. We continue to offer our pre-driver days aimed at 16 and 17 year olds wishing to gain experience behind the wheel and covering issues relating to speed, impairment, distraction, the Highway Code and general road safety.

**Driver Education Workshops** - the Driver Education Workshops provide educational courses, on behalf of the Police, as an alternative to the conditional offer of a fixed penalty and points, to drivers committing minor driving offences. These courses are run from 3 venues within the Leicestershire area – Thurmaston, Glenfield and Loughborough. We currently offer the following courses: National Speed Awareness Course (NSAC); National What's Driving Us? Course (NWDU); National Motorway Awareness Course (NMAC) and National Driver Alertness Course (NDAC)

**School Crossing Patrol Service** - the School Crossing Patrol Service has helped thousands of children and parents on the journey to school again in 2017/18. Our patrols provide an important link in encouraging sustainable travel and in many cases walking to school helps to reduce school gate congestion and associated parking issues. There are currently 75 school crossing patrol sites in operation across the county and there are an additional 28 sites where there is a vacancy. Vacancies are advertised through our new online recruitment portal as well as via site notices near the crossing area/locally and also via the school through parent newsletters etc.

**Community Speed Watch** - the April – October 2017 CSW programme helped to support 16 county wide schemes resulting in 2300 letters being sent to drivers. It is an educational scheme which enables volunteers to work within their community to raise awareness of the dangers of speeding. The scheme is run by Leicestershire County Council's Safe & Sustainable Travel Team and is fully supported by Leicestershire Police. CSW incorporates poster campaigns and a pledge system linked to direct action using speed detection equipment. The use of the radar devices does not lead to prosecution. Drivers will get a letter from the police which will help to underline the community's commitment to reducing speed.

**Bikeability** cycle training is delivered in Leicestershire by six Road Safety Tutors who are all National Standard Instructor Trainers. There are three Bikeability levels, each designed to improve cycling skills. Levels 1, 2 and 3, takes trainees from the basics of riding, all the way to planning and making an independent journey on busier roads. Level 1 and 2 is delivered to children in years 5 or 6. The delivery of level 3 is currently being developed and will be available to years 6 or 7. In addition to this we also deliver a programme of Bikeability Balance. This is an initiative to

inspire younger children to take to two wheels and aims to give children the basic balance and co-ordination skills they will need to learn to ride a bike. Bikeability Balance is delivered to 4+/year 1 children.

During the period April 2017 – March 2018 Leicestershire County Council had 2359 grant funded places to deliver Level 1/2. 2705 children were trained to level 2 standard. During the same period Bikeability Balance had 264 grant funded places delivered to reception age children.

**Reducing Speed Limits** - in August we announced proposals to reduce the speed limit from 60mph to 50mph on some stretches of country roads across Leicestershire. The move follows a study which found that around 60% of collisions which caused injury on rural routes involved motorists exceeding the 60mph speed limit. We have identified 11 rural roads across the county where action will be taken to reduce the speed limit. The speed limit reductions will also incorporate reviews of the existing road markings and signs to ensure that they provide adequate warning of bends and junctions.

**Average Speed Cameras** – there are communities across the county whose lives are blighted by the effects of speeding motorists. We have listened to what people have been telling us about the problem. In May 2018 we announced that we were starting work to install new average speed cameras as part of a trial to alleviate safety concerns across the county. The speed cameras will cover four villages and three key main and rural routes which have various issues and concerns around speeding and safety. The scheme will address the concerns of residents and aims to make a positive change to drivers' behaviour. The 12-month trial and enforcement, funded by us, started in summer 2018. The locations of the speed cameras will be Sharnford, Walcote, Oadby, Groby, Measham, Woodhouse Eaves and Freeby. Following the trial, we will look to widen out the camera programme, should a proposed new approach to funding be supported by the Government. The devices will be switched on in September 2018.

**Street Lighting** – in March 2018 we announced that a project to upgrade our street lights to energy saving LEDs was largely complete, following a £19m investment programme. This involved replacing existing street lights and removing unnecessary highway sign lighting. The technology will save us £2m a year and the scheme has already seen a reduction in the carbon footprint by 4,450 tonnes. The new lights will be controlled by a central management system. This provides flexibility in how lighting is provided, for example enabling those in part-lit areas to be switched back on temporarily during the evening to help the emergency services at incident scenes if necessary, or to dim or brighten lights if needed.

## Sustainable Travel

**Sustainable Travel** – we are supporting businesses to encourage their employees to walk and cycle to and from work. Up to £5,000 in grants were made available to businesses through the Access Fund, which focuses on supporting active and sustainable travel in the west of Leicester and neighbouring areas of the county. The scheme has helped businesses to benefit from training programmes for community cycle champions, as well as funding to provide electric charging points, repair stands and cycle pumps, parking spaces, maintenance courses and equipment for pool bike schemes. Promoting travel options can reduce pressures on car parking, tackle congestion, improve health and help reduce stress.

In July personal travel plans were launched to help reduce traffic congestion and boost sustainable travel in and out of Leicester. Around 10,000 residents will receive postcards telling them about personal travel plans which will then be followed up with doorstep visits. As part of the scheme people will be given information and advice about alternative options such as walking, cycling and public transport as well as tips on smart driving and car sharing. The plans aim to tackle congestion, encourage active travel and help people to save money. The scheme is funded through a £3.2m award from the Government's Sustainable Transport Access Fund.

**Demand Responsive Transport and Subsidised Bus Services** - in November 2017 essential transport services were put in place for residents in Syston following a bus firm's decision to change one of its services. From November the Council provided a demand responsive transport service for residents as well as re-routing the existing 100 bus service, following Arriva's decision to stop running its commercial number 6 service. In June 2018 we also responded to residents' concerns and stepped in to support the number 58 service between Lutterworth and Market Harborough.

**Park and Ride** – our Park and Ride services ran nearly every day in December, making it easier for people to enjoy the city centre offer for Christmas. Extra services ran on all five Sundays in December and Boxing Day – including Christmas Eve and New Year's Eve. All three of the Park and Ride sites have free parking for service users, including disabled spaces and parent and child parking. All the buses have free wi-fi on board.

**Cycling** – in March 2018 we supported the free Bike Fest event held at the recently opened cycle track at New College in Leicester to help promote cycling and walking across the county.

**Public Rights of Way** – over 40% of the highways network in the County is made up of footpaths, bridleways or byways. In and around urban areas where the vast majority of the community live, they provide access to a range of places and facilities to users on foot or on a bicycle. In a wider context they provide the key and often only way for the public to access the wider countryside. The authority manages a network that is over 3000 kms or 1880 miles long. A condition measure is in place to see how easy it is to use by the public each year as well as analysis of customer reports to see how resources are best focused. Over 12500 waymark posts and 42000 waymarkers point the way ahead. Ongoing cyclical cuts to keep paths clear



are carried out. The authority also carries out a wide range of checks and enforcement each year to keep paths open.

## Highways Maintenance and Management

**Highways Maintenance** – Leicestershire has some of the best maintained roads in the country, and the highways and transport service was the highest rated county council for road condition in the National Highways and Transport Network Public Satisfaction survey last year. In 2017/18 a total of £12.0m was spent on Highways Asset Maintenance including £9.7m on roads, £0.3m on footways and rights of way, £1.5m on bridge maintenance and strengthening, £0.1m on flood alleviation and £0.3m on traffic signal renewal. During the year we agreed additional funding to be used to allow potholes on the county's roads to be repaired quicker than previously. We also trialled a new system that saw customer reported potholes repaired within two weeks.

In March we reported that we had fixed around 6000 potholes over the past 12 months. Following the cold snap highways teams worked hard to fix the problems caused by freezing water expanding the road surface and leading to cracks. We agreed in February to put an additional £600k per year into fixing potholes, tackling flooding hotspots, repairing signs and relining roads. It was also announced in March that the County was to receive around £1.56m extra from the Government to help repair potholes and damage caused by recent storms.

In April we announced that 700,000sq metres of roads across the county would be treated during the summer to help reduce the chance of potholes. Surface dressing provides the road with an additional protective layer, by sealing the surface. Carrying out surface dressing is up to 10 times more cost effective than conventional resurfacing. In May we unveiled plans to inject an extra £5m into fixing and maintaining Leicestershire's roads. The money will be used to prevent more potholes and ramp up our resurfacing programme to stop defects occurring in the first place. The extra income is generated from recent investments including rents from properties purchased over the last year. It's on top of a further £8m of funding already directed towards highways maintenance in recent years. The total road maintenance budget for 2018/19 is now £24m.

**Roadworks Permit Scheme** – in March 2018 we launched a new scheme to minimise disruption for motorists. The permit scheme will give more control over the works that take place on roads across the county. Under the scheme we will have more of a say over the timing, duration and how works are carried out to minimise any adverse impact on motorists. Permit schemes have been used in other areas of the country to great effect and we have tailored ours to the county's particular needs. Anyone carrying out road and street works will have to apply for a permit in advance of works, unless they are for an emergency. Permit fees will be set to cover running costs.

**Clearing Roadside Drains** – in September 2018 we unveiled a new approach to clearing roadside drains of blockages. We are applying a new ‘risk-based’ approach to cleaning them that includes increasing the number of roadside drains visited by officers - from 64,000 per year to 92,000 – without costs rising. A trial found that visits to roads that are not a risk of flooding can be made less often, meaning officers can concentrate on areas where evidence shows that drains are likely to fill up with silt faster. Currently, drains are cleaned on an 18 to 24 month fixed programme, whether the road is at risk of flooding or not. It is planned that the new approach is rolled out early in 2019.

**Gritting and Winter Maintenance** – in December our gritters worked round-the-clock to keep Leicestershire moving. Crews hit the roads treating key roads across the county. We have a total of 21 gritters and drivers who spread roughly 170 tonnes of rock salt across 45% of the road network each time they are called out. This year, our grit barns were stocked up with 14,500 tonnes of rock salt (giving a 18,000 tonne capacity), ready to treat key routes across the county and ensure that motorists can get around. We monitor the weather constantly and if freezing temperatures are forecast, our fleet of gritters will be ready to treat major roads and key routes. In addition to the gritters, there are also a number of snow wardens based in communities across the county who grit paths, as well as farmers who during snow conditions, fit ploughs to their tractors and assist us in clearing roads. A team of volunteer 4x4 drivers are on hand to deliver hot meals to the elderly, as well as help carers and health visitors reach their patients if there is prolonged heavy snowfall.

During the 17/18 winter season our fleet of vehicles were out 109 times, spreading over 20,000 tonnes of rock salt across 115,740 miles of road. The equivalent of four trips around the world. During the winter we completed 1,256 night runs to date – a 41% increase on last year. The crews experienced some of the most challenging conditions in recent times with road surface temperatures as low as -8 degrees, heavy snow and ice. By contrast in July 2018 our gritters spread around 150 tonnes of granite over roads at risk of melting during the summer heatwave. Highway teams dusted more than 25 locations across the county. Temperatures soared and officers constantly monitored the road surface temperatures.

## **Affordable and Quality Homes**

Housing is a key enabler to delivering other outcomes as a secure, quality, and affordable home in the right location is essential for a good quality of life. Housing matters, it influences people's security, resilience, health, access to education and employment and can enable the effective provision of care.

We have established a much stronger focus on the delivery of homes through a Chief Officer Champion, Lead Delivery officer and supporting Outcome Advisory Board. Our aim is that Leicestershire has a choice of quality homes that people can afford, which includes new and existing housing and accommodation. Also that there is enough suitable housing to support independence for those with care needs and that development does not have a negative impact on the environment and existing communities.

**Strategic Growth Plan for Leicester and Leicestershire** – in November 2017 a draft strategy to enable local councils to plan and manage future housing growth was presented. Thousands of new homes will be needed in the city and county between 2031 and 2050, and the strategy enables us to help choose locations, protect environmental and historic assets, and bid for money to put the right roads, transport and other infrastructure in place. Without planning ahead we could face dispersed, developer-led development, making it harder to put the right infrastructure in place and secure funding for it. We've worked closely with the city and district councils and this collective approach is important to the process.

**New Homes Needed** - the Strategic Growth Plan states that Leicester and Leicestershire needs 96,580 new homes and 367-423 hectares of employment land from 2011-2031. Some of these homes have already been built or have planning permission. Beyond 2031 the plan identifies the need for a further 90,500 dwellings and additional employment land, which is why further land needs to be unlocked. Local Plans will deal with the detailed allocation of which sites will be brought forward.

**Areas for Housing Growth** - key areas for potential growth are the city of Leicester and the corridor of land around a proposed new A46 expressway to the south and east of Leicester. Secondary areas for growth are identified in the north and the south of the county. New housing would be built closer to where people work, to minimise congestion from commuters.

**Supporting Infrastructure** - draft proposals put forward in the Strategic Growth Plan include major infrastructure improvements on which new growth is dependent. These include a new link road – the A46 Expressway – to the south and east of Leicester, running from the M69 and the M1 to the A46 north of the city. The A5 and A42 would also be upgraded to expressway status, supporting growth in these areas. Rail improvements are also proposed. These road and rail improvements would require significant Government investment and would relieve congestion pressures along the M1 and more widely across the Midlands. It would also unlock land for the required housing and employment.

**Housing Infrastructure Fund** – in March 2018 it was announced that we had been successful in the first phase of a funding bid to the Housing Infrastructure Fund. The £4.1bn fund is available to develop infrastructure which will unlock new housing and the announcement means that expressions of interest on two schemes will progress through to the next stage for consideration. The announcement is a key milestone in working with the Government and partners to develop schemes which help to create much-needed new homes. Work is also progressing with the Government to develop business cases covering south west Leicestershire and south of Melton.

**Affordability and Affordable Homes** – the HEDNA considers the extent of households who require financial support to meet their housing needs and thus who would be eligible for affordable housing. This identifies an annual net need for 2,238 such households per year across the housing market area for 2011-36. The HEDNA identified that to deliver the affordable housing needs of 2,238 new homes per year with an average delivery of affordable housing of 24% would require 9,293 homes per annum. This is over twice the need shown in the demographic analysis, justifying upward adjustments to boost affordable housing delivery in all of the local authorities in the housing market area.

**Promotion of Development Land** - over the past two years consents for in excess of 450 houses and 170,000sq ft of employment space have been achieved, further planning applications for 400 houses submitted with applications for a further 3,000 houses and 1m sq ft of employment space are in the course of preparation. Further opportunities with the potential to deliver an additional 3,250 houses on County Council owned sites have been identified and will be progressed over the next 12 months enabling long term housing delivery into the next two decades.

**Lutterworth East** - in September 2018 we sought residents views on our plans for new homes, community facilities and business space near Lutterworth. The plans propose around 2,750 homes on 516 acres of land east of Lutterworth. The plans would provide new homes, schools, a country park and other community facilities, over 2,500 jobs and also protect green spaces. Developing the site would also raise tens of millions of pounds, helping to support vital front line services, including social care, and offset the impact of national funding reductions.

As the sole landowner and promoter of the Lutterworth East SDA, the Council has an opportunity to invest in the right types of homes, guided by the Council's Strategic Plan and specifically the Affordable and Quality Homes Outcome. Master-planning for the site will incorporate commitments to affordable housing and social housing as well as an innovative design standard ensuring the homes and community facilities meet the wider objectives of the Council, including public health, community cohesion and environmental considerations. A planning application is due to be submitted to Harborough District Council in the new year with construction expecting to be undertaken over the following 10 to 15 years.

**Snibston Homes** - as part of our proposals to revamp the former Snibston Colliery site and country park in November 2017 we submitted proposals involving creating space for 144 new homes.

**Rural Housing Enabler** – the Council together with the District Councils, EMH Group, Waterloo Housing Group and Nottingham Community Housing Association jointly fund the Leicestershire Rural Housing Enabler Service. Since 2014 this has been run by Midlands Rural Housing and has led to the development of a robust rural housing need evidence base for Leicestershire, and facilitated the delivery of rural housing where a need is identified. Since its establishment the Rural Housing Enabler Service has helped secure homes for local people, completed local housing need surveys, supported neighbourhood plans and raised awareness of rural and affordable housing needs across the county.

**Mitigating the Impact of Development** - the Council's Planning Obligations Policy sets out a variety of requirements to help mitigate the impact of new developments on local communities and the environment. So that developments make a positive contribution to services and infrastructure in the area. The Council has carried out a review of the Policy which aims to identify improvements and enhancements to the Policy.

### **Housing To Support Independence**

Our aim is that people with social care needs have access to well-located and suitable housing which promotes their independence. The number of older people is forecast to increase significantly over the next few years, leading to a greater need for specialist accommodation. Both dementia and mobility problems are projected to increase significantly. Some of these households will require housing adaptations to meet their changing needs, some will need more specialist accommodation or support. Our older people and working age adult strategies consider what appropriate housing provision might look like for adult social care client groups and our Place to Live Board is looking at how this provision is delivered.

**Brooklands Accommodation** - in April 2018 we announced that we had purchased a site in Great Glen to provide homes for adults with disabilities. We intend to refurbish and remodel the scheme to provide homes that will allow for independent living for adults with disabilities, with support staff based at the building. The new accommodation will provide residents with the opportunity to live as independently as possible, while still ensuring their specific support needs are met. Plans for the remodelled scheme have been developed with work expected to begin in January 2019, following all of the current residents being rehoused to alternative accommodation. The remodelling will remove the existing bedsits and reduce the maximum capacity to 20 people. The aim is to have the first new tenants move in during the summer of 2019.

**Extra Care Housing** – we are looking to extend our offer to older adults seeking to live independently in accessible, telecare enabled housing with flexible on-site care and support, as an alternative to residential care. We successfully contributed towards the provision of 62 new extra care places in Loughborough, with the scheme opening on schedule. The site is forecast to be fully occupied in Autumn 2018.

**Learning Disabilities Housing** - the Hinckley Tree conversion of two existing semi-detached houses into four self-contained single long term accommodation units designed for individuals from within the Transforming Care cohort is nearing completion.

**Warm Homes Scheme** - a 'warm homes' service is helping vulnerable people across the county to save hundreds of pounds on their fuel bills. Living in a cold home can affect people's health and well-being and the Council offered advice through Warm Homes, part of the council's First Contact Plus advice and information hub. Warm Homes Officers can visit vulnerable people to show how to reset heating and hot water controls and provide easy-to-follow instructions. They can also help in updating energy supplier. Other advice which can also be offered includes understanding boiler and heating controls; debt relief support; and energy efficiency and grants. Last year the Council's Warm Homes Service provided 1000 Leicestershire households with free, impartial advice to help them stay warm at home and keep energy bills down. Many households were helped switch supplier and resident also benefited from help understanding boiler and heating controls, energy efficiency advice and support accessing grants and energy discounts.

**Children's Placement Strategy** - the placements and homes where children, young people and their families live are key to achieving our priority outcomes. For our children in care we provide good quality care and placements to help them reach their potential. Our Care Placement Strategy outlines how we design and commission services of a high quality that place children and their needs firmly at the centre. Our Care Placement Strategy also determines what services may be necessary to meet the needs of children both on the edge of care and in care and how permanence for children and young people can be achieved at an earlier stage in the child's journey. The Strategy acknowledges the need to co-invest, co-produce and co-deliver services with partner organisations to optimise outcomes for young people and ensure, where possible, that efficiencies in costs are achieved.

**Lightbulb** – lightbulb offers practical housing support, keeping vulnerable people independent in their homes, helping to avoid unnecessary hospital admissions and facilitating timely hospital discharge. It offers a range of help with issues such as: keeping the home warm in a way that is affordable, aids and equipment, major adaptations, assistive technology, and advice and support to choose the right housing option. The Lightbulb, Housing Support Co-ordinator, offers a holistic housing need assessment, single point of contact for practical housing support, signposting and helps to arrange solutions in response to any needs identified. They work at each site across the districts in conjunction and supported by Occupational Therapists. The Lightbulb Hospital enabler team offer housing specialists, working directly with patients, relatives and hospital staff to identify housing problems that are a barrier to discharge and putting in the right steps to address this. They also assist with the transition from hospital to home and provide support with setting up a new tenancy or managing the existing home, support with furniture packs and rent deposits, working across 3 hospital sites and the Bradgate Mental Health Unit.

## **Health, Wellbeing and Opportunity**

We want people to be enabled to take control of their health and wellbeing throughout their lives and to be as independent as possible. In order to do this people need the right support in the right place at the right time. Although some people can fulfil their potential by themselves, others need help, sometimes throughout their lives.

### **Health and Care Integration**

In order to transform and integrate health and care we are working intensively in partnership across Leicester, Leicestershire and Rutland (LLR). We are making a difference by committing to joint plans, delivering change using blended teams across organisations and pooling funds across NHS and local authority partners. We are increasingly providing care and support in a more consistent way, modernising how care is delivered, providing care which is easier to access and navigate and moving more integrated care into community settings.

Our Better Care Fund (BCF) plan, spanning both the NHS and local government, supports the joining up of health and care services so that people can manage their own health and wellbeing independently in their communities for as long as possible. This involves providers and commissioners of health, care and housing services to ensure integrated services are planned and delivered effectively in partnership. Our current BCF plan covers the period 2017 to 2019.

**Unified Prevention Offer** – the Leicestershire BCF has, since its inception, placed a high priority on developing a Unified Prevention Offer for local communities, making the best use of community assets and building community capacity. It is recognised that many of these interventions should be non-medical and can be provided by a range of partners, including the voluntary sector. The menu of prevention interventions includes lifestyle services, housing support, local area coordinators, support for carers, home safety and falls prevention.

**Frailty** – a new approach to frailty across LLR has been implemented which sets out a number of proven interventions that should take place in the community, in hospital, and on hospital discharge if someone is assessed as having certain frailty markers. The LLR area has adopted the Rockwood scale for assessing frailty consistently across the health and care system and all practitioners will be using the same set of prompts to check how someone's care could be managed most effectively at every opportunity.

**Prevention at Scale Project** – evidence shows that up to 30% of GP appointments are taken up by patients seeking non-medical interventions. Leicestershire's prevention at scale project is working with a number of GP surgeries to develop better insights into the reasons for these types of attendances, how the local prevention offer can be improved and how best to support patients and GPs with easy access to the most suitable support for their non-medical needs, via GP or self-referral into First Contact Plus, or via other agencies and the community itself. Releasing more GP capacity for those activities that only GPs can deliver is the aim of this work.

**Integrated Housing Support** – Leicestershire’s Lightbulb Service has both community based and hospital based components. The hospital housing enablement team, which is funded by the BCF plan, was created to work inside Leicester’s acute hospitals and the Bradgate Mental Health Unit. Since April 2016 the service has helped in excess of 1,200 patients and, over time, demand for the service has risen. The team offers 22 interventions to support patients in local hospitals, many of which relate not only to housing but also to other community support offers. The Lightbulb service has won three national accolades for innovation and partnership working. In the community based service there is also access to a full housing needs assessment with Lightbulb’s housing support coordinators carrying out “housing MOTs” and acting as case managers to arrange solutions to the full range of housing support including aids and adaptations, tenancy and welfare advice, hoarding, house clearing and cleaning, furniture packs, affordable warmth, home safety and falls prevention.

**Integrated Locality Teams** – the implementation of Integrated Locality Teams, whereby community nurses, GP practice and social care staff work hand in hand to support the same cohort of people in their locality, continues to be embedded. This delivers multiagency care planning and improved care coordination in the community, keeping people at home as long as possible. Locality teams are currently testing integrated working for people with frailty, multiple long term conditions and other complex needs.

**Integrated Urgent Response and Care** – LLR partners have implemented a new model of integrated urgent care through participation in the national Urgent Care Vanguard programme. The new model commenced in April 2017.

**Hospital Discharges – Home First** – the Home First programme focuses on services designed to provide rehabilitation and reablement. The programme has supported the development of an integrated discharge team (see below) at University Hospitals of Leicester and has developed a blueprint for integrated intermediate care services. Work is now underway to implement the integrated health and care reablement offer including referral and access points, skill mix, triage and service delivery. The aim is to have a more integrated service operational by winter 2018.

**Integrated Discharge Team (IDT)** – the IDT encourage and promote an integrated way of working across all organisations to ensure smoother and faster resolution of delays to discharge. There has been a significant improvement to multi-agency working with a discharge hub where all professionals working on discharge can be co-located. Through focused efforts across partner agencies we have seen a significant reduction in delayed transfers of care (DTC) from hospitals – helping reduce pressure on hospital beds. We have achieved our targets for reducing adult social care related delays and joint delays with health. An action plan is in place for 2018/19 including key initiatives to help maintain reduced DTC levels. This includes the ‘Red 2 Green’ daily assessment system and reducing the complexity of current discharge pathways, plus the provision of 14 beds to assess onward care needs outside of a hospital setting.



**Integrated Domiciliary Care – Help to Live at Home** – since November 2016 home care in the county has been delivered through the Help to Live at Home service. The service is commissioned jointly by the Council and two county Clinical Commissioning Groups (CCGs) with lead providers appointed to lead the delivery of home care services.

**Integrated Data** – through the LLR Digital Roadmap we are developing a summary care record that will ultimately be linked, viewed and edited by both the NHS and Council staff, helping all professionals involved in patient care to have access to the most up to date information.

## **Health and Wellbeing - Adult Social Care**

We want people to be cared for at home, in their own community, wherever possible and for as long as possible. We commission and provide a wide range of services to support people to maintain their independence, enable them to be part of society, protect them and meet a variety of care needs. Ensuring that eligible support needs are met and people can exercise choice and control over their lives. In 2018/19 we levied an extra 3% adult social care precept to help meet demands and pressures on the service. We have also used extra resources provided through the Improved BCF to meet increased pressures on Adult Social Care, tackle delayed transfers of care and help stabilise the local social care provider market.

**Enabling Choice and Control** – the proportion of people in receipt of a personal budget last year was 94%. Those in receipt of direct payments has also increased in recent years and is now at 54%. We increased staffing within the Personal Budgets team to meet increased demand for personal assistance support. The team offer advice and guidance to direct payments recipients in being an employer and managing their budgets. There are now in excess of 2,600 direct payment cards in circulation. Our care pathways improvements programme encourages users to take an active role in their assessment and support planning and now includes a progression model from self-assessment underpinned by an asset based approach to support planning.

**Access to Information** – during 2017/18 there were over 28,000 new requests for social care advice and support. 58% resulted in universal services, signposting or no services, 18% in equipment and adaptations, 12% in reablement and 11% long term services. The proportion of respondents who find it easy to find the information they need was 69%, similar to last year. An advice and information officer has been appointed to review and develop customer facing information, with more self-serve options to help make the customer journey more efficient and move demand away from our customer service centre. In addition a project team has been established to develop and implement a new customer portal.

**Assistive Technology** - new technology is transforming the care technology sector. Currently a telecare service is provided based on a pendant alarm. Nearly 6,000 alarms are in place in homes across the county. There are now many products available that can support people to live independent lives and deliver a more preventative response, which is more effective at delaying and reducing needs. Our

BCF assistive technology project is looking at how the service offer in Leicestershire can be enhanced by maximising opportunities offered by new technology. We have completed an initial market appraisal exercise, are looking at experience elsewhere and aiming to establish a standardised approach across the county to assistive technology. In relation to community alarm telecare and mobile response, the Lifeline Service has been refocused to provide assessment and provision for reablement and urgent cases to facilitate hospital discharge, a community alarm is fitted for a time limited period of 4-6 weeks. In 2017/18 the service supported 331 installations. The Council's assistive technology service also continues to receive approximately 230 to 300 referrals per month.

**Support for Carers** – carers have a vital role to play in the community, but it is equally important they are supported, particularly with their own health and wellbeing. In October 2017 we identified ways of improving support for carers across LLR. Some of the measures - outlined in a draft strategy drawn up in conjunction with local CCGs, the City Council and Rutland Council – include dedicated workers offering help to carers, increasing access to respite provision and helping young carers into further education or employment. Two-year funding of £200,000 from the Improved BCF is supporting improvements for carers including a grant scheme to encourage development of local carers groups. In January 2018 we encouraged businesses to follow our lead by joining a free scheme that offers advice and information to support carers in the workplace. The Employers for Carers (EfC) scheme provides a range of online resources to support people juggling paid work and unpaid caring responsibilities. Our carers delivery group continues to oversee progress.

**Care Quality** – ensuring that high quality care and support is being delivered by care homes is a priority, and provides important re-assurance to relatives and friends. In September 2017 more than 40 private care homes throughout Leicestershire were recognised in an awards event at County Hall. The nursing and residential homes earned Quality Assessment Framework (QAF) status at gold, silver or bronze level, illustrating they have exceeded the standard quality of service required. Areas they are judged on include positive outcomes for people, the range of activities undertaken, the environment in the care home as well as staff training. We also awarded 'Dignity in Care' accolades to homes and day services which support people with a learning disability, and who provide a service which emphasises dignity and respect.

**Strengthening the Social Care Workforce** – in October 2017 we began a major recruitment drive to attract people to work with adults across a variety of roles, particularly social and community care workers to work with residents with learning disabilities, physical disabilities and mental health needs, or older adults. The drive aims to attract around 70 people, including newly-qualified workers, into the adult social care sector. In May 2018 we ran a special adult social care recruitment event to attract social workers to help people with mental health issues and learning and physical disabilities.

## **Helping People Stay Well and Independent – Adults Aged 18-64**

**Learning Disabilities – Transforming Care** – our local Transforming Care Partnership has continued to ensure there is the right support for people with learning disabilities and/or autism to be discharged from inpatient hospital care and also to help people in the community at risk of being admitted. The partnership is delivering bespoke accommodation, a four bed step down provision and a crisis service to support those at risk of admission. A reduction from 29 to 12 NHS hospital inpatients by April 2019 is expected.

**Settled Accommodation and Supported Living** – the proportion of people aged 18-64 with a learning disability in settled accommodation continues to improve and was 80% in 2017/18. We have a Supported Living Framework to 2021 which streamlines services, provides a greater volume of business for suppliers and achieves economies of scale. The new operating model for supported living is now well established with five contracted providers managing their areas and we are engaging to increase supply of suitable accommodation for supported living. Our pathway to housing project, supporting access to settled accommodation, continues to be successful. The number of people in permanent care fell from 470 to 443 last year. We are also purchasing a large ex-sheltered housing scheme in Great Glen to be converted into additional supported living. This is on track to be refurbished and ready for occupation by autumn 2019 and will provide 20 one bed flats with a general communal area. The supported living plan is working on 12 pipeline schemes with total accommodation of 73 units of accommodation and 4 other potential developments.

**Reshaping Care in Hinckley** – in February 2018 we consulted on proposals to reshape adult social care services in Hinckley. People were asked for views on plans to change the use of residential accommodation at two units of The Trees, Hinckley into a short breaks facility. The proposals form part of our strategy to move the emphasis away from residential care to a broader range of personalised care. The Hinckley Tree conversion of two existing semi-detached houses into four self-contained single long term accommodation units designed for individuals from within the Transforming Care cohort is now nearing completion.

**Residential Short Breaks, Coalville** – in May 2018 we announced that we were considering plans to develop a new adult social care facility in Coalville. We are hopeful of securing around £1.4m of funding to build a seven-bed development which would provide residential short breaks for adults with learning disabilities. It would mean that the existing short breaks service at Smith Crescent would close and be replaced by the new purpose built facility. Hamilton Court care home would also close. The proposal is to build the new development on the Hamilton Court/Smith Crescent site.

**Community Life Choices** – our framework for Community Life Choices day services is now well established, with 24 organisations supporting around 800 people to access day time activities. The model supports providers to deliver support for people to find non-social care funded activities in the community and to support people to gain employment and volunteering opportunities and improve their life skills. Successful relationships have been established with providers and more flexible solutions for individuals jointly identified. In relation to supporting people with

learning disabilities into employment, the proportion in paid employment remained at 11%, in the top quartile nationally, following involvement of a social enterprise via our community life choices service.

**Autism Strategy** - the LLR Autism Partnership Board has been refreshed to implement the Think Autism Strategy. We are progressing a number of priority areas including workforce development to raise awareness of autism and improved post-diagnostic information and support. In May 2018 work began to develop an LLR Autism Alliance. In Summer 2018 young people aged 11-16 who are on the autism spectrum took part in an exciting free history project at the 1620s House and Garden. The Project Digby five-week programme was developed in partnership with Autism East Midlands. Project Digby was specifically tailored to meet the needs of young people on the autism spectrum.

**Shared Lives** – shared lives is a scheme that matches adults who need support with carefully selected carers who provide them with respite or long term care in the carer's home. We have some extremely positive stories come from Shared Lives placements. The service focuses on service users individual needs, meaning we can tailor their care requirements to allow them to live their own lives and fulfil their ambitions.

**Working Age Adults Accommodation Strategy to 2022** – our accommodation strategy aims to shape housing and other provider markets to ensure that a range of accommodation and support options are available. We aim to ensure there is more suitable accommodation to meet the needs of working age adults with disabilities.

**Whole-Life Disability Strategy** – in September 2018 we unveiled a new strategy setting out how we will work alongside disabled people of all ages as well as families and carers to take more control of their own health and wellbeing. The strategy also aims to help prevent, reduce and delay the need for long-term care services and support people to lead independent and fulfilling lives. Across the county, there are around 3,000 disabled people under the age of 65 who receive support from us. The document also focuses on young people, aged between 13 and 25 with special educational needs and disabilities who need additional support. The strategy emphasises the early work which agencies, schools and colleges can do to help young people become more independent, be active in the community, develop new skills and discover services appropriate to their needs.

**Changing Places** – in June 2018 businesses and organisations were encouraged to apply for a grant to fund enhanced toilet facilities to meet the needs of people with multiple and profound disabilities. Grants of up to £20,000 were available, through our Shire Changing Places scheme, for firms looking to promote social inclusion in their local community by installing a Changing Places toilet. Changing Places toilets are different to standard disabled toilets with extra features and more space to meet these needs.

## Helping Older People to Stay Well and Independent – 65+

**Older Persons Support** – the number of people aged 65+ admitted to permanent care rose from 873 in 2016/17 to 920 in 2017/18, an increase of 5%. However despite increased admissions the overall number in permanent care fell by 3% to 1,635. There were just short of 4,100 people aged 65+ in receipt of all forms of long term support, a 3% fall on the year before, suggesting shorter stays and admissions at an older age.

**Tackling Social Isolation** – there is increasing evidence and awareness that loneliness and social isolation have an impact on people’s physical and mental health, wellbeing and independence. The Council has started a two-phase project to develop a better understanding of the nature, extent and impact of loneliness and social isolation on people, communities and public services through collation of evidence and discussions with partners, and community organisations. Consider potential roles in tackling loneliness and social isolation across Leicestershire and potential improvement to delivery of existing services. Develop a business case to identify, develop and support decision making on options for tackling the issue, including improved and new activities. The Council is also collaborating with the University of Leicester’s Unit for Diversity, Inclusion and Community Engagement (DICE) to organise a summit on action to tackle loneliness and social isolation in Leicestershire, to take place at the University in late November.

**Falls Prevention** - it is estimated that each year in Leicestershire falls cost the NHS approximately £23m with one in three people aged over 65 falling every year. The aim of the LLR Falls Programme is to improve the treatment pathway for those identified as being at risk of suffering a fall or who have experienced a fall. The programme provides the tools to ensure the appropriate course of action is taken to help each individual maintain their independence and avoid a falls related admission to hospital. Tools include specialist therapy triage and assessment for all referrals into consultant falls clinics and specialist therapy and falls prevention training for care home staff. The work also includes the development of the local falls management exercise programme ‘Steady Steps’ and extending access to an electronic Falls Risk Assessment Tool smart phone application.

**Reablement** – our reablement approach offers considerable benefits by supporting people to regain skills rather than be cared for in the traditional sense. By providing an intensive period of coordinated enabling support focusing on outcomes, positive results are achieved. The vast majority of new contacts resulting in reablement in 2017/18 were following a hospital discharge. The HART service provides intensive support for up to 4 to 6 weeks to help service users optimise their independence to continue living in their own home. 29% resulted in no further services, 51% low level support and just 20% required ongoing support. The proportion of people living at home 91 days following discharge from hospital via HART was 86% in 2017/18.

**Dementia Support** – there are predicted to be over 9,000 people in the county living with dementia. Along with partners in health we fund and provide a range of information, advice and services to support people affected by dementia. Joint commissioning of a single community and hospital in-reach dementia support service provides a joined up service for the area, replacing three separate services. These

support easier transition between hospital and community settings and co-ordinated care and integrate services around the person in order to improve outcomes.

**Extra Care Housing** – we are looking to extend our offer to older adults seeking to live independently in accessible, telecare enabled housing with flexible on-site care and support, as an alternative to residential care. We successfully contributed towards the provision of 62 new extra care places in Loughborough, with the scheme opening on schedule. The site is forecast to be fully occupied in Autumn 2018.

**Reducing Adult Care DTOCs** – around 18% of adult care contacts and referrals are associated with people being discharged from hospital and the resources committed are extensive. During 2017/18 we invested £170k to support extra capacity in the hospital social work team and maintained our Homecare Assessment Reablement Team to ensure timely discharge. Overall there has been a 21% reduction in delayed bed days compared to 2016/17 and a 24% reduction in delays attributable to adult social care. Many actions contributed including piloting access to 14 short stay beds at Peaker Park to impact the number of permanent admissions to care homes and improvements in social care practice. We are second lowest compared with other similar shire authorities.

## **Public Health and Wellbeing**

Our aim is that Leicestershire has a healthy population with increased life expectancy and reduced health inequalities. We support the population to stay well through prevention and early intervention and through influencing the wider determinants of health and wellbeing such as the environment, housing, employment and education. Our public health function plays a key role in contributing to the aim. A number of public health issues are prioritised in our Health and Wellbeing Strategy.

**Online Health and Support Information Hub** - we want people to get support as quickly as possible when they need it. Our online information hub provides an access point for immediate support. First Contact Plus enables people to search from their own home through a broad range of wellbeing information, all in one place. The service includes information and links to organisations which provide support around topics such as health, falls, feeling safe, living independently, debts and benefits, work, learning, volunteering and families and relationships. First Contact Plus also signposts people to community groups, national charities and public health services. Developments in 2017/18 include opening up access to self-referral to First Contact Plus via the website, integrating the warm homes service and facilitating access to the new falls pathway. During 2017/18 there were 5292 referrals received and 6039 referrals made to partners.

**Early Help and Prevention** – a focus on early help and prevention is fundamental to tackling the root causes of problems as soon as they arise. We are working toward a comprehensive offer for community based prevention by bringing together resources available. This includes a core menu of prevention services which will wrap around individuals and communities as an essential component of the model of integrated care. Our Unified Prevention Board continues to oversee the development and delivery of prevention activities. The prevention plan includes identifying gaps in service delivery to support areas like the integrated locality teams.

**Self-Care Campaign** – in November 2017 a new campaign launched in Leicestershire encouraging people to take better care of themselves as well as showing what's available to help them look after their health. The 'self-care' campaign aims to support people to build confidence in treating and preventing minor illnesses, so they don't need more support further down the line. Self-care involved a number of seasonal campaigns, with the first one concentrating on increasing physical activity levels and eating healthily, which, in turn, can reduce or prevent the risk of diabetes. The campaign demonstrated the simple steps we can take to stay healthy and avoid potentially serious health problems occurring.

**Integrated Healthy Lifestyle Services** – helping people live healthy lifestyles is vital. In June 2018 we commenced consultation on changes to lifestyle service delivery which would see the development of a new service for adults aimed at preventing diseases caused by smoking, physical inactivity and poor diet. Currently services such as weight management support, First Contact Plus and Quit Ready are run separately. However, around 25% of adults engage in combinations of 3 to 4 unhealthy behaviours. The new approach would mean that people accessing one service could also be offered other lifestyle advice where appropriate, improving access, avoiding duplication and providing a more focused service.

**Local Area Coordinators (LACs)** – LACs support vulnerable people by developing networks of community based support and utilising existing community assets. They operate in local neighbourhoods, closely linked to housing and community health services and to recreational and social opportunities. There are now 20 LACs covering 26 locations with one being a countywide post focusing on working with travelling families. In November 2017 an event at Coalville Library launched the Local Area Co-ordinator scheme for the area. By improving the quality of life and independence of individuals and building stronger community links, LACs help to prevent people from reaching crisis point and reduce demand for health and social care services.

**Health Check Programme** – in March 2018 we encouraged 40-74-year-olds in Leicestershire to make sure they took up the opportunity to have a free NHS health check. People who are GP-registered are contacted every five years to be invited for one of the checks, which can reduce the risk of developing Type 2 diabetes, heart disease, strokes, kidney disease and certain types of dementia. It's free, and helps people understand the chances of getting health problems as they get older. The health check programme in Leicestershire is the responsibility of our Public Health Department.

**Healthy Weight and Diet** – good nutrition is an essential part of a healthy lifestyle. Diet combined with physical activity can help people reach and maintain a healthy weight, reduce the risk of chronic disease and promote overall health. To help combat overweight and obesity we commission a range of services including weight watchers and the LPT Nutrition and Dietetic Service. The Food for Life programme also works with schools across Leicestershire and the Master Gardners programme helps people to learn to grow nutritious food. We are also developing a comprehensive, multidisciplinary tier 3 service for people with more severe complex conditions.

**Leicestershire Food Plan** - healthy foods are fundamental to good health and we are developing a new Food Plan for Leicestershire. The Plan will provide a focus for our work to address ill-health due to overweight/obesity, reduce food waste costs and environmental impacts and strengthen our important local food manufacturing sector. The plan includes supporting Melton Borough Council and Harborough District Council in the national Sustainable Food Cities scheme by promoting healthy and sustainable food and alleviating food poverty and diet-related ill health and improving access to affordable healthy food. It will also mean that Leicestershire can become a member of the Sustainable Food Cities network which would open up funding opportunities and support from national experts.

**Reducing the Harm of Substance Misuse** - Turning Point became our provider of substance misuse services in 2016 and provides integrated support for people with drug and alcohol problems. The service is delivered through recovery hubs in Loughborough, Coalville and Leicester. Dear Albert, a local social enterprise, also continues to deliver group work programmes to increase engagement in mutual aid support for people recovering from substance misuse.

**Smoking Cessation** – quitting smoking is often the single most effective way of improving health and preventing illness. In January 2017 our new stop smoking service, QuitReady, started work. People signing up for QuitReady work with a stop



smoking advisor to help them quit with free tailored advice and the support of stop smoking medication. In January 2018 the QuitReady service teamed up with district councils to offer January quitters the opportunity to try out local leisure facilities and exercise classes for free if they stayed smoke free for four weeks or more. A total of 275 local smokers set their quit date for January 2018. In July 2018 we announced that since its launch the service had helped more than 1,600 people give up the habit. 88% rated the service as excellent and 9% as good.

**Sexual Health** – sexual ill health can affect any part of society, often when it is least expected. Our Sexual Health Strategy aims to streamline commissioning, improve patient pathways, efficiency and quality of care. The strategy includes approaches to screening for sexually transmitted diseases, teenage pregnancy and community based services. There is continued focus on supporting schools in their work around relationships and sex education and access to services through new technology. In the last year £500K was contributed towards the refurbishment of a new base for integrated sexual health services in Leicester, to generate ongoing revenue savings.

## **Children Get the Best Start - Child Health**

Ensuring that our children get the best start in life is a priority and also an investment in our future. We want to support parents to get it right in the 1001 critical days after birth and to ensure that children are prepared and ready for school, whatever their background.

**0-19 Healthy Child Programme** - our service model for the Healthy Child Programme comprises a combined health visitor and school nursing service. The service prioritises the health of looked after children, children with SEND, traveller families and those at risk of exploitation.

**Early Years Health** – we know that good health habits developed in the early years are likely to continue into adulthood. Our Healthy Tots Programme provides a framework to support early years settings to be health promoting organisations. The programme includes emotional health, wellbeing, physical activity and healthy eating. In November 2017 we reported that more than 130 day nurseries and childcare providers in Leicestershire were encouraging youngsters to be 'healthy tots' through the programme. The programmes physical activities include climbing stairs and tidying up to more physical play such as hopscotch and an obstacle course. Children are provided with healthy, balanced and nutritional snacks and there is also work done around self-confidence and awareness.

**Early Years Support** - in spring 2018 we brought together our Early Years Special Educational Needs and Inclusion Service, our Early Learning and Childcare Service and our Early Years Autism Team into a single Early Years and Child Care Service in order to pool our early years expertise. The single service provides support to ensure that young children get the best start in life and that their health, development and learning are the best they can be. The service works directly with children and families as well as with early years' providers and schools.

**Good Early Learning and Child Care** – continuing good progress has been made to secure sufficient high quality childcare provision across the county with currently 96% of providers judged by Ofsted to be good or better. More 3 and 4 year olds are also now accessing their entitlement to Early Years Pupil Premium, which can help accelerate progress. The percentage of children achieving a good level of development at the end of reception year was 70.8% an increase of 0.7% compared to 2017.

**Breast Feeding and Maternity Support** – low breastfeeding rates are linked with inequalities in health, deprivation and reduced life expectancy. Breastfeeding peer support services are available in 6 areas and breastfeeding champions have been nominated in both health visiting and children centre teams. The ‘baby buddy’ app and ‘meals on heels’ app have been embedded across the county.

**Healthy Schools** – the Leicestershire Health Schools Programme provides the framework to support schools to be health promoting settings. 40% of Leicestershire schools have renewed their healthy school status in the last 2 years, while 48% of schools have achieved ‘Enhanced Healthy Schools’ status by achieving meaningful outcomes on a public health priority.

**Teenage Pregnancy** – teenage pregnancy is a key aspect of our sexual health strategy. In April 2018 it was announced that teenage pregnancy figures for under 18’s across Leicestershire were down for the ninth consecutive year. Figures show the annual rate in 2016 decreased to 13.7 per 1,000 females aged 15-17 years, a 16% decrease since the 2015 figures were released. Five districts in Leicestershire witnessed a decrease compared to the previous year, with Harborough seeing the greatest improvement. Work over the past year has included the roll out of free school training on relationship and sex education.

## **Mental Health**

The considerable burden of mental illness means that strengthening individual resilience and helping people with mental illness to recover remain priorities for us. We are a partner in the Better Care Together Mental Health work-stream. The supporting programme incorporates a range of interventions aimed at helping people avoid becoming mentally ill and at mitigating the impact of mental illness in those who experience problems.

**Mental ill Health Prevention** - our RU OK? website provides information about sources of support. As part of the local Mental Health Partnership group we have developed supporting practices. Mental Health First Aid training is offered to front line staff. Our adult learning service has also designed a number of opportunities for adult social care users including those anxious and depressed. Healthier in Mind is progressing a mental health strategy for LLR owned with local communities.

**Children’s Mental Health** - the Future in Mind plan is progressing improved support across LLR. £8m is being invested in child and adolescent services to support measures including mental health awareness training and healthy schools advisers to support pupils. As part of our approach to supporting mental health a

toolkit has been launched for schools and an emotional wellbeing curriculum pack developed by the young people on our County Youth Council for Leicestershire. The pack has been launched to Leicestershire Secondary Schools as part of their Mental Health Awareness campaign and includes a variety of activities for work with young people aged 11 to 18. Through 'routes to resilience' we are supporting an evidence based approach to helping schools and families in their work developing the character, resilience and emotional wellbeing of children and young people. The programme is being offered to all state maintained and state funded primary schools, secondary schools and colleges across the county over the next three years.

**Suicide Prevention** – death from suicide has devastating consequences. There are on average 55 deaths from suicide each year in Leicestershire and it remains the biggest killer of men under 50 and the leading cause of death in young people. Three-quarters of suicides are among men, with those aged 45-49 most at risk. In September 2018 we launched a new campaign to help prevent suicide by raising awareness of the risks and showing what support is available. The campaign called Start a Conversation is hoping to break the stigma around suicide, encouraging people to be more open about their worries and showing them where to seek help. The campaign is supported by a website giving people information on where to get help in a crisis and also how to maintain good mental health and support others in need.

Since autumn, 2017 the Public Health team has worked with key partners in the Leicester, Leicestershire and Rutland Suicide Audit and Prevention Group and across local communities to develop a comprehensive suicide prevention programme. The programme 'Start a Conversation', captures the essential ethos behind the campaign, that people in distress and with mental health problems benefit from a listening ear and from getting the right support in crisis. The campaign also aims to tackle stigma around mental illness and suicide by stimulating open and honest conversations. Initial focus has been on developing a website to anchor the campaign. The website was officially launched on 10<sup>th</sup> September to coincide with World Suicide Prevention Day. Funding has also been secured for a 0.5.FTW suicide prevention coordinator post within the public health team. This will provide sustainability for the delivery of the campaign (and will include day-to-day maintenance of the website).

**Mental Health Reablement** - our mental health reablement service commenced in August 2017, and is part of the working age adult mental health structure. Working age mental health staff support people with needs ranging from low level through to complex and also with much broader needs including alcohol and drug problems. As a result of the changes the service has seen increased demand. The support they provide focuses on building confidence and skills and reducing risks, signposting and engaging with other relevant support. They leave the person with a crisis and contingency plan as well as progress to continue recovery. Outcomes shows the service is having a positive impact and timescales for allocating services are reducing.

**Recovery and Resilience Services** – the model provides a coordinated approach to supporting people with mental health issues and is run through a number of hubs across Leicestershire.

## **Physical Health, Sport and Physical Activity**

The role of physical activity in improving our health and wellbeing is increasingly acknowledged, helping to reduce the major causes of premature death and illness as well as the prevent ad management of up to 20 chronic diseases. Leicester-Shire and Rutland Sports (LRS) play a key role in sport and physical activity support and delivery.

**Getting People Active** – Leicester Shire and Rutland Sport have developed and launched a sub-regional Physical Activity and Sport Strategy 2017-21. During 2017/18 £575k of public health funding was invested into county Locality Sport and Physical Activity Plans, generating 399,248 attendances recorded at physical activity and sport sessions. £115K was also secured from the 2 CCGs to deliver a Falls Management Exercise Programme. Over 5,000 participant interactions were recorded during 3 physical activity and sport campaign weeks - This Girl Can, Feel Alive from 65 and One You. 173 women and girls attended the This Girl Can 'Charity Night Out' at Brockington College. Evaluation showed that 80% of attendees classed themselves as inactive against activity guidelines of 150 minutes per week. Over 200 local residents in care settings took part in the Twilight Games programme.

Over 120 Early Years Practitioners accessed training to support them to create an active setting. A new combined 'Active Schools' Head Teacher Champion Group has been established with representation from primary, secondary and special schools as well public health teams. All 10 School Sport & Physical Networks now have strategic Head Teacher Forums in place, to ensure a consistent and appropriate local offer within all schools.

In June it was announced we had been awarded £442k from Sport England to help low-income families get active with their children. Working in partnership with the Leicestershire Home-Start charities, district council and LRS we are one of the first to receive investment from £40m National Lottery funding dedicated to helping families get active together. The funds will target inactive families with at least one child aged 5 to 10.

**Staying Active** - 2,505 young people participated in the Level 3 School Games Programme, across 40 competitions. 327 of whom were disabled young athletes, competing in 10 disability focused competitions. 8,259 young people participated in the Team Leicestershire competition programme across 8 sports. £37,827 was also invested into the delivery of 8 new and 42 sustained Satellite Club projects. This has resulted in over 600 participants aged 11-25 engaging in physical activity and sport linked to local community clubs. 18,250 activities were recorded during the eight week Workplace Challenge activity log. There were 496 active users from 119 workplaces. £23,500 was invested from the Go Gold Funding Programme to support 50 talented young athletes across the county. 67 community clubs and organisations were also supported to make successful funding applications, generating £669,827 of external resources.

**Active Places** - £226K was secured from the Sport England Community Asset Fund for 6 clubs across LLR. The Heart of England Boxing Club received £200,000 from the Persimmon Homes Healthy Community Scheme through a national public vote. The first LLR Active Places Forum took place with representation from the County

Council, City Council, Rutland, district councils and Sport England. The team also worked with 12 schools to submit grant applications to the DfE Condition Improvement Fund. Over £1.7m was received through developer contributions towards physical activity and sport across the county.

**Active Economy** - working with Sport England, the LLEP and local authorities we have appointed an Economy and Sport Growth Manager to lead this work area. England Netball relocated their national HQ to SportPark at Loughborough University, employing over 130 people. The Sport and Recreation Alliance also ran their conference attracting over 150 delegates to Leicestershire.

LRS's partner survey Net Promoter Score increased to 66%, rating LRS amongst the top 20% of all County Sports Partnerships in England. The LRS team also achieved the second highest QUEST Active Communities score in England in 2017 and achieved the standards of the UK Code of Sport Governance. 497 coaches, volunteers and club members accessed the 2017/18 LRS Workforce Education Programme. 40 South Asian women provided with 1 to 1 support to access leadership and activator roles through the Take the Lead programme. 24 young people trained and supported into deployment through the Elite Leadership Volunteering Programme. Over 98,300 users visited the LRS website, an increase of 45% from 2016/17. The Get Active Search Engine, which features local activity sessions and clubs and organisations, was accessed by over 33,500 users. Over 8,400 individuals, ranging from partners to young athletes, school and community settings, benefitted from 90 LRS organised events and courses.

## **Opportunity**

In relation to opportunity we have a number of aims including that every child gets the best start in life, everyone is able to aim high and reach their potential and that every child has access to good quality education.

## **Educational Quality**

We aim to ensure good life chances for all by reducing inequalities in educational attainment and by raising standards for those with poorer outcomes. We continue to champion excellence in our schools and high academic achievement. We support the work of the Leicestershire Education Excellence Partnership and school heads in securing good standards, improvement advice and sharing good practice.

**Education Effectiveness** - early in 2018 we completed a review of our school improvement functions and this has led to the creation of our new Education Effectiveness Team. The team supports our strategy to work collaboratively and productively with schools and academies across Leicestershire for the benefit of Leicestershire learners.

**High Standards in Primary** – there was a 3.9% increase in the percentage of children reaching the expected standard in reading, writing and mathematics at the end of Key Stage 2 (age 11) in Leicestershire schools. Provisional data suggests that Leicestershire will be above the national average.

**High Standards in Secondary** – *to follow*

**Education of Vulnerable Groups** - our Oakfield Short Stay School continues to support children that are at risk of exclusion or have been permanently excluded from primary school.

The proportion of children in receipt of special educational needs support achieving the expected standard aged 11 is higher than last year. This has previously been identified as an area for improvement in Leicestershire.

**Education Inclusion** – we have appointed a new Inclusion Manager to bring together all our education inclusion functions and develop capacity to support inclusion in mainstream schools. The Pupil Services Team, who lead work with children missing education, electively home educated and pupils with medical needs moved into the Inclusion Service in September 2018, providing greater opportunity to develop our support for these children. The Pupil Services team has been working to support children who are not able to attend school due to their medical needs. These numbers have increased significantly over the last few years and last year we provided education to around 300 students. Our numbers of pupils who are electively home educated has been rising and is now around 500.

**Information Advice and Guidance** - information advice and guidance services moved into the council recently from the careers agency Prospects and are now part

of our new Inclusion Service. The team provide support to vulnerable young people who are at risk of, or not in, education employment and training.

**School Place Planning** – our 2017/18 capital programme delivered an additional 1101 school places, including the new Birkett House Special School, a new Hallam Fields Primary school in Birstall, additional places for children with autism and capital for the expansion of early years providers. In April it was revealed that nine out of 10 children across Leicestershire had secured a place at their first-choice primary school for the autumn. A total of 92.8% of children were offered their preferred option, 4.4% their second choice and 0.8% their third. This represents an improvement of 1.5% on last year, with 98% of the 7,300 applications received gaining a place at one of their top three choices. In January we invited expression of interest from Academy Proposers to operate a new 420 place primary school to serve the new Lubbethorpe development, and expect selection of our new preferred Academy Trust to be confirmed shortly by the Regional Schools Commissioner.

**School Fire Safety** – in February we reported that a new policy on fire safety in Leicestershire schools was being drawn up in light of national recommendations following the Grenfell Tower tragedy. The blueprint will reflect changes to legislation being considered and spell out when sprinklers should be fitted. Since July 2017 we have contacted all 281 county schools, including academies, to make sure their fire risk assessments abide by current fire regulations.

## **Keeping People Safe**

Our aim is that people in Leicestershire are safe and protected from harm. In particular that people at most risk or in crisis are protected and supported to keep safe and that people are safe in their daily lives. In July we agreed a new Children and Families Partnership Plan to 2021 setting out our shared vision with partners for children and families and our priority outcomes. Delivery is underway against the priority action plans.

### **Safeguarding**

We continue to work in close partnership with the local Safeguarding Children's Board to implement strong interagency arrangements for the protection of children from harm and provide a range of support services for children in need.

**Safeguarding Children** – in June we refreshed our plans for safeguarding children. Our aims are transitioning to new effective multi-agency safeguarding children arrangements, recognising and responding to the impact of multiple risk factors in families, robust pathways for children to access services, that children at risk of exploitation are effectively safeguarded and improved safeguarding of children with SEN D. We have had more contacts to children's services this year than previous years, though referrals into social care and the number of child protection plans have reduced. More referrals are repeat referrals and more child protection plans were for children who have previously been on a plan.

During the year we have worked with young people to set up a young person's advisory group to support the work of the Board, conducted a series of formal audits of safeguarding arrangements including case audits of front line practice, serious case reviews and dissemination of learning, reviewed safeguarding procedures, and provided training on topics relevant to safeguarding. In relation to the trilogy of risk - domestic abuse, substance misuse and mental health issues - we have developed materials for agencies to communicate messages and improve practice. We have also carried out work on the emotional health needs of parents and children and safeguarding.

**First Response** – our First Response Children's Duty team operates 24 hours a day and is the front door to accessing children services. The team deals with around 25,000 calls and 30,000 emails a year and includes urgent responses to those at imminent risk and an early response to stop concerns escalating. We have reviewed and revised the service delivery model for First Response, strengthening the front door into children's services. We are also part of the Signs of Safety Innovation Project.

**Child Sexual Exploitation (CSE)** - the work of our multi-agency CSE Hub has been recognised and praised by OFSTED. As a result of the robust joint response with the police and other partners we have seen the identification of young people at risk increasing and also supported children through successful convictions of perpetrators and individual work with victims to move forward positively. The Hub has also taken a lead on identifying and supporting young people who go missing and overseeing the completion of return interviews, undertaken independently by



staff within our Listening and Support Service. We have seen reductions in the numbers of children and young people reported missing and more return interviews carried out, alongside better planning and support to young people who go missing and place themselves at risk. 'Chelsea's Choice' theatrical CSE education was also rolled out to secondary school children. CSE outreach workers and faith and community champions have worked to engage and raise awareness regarding CSE with third sector bodies.

**Cyber Safety** - the safeguarding partnership has rolled out the 'In the Net' resource to raise awareness of CSE and online safety with primary age children. This was seen by 5,500 primary school children across 73 schools.

**Improving Children's Services** – our last Ofsted inspection in late 2016 found that children's services 'required improvement' overall, with half of all councils inspected having this rating. We initially invested an extra half-a-million pounds to recruit social workers to reduce caseloads and drive quality across our work. In addition an extra £2.5m investment in children's services is allowing us to create new posts including social workers and a children's rights officer. The recruitment drive aims to attract 37 staff to support children. In June 2018 there was a progress report on our improvement plan setting out a variety of improvements made so far and better outcomes as a result. The Ofsted Annual Conversation in February 2018 and resulting feedback letter recognised the progress that has been made to date.

**Safeguarding Adults** – during the year the Safeguarding Adults Board has conducted a series of audits including a Safeguarding Adults Audit Framework, case reviews of frontline practice regarding safeguarding and domestic abuse, and reviewing and disseminating learning from safeguarding adults reviews. The Board has also supported use of the Vulnerable Adults Risk Management tool to support consistent responses to vulnerable adults who do not meet thresholds for access to safeguarding services. There has been an increase in the number of people whose desired outcomes have been met through safeguarding enquiries.

We have reviewed the MARAC process with the police and agreed a social care post within the planned MARAC Hub to provide advice, guidance and support. The post will help ensure that there is an effective multi-agency approach to manage high risk domestic abuse cases. There has been a major refresh of our safeguarding training programme and we have also revised our Safeguarding Adults team to more quickly identify if safeguarding thresholds are not being met and provide alternative signposting and referrals to manage any risk. Safeguarding data indicates that safeguarding enquiries in care homes have dropped from 61.6% to 38.9% reflecting work with providers to reduce risk.

In June 2018 we agreed a new plan for safeguarding adults. Priorities include prevention of safeguarding need, improving understanding of capacity to consent and the Mental Capacity Act across agencies, more consistent use of adult safeguarding thresholds, and ensuring work is informed by adults with care and support needs. There were 1500 safeguarding enquiries investigated in Leicestershire in 2017/18, a 15% increase on the previous year. 55% were located in the community with the remainder in care homes.

Our new front door Safeguarding Team is now operational allowing additional information gathering to provide effective application of thresholds, resulting in fewer safeguarding enquiries requiring transfer to locality teams. Our Safeguarding Effectiveness Group continue to oversee overall effectiveness. In relation to 'making safeguarding personal' the desired outcome was achieved or partially achieved in 95% of enquiries. The focus of our Safeguarding Adults Team ensures a consistent and timely approach to applying safeguarding thresholds and in identifying and addressing immediate risk. We are working with partners to establish a post to manage high risk domestic abuse cases on a daily basis and early identification of which cases also meet safeguarding thresholds. We have also delivered the new safeguarding training to 400 front line staff. Feedback from staff has been positive.

**Deprivation of Liberty Safeguards** – we continue to invest significantly in Best Interest Assessor (BIA) staffing to cope with increased referral rates and those that require renewals, and we commission external support to help people waiting assessment. In Spring 2018 we began procuring BIAs, mental health assessors and paid persons representative to increase capacity to impact on waiting lists.

## **Keeping Children Safe and Cared For**

Our aim is that all children are living in stable environments and have secure attachments and that families are self-sufficient and able to cope. Like other local authorities we have seen the number of children in care increase significantly over the last few years. Leicestershire currently has 552 young people in care.

**Child Placements** - to support our children in care who experience the most challenges we have worked hard to improve placement stability, leading to a significant improvement - this year 8% of placements were disrupted compared to 15% last year, exceeding regional comparators. One reason has been the establishment of the Dedicated Placement Support Team, who wrap around a young person and carers to provide intensive support to help stabilise placements and work towards positive outcomes for the young person. Over the last 12 months the team have supported young people to remain in placement, to move successfully from residential to a family type placement, and for others to return home to family or to live independently. In July we agreed the development of a new Children's Innovation Partnership for children's care services. The Partnership will explore teaming up with a non-profit group or charity to help design and deliver support to families in care or on the edge of care. Similar initiatives are working well elsewhere.

**Fostering** - we have plans to ensure that Leicestershire's children in care remain locally in the county and also save £3m by recruiting more in-house foster carers rather than expensive private agencies. We have been working hard to increase the number of foster carers, recruiting carers for specific groups, for example parent and baby placements, and importantly to retain carers once they foster. In February we launched our revised website "We are Family", alongside recruitment and retention activity that has seen use of social media, our children in care making a film and being part of foster carers training and our improved offer to carers. We also have run a variety of events to encourage individuals to become foster parents. The evenings provide prospective foster parents with an opportunity to meet and talk to

carers, as well as the council's fostering team. In July 2018 we agreed proposals to increase the fees paid to foster carers together with a package of support and training. The proposals see first time foster carers and those at the lower end of the payment scale receive up to £40 per week more. The changes are part of a longer term strategy to strengthen the support given to children and young people in care, and improve training for existing carers.

**Adoption** – adoption can transform lives; both for our adopters and for the children in our care who need loving, permanent families’. In October 2017 we launched a drive to encourage more people to become adopters. We had 34 children in our care who needed adopters. These included babies, pre-school children, older children and children with disabilities or health issues. We aim to recruit 70 adopters to help meet the need and held regular ‘find out about adoption’ events. Our service managers have worked hard to review all cases and ensure that appropriate plans are in place for children. The Child Decision Making Panel and Permanence Panel are now well established and we are seeing evidence of timely decision making and planning for children. It takes us on average 517 days from entering care to adoption, less than the average of 549 days. The Permanence Thematic Audit also this year evidenced improved practice in this area. We are also working on a model to strengthen Fieldwork Teams.

**Care Leavers** - the Leaving Care Team is established and has been working hard with partners to develop our Offer for Care Leavers’. Good work has been undertaken with partners and all Care Leavers will now be exempt from Council Tax in the early years in independence. The multiagency high needs panel is now well embedded and can evidence shared responsibility, actions, and improved outcomes for the most vulnerable Care Leavers. In addition, key performance areas such as in touch, suitable accommodation and employment, education and training remains consistently good or an improving picture. The percentage of care leavers in education, employment or training has improved to 50.7% placing us in the second quartile for performance. 88% of care leavers were in suitable accommodation, also second quartile performance.

**Looked After Children Outcomes** – our Virtual School have worked to get agreement across the council to establish a number of apprenticeship posts for Children in Care. Dental checks have improved from 74% to 86% and health checks from 75% to 78.8%. The strengths and difficulties questionnaire completion has increased from 45% to 78.6%.

**Children in Care Attainment** - the Virtual School has robust procedures in place to monitor and track the progress of children looked after by the Council. Daily attendance and exclusion returns and termly attainment data ensure timely interventions to address emerging issues. Instability, high levels of complex needs and length of time in and point of entry into care remain key factors influencing education and attainment at Key Stage 4, as do high numbers of pupils with SEND and the relatively small numbers in the cohort. Regular meetings ensure that focus is maintained on pupils’ individual needs so that appropriate support is implemented to facilitate optimum progress, this may be pastoral and academic support in school which is often funded by Pupil Premium Plus.

## Support for Vulnerable Children

We have developed a new SEND Strategy to 2020 setting out our vision and priorities for developing support and provision for children and young people with SEND. The Strategy is overseen by a Strategic SEND Board. Priorities include supporting schools to develop their provision and developing local specialist services to ensure sufficient places across a variety of needs.

**SEN D Local Offer and Advice** – our local offer brings together details about local health, education and social care services in one place for children and young people aged 0-25. This one stop shop provides a valuable resource and experiences of services and facilities can also be submitted via the site. We have also rolled out our Local Offer Roadshow to support parents, carers and many professionals. Our SENDIASS service also continues to provide free, impartial and confidential advice and support on all matters relating to SEND including education, health and social care issues. Its aim is to empower parents, carers and children to voice their thoughts about the support they need in place.

**Early Help SEN D** - early this year we launched our Early Help SEND offer through the development of our SEND Early Help Service. The service supports and manages referrals for a specialist summer play scheme and has successfully supported 112 families to access the scheme. The team have also supported 225 families of children with SEN and early feedback from these families is positive.

**EHC Plan Assessments** - over the last year we have supported over 3600 children with Education Health and Care (EHC) plans. This is a significant increase in numbers compared to last year. We have been congratulated by the Parliamentary Under-Secretary of State for Children and Families on converting all of our statements to Education Health and Care Plans.

**SEN D Family Support Team** – our new SEN D Family Support team has been established to support parents and carers of children and young people aged 0-19 who have a disability. SEND Family Support and Assessment Workers help with information and advice, applying for early help short breaks and specialist summer play schemes and parenting support including managing family routines and boundaries.

**Specialist Teaching Service** – we have reviewed our Specialist Teaching Services and brought them together into a single service including the Autism and Learning Support Team, Hearing Support Team and Vision Support Team. The Specialist Teaching Service has supported children with SEN over the last academic year to successful engage with education and to reach their outcomes.

**Disabled Children's Service** - the Disabled Children's Service work with around 500 cases covering support through direct payments, short breaks, Children in Need Plans and support to children subject to Child Protection Plans and children in our care. The service has worked to develop a new Pathway to Adulthood that sets out how we will support children in their transition to adulthood.

**Anti-Bullying** – in November 2017 school children across Leicestershire were asked to don odd socks as part of a campaign to raise awareness around bullying. The ‘Odd Socks Day’ marked the beginning of Anti-Bullying Week, supported by the Council. A key aim of the campaign was to empower children and young people to celebrate what make them unique. During the week schools undertook awareness raising activities, while our anti-bullying team delivered governor and workforce training about homophobic, bi-phobic and transphobic bullying. In July 2018 more than 20 schools in Leicestershire were recognised for their commitment to tackling bullying through a Beyond Bullying Award.

## **Supporting Families and Early Help**

We seek to intervene early and provide a range of early help and preventative services to support children and families and ensure that problems don’t escalate. Doing this helps save the costs of more expensive interventions for a range of agencies.

**Family Information Service and Directory** – our Family Information Service aims to provide information advice and guidance to all families and families to be. Our Family Information Directory provides information on many useful organisations and activities such as childcare, children and young peoples’ activities, support groups, providers offering advice, support services across education, health and care and the SEND local offer.

**New Family Wellbeing Service** – we agreed to redesign various elements of our Early Help Services into an integrated Family and Wellbeing Service for 0-19 year olds. We are bringing together Children’s Centres, Supporting Leicestershire Families (SLF), the Youth Offending Service (YOS) and Information, Support and Assessment teams into the new service. These four services work with children and families to tackle problems before they get serious. The new service will support vulnerable children and their families, be run from 21 hubs and centres across the county and reduce costs by £1.5m removing duplication across services. Helping the most vulnerable families is key, and the new service will ensure they receive specialist, tailored support. Bringing together services will help us tackle problems at an early stage more effectively, but does mean fewer people will receive support. In July, following consultation, we agreed to invest an extra £2m to ensure more children’s centres could be kept open under the proposals than originally envisaged.

**Children’s Centres** - our Children’s Centre Programme continues to focus on supporting families needing extra help, especially in the first 1001 days from pregnancy until the child’s second birthday.

**Supporting Leicestershire Families (SLF)** - SLF helps people tackle a range of issues including drugs, truancy, unemployment, domestic violence, health problems and anti-social behaviour. It is on course to support 3,300 families by 2020 - last year it helped 70% of the families it supported to make positive progress and is in the top 5% of councils nationally.

**Early Help Evaluation** - we have evaluated our Early Help Services and found that they are effective, highly valued and innovative. The multi-agency key worker approach is working well and the services are valued by families and partners. The study found that staff have high levels of confidence in effecting change with 93% of workers believing they can affect change in complex families, all or most of the time. Families make significant progress and the majority of families sustain changes, 67% aren't re-referred. The study also found that the impact on social care referrals is significant, 68% of families had involvement prior to early help support which drops to 33% after the case is closed.

## Safer Communities

We place high priority on keeping Leicestershire communities safe by helping minimise crime and anti-social behaviour, reducing youth offending, supporting victims of crime, and providing consumer protection services.

**Community Safety and Crime Minimisation** - Leicestershire has seen a rise in total crime of 17% to 60 crimes per 1000 population, though this is lower than the England average of 84 crimes per 1000 population. Violence against the person has increased by 39% over the last year, with violence with injury increasing by 24%. Although there has been a large increase, violent crime rates are substantially lower than national rates. There were 5 violence with injury offence per thousand population compared to 9 nationally. Leicestershire also has the second lowest rate compared to its comparable neighbours.

The latest Statistical bulletin: Crime in England and Wales: year ending March 2018 suggests that recording improvements have had a big impact on police recorded violence. Ongoing work by police forces over the last three years to improve crime-recording practices has driven an increase in recorded violence against the person offences. Anecdotal evidence suggests that the improvements have had a larger effect on relatively less-harmful types of violent crime but less impact on more harmful sub-categories, such as homicide and violent offences involving weapons.

Police recorded crime data and NHS data give more insight into the lower-volume but higher-harm violence. These indicate a continued rise in the number of offences involving knives or sharp instruments, with police recording 16% more offences this year compared with last year; provisional NHS data show a small proportion of these offences result in an admission to hospital with admissions for assaults involving a sharp instrument increasing by 14% for England in the last year. Published figures for Leicestershire police force (LLR) show 725 offences involving a knife or sharp instrument. This is an increase of 46% on the previous year substantially higher than the English increase. There has been a 14% increase in police recorded vehicle offences in Leicestershire which mirrors the national picture which saw a 12% increase. This category of crime is thought to be well-reported by the public and relatively well-recorded by the police. There was a 3.6% rise in total burglary figures in 2017/18. Nationally burglary offences increased by 6%.

**Youth Offending** – first time entrants to the criminal justice system aged 10-17 was 104 last year, down from 126 the year before. The rate of re-offending per young offender was 0.71 for 2017/18 also an improvement on the 2016/17 figure of 0.91.

**Kick Start Your Life** - the KSYL is an innovative programme using sport as a mechanism to engage with young people who pose the greatest risk of offending or causing harm. KSYL delivers a bespoke programme for the young person based around the sporting activity that they want to do. The project supported 36 young people in 2017/18 and is being expanded to cover arts provision as well as sporting activity.

**IMPACT Project** – the IMPACT project continues to work with young people involved in Anti-Social Behaviour. The IMPACT team carries out street based work with young people in areas where ASB has been identified as a problem. The teams

undertake work in relation to drugs, knives, sexual health, risks of exploitation on line and on the street. YOS has also over the last 12 months been working with the Police and other partners to develop a response to knife crime. A knife crime awareness programme has been developed and is being delivered in schools. Multi-agency work has also progressed to seek to tackle ‘county-lines’ drug dealing activities.

**Safer Summer Campaign** – in June 2018 we launched a campaign to keep people safe during the summer months. In partnership with the district councils and Leicestershire Police, the ‘Safer Summer’ Respect/Tolerate campaign focused on antisocial and nuisance behaviour. As part of their wider campaign, the police also focused on three other areas based on crimes that normally peak during the summer months. These include online safety, burglary and personal safety.

**Hate Incidents and Crime** – in October 2017 the Council and partners across Leicester, Leicestershire and Rutland, raised awareness about how and where victims and witnesses can report hate incidents and crimes, as part of National Hate Crime Awareness Week. New videos outlined the importance and benefits of reporting. They make it clear how and where reports can be made and what action and help is available including support from specialist services such as Victim First. As well as releasing new videos the council hosted a number of events throughout October.

We co-ordinated and hosted a workshop in February bringing LLR partners and a number of voluntary and community based organisations. A task and finish group has drawn up a new LLR Hate Action Plan for 2018-21 and Hate Communications Strategy. LLR community safety leads and the police lead for young people have been working together to ensure consistency in awareness material taken into schools and we have joined up our approach on the Diversity Workshops that are taken into primary schools.

**Domestic Abuse** - in November 2017, the Council and partners across LLR raised awareness of locally commissioned specialist domestic abuse and sexual violence services, using innovative campaign materials and activities which targeted BME communities, women aged 45+ and parents/carers with children. The campaign also developed materials which targeted council premises and workers. In June 2018, the council held a stakeholder workshop to consult with partners and share learning about the Complex Needs Refuge Project, which ran throughout 2017-18 and was funded by a successful bid to the Ministry of Housing Communities and Local Government

**Prevent** – our Leicestershire Corporate Prevent Group delivers our responsibilities for stopping people becoming or supporting terrorism, in support of the Government's national Prevent Strategy. The group leads on departments work on Prevent and associated counter terrorism under the new national counter-terrorism strategy Contest3. During 2017/18 a number of schools across the county requested and received an overview on WRAP for their Governors. These requests have come forward following an Ofsted inspection within the school. In partnership with the Leicester City Council and the OPCC we have coordinated an Integrated Prevent Project for Key Stage 3 which has been offered to selected schools. The offer includes the Going to Extremes production from Alter Ego, Safe Space which is a peer leadership/training programme for young people and ParentZone which is an organisation that works with professionals, young people and parents to raise awareness of online safety.

**Celebrate Safely** – in November 2017 two groups of children were crowned winners of the Celebrate Safely competition. The youngsters created ideas on how to celebrate safely as part of a campaign and received awards at a special event at the Warning Zone in Leicester. The Celebrate Safely campaign involved a range of partner agencies in Leicestershire.

**Ask for Angela Safety Scheme** – in February a campaign was launched which supports people feeling uneasy on a date in pubs and clubs to discreetly approach staff and request assistance. Available at participating venues the 'Ask for Angela' initiative is a simple yet effective scheme designed to provide support and reassurance for members of the public if they are feeling vulnerable.



## Consumer Protection

Our Trading Standards Service continues to play a key role in ensuring a good level of consumer protection, fair business trading environment and safe consumer goods.

**Intelligence Led Enforcement** – the Trading Standards Service adopts an intelligence led approach in supporting local businesses by identifying and proactively engaging with businesses that produce or supply high risk products. Complaints levels are also monitored to ensure that the Trading Standards Service can intervene as early as possible to reduce the risk of non-compliance. Surveys indicate an overall business satisfaction rate of 88% in regard to the support provided by the service.

**Safer Consumer Goods** – in June 2018 more than £240,000 of counterfeit football kits were seized by our Trading Standards officers ahead of the World Cup. Since April, the Trading Standards team, working as part of the National Trading Standards Safety at Ports and Borders Team, has stopped more than 12,000 fake kits from entering the UK via East Midlands Airport. Officers work with the Border Force at the airport to examine cargo and stop any unsafe goods being imported in order to protect fans and legitimate companies. Occasionally as part of these checks for unsafe items fake goods are also found.

**Counterfeit Tobacco** – in August 2018 we announced that over 7,000 counterfeit and illicit tobacco products had been seized so far by our trading standard's team and police aided by a team of sniffer dogs. The haul of cigarettes and hand-rolling tobacco was seized from retail and residential premises across the county. The selling of illegal tobacco not only threatens the health of communities it also damages the local economy.

**Money Scams** – fraudsters scammed nearly 49,000 older people across the UK in the past year, equivalent to almost six reports every hour according to a recent BBC investigation. The total number of reports has nearly doubled in the past three years. In June 2018 the Council was recognised as a Friends Against Scams organisation in a bid to encourage more people to spread the word and to take a stand against scams. Last year our Trading Standards Team provided support to more than 200 victims of postal, telephone and doorstep scams. The successful interventions prevented the victims incurring further losses. As part of the scheme council employees are being trained about different types of scams and how to spot and support a victim. In August Trading Standards officers hosted a series of roadshows across Leicestershire to promote scam awareness and encourage residents to become a friend against scams. Our adult social care service is also establishing officer posts in the Trading Standards Team to ensure work around financial fraud and scams continues on a long term basis.

## **Great Communities**

We want Leicestershire communities to be thriving and integrated places where people help and support each other and take pride in their local area. Our priority 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.

**New Communities Strategy** – in December 2017 we set out our continued commitment to work together with communities to make a difference to peoples’ lives through publishing a refreshed Communities Strategy. Since our first Communities Strategy was adopted in 2014 significant progress has been made. Thirty local libraries are now being run by community groups and volunteers, and 300 projects have been funded through our SHIRE Grants scheme. The refreshed strategy provides direction for the next five years, with the ambition being that communities can thrive, take pride in their local area and are able to help themselves. We ran events and workshops and asked for feedback about the plan via social media. Residents felt that ‘community spirit’ and a sense of neighbourliness was key, and that they needed to easily access information, guidance and advice from public and voluntary sector organisations.

**SHIRE Community Grants** – the SHIRE Community Grants programme makes grants of up to £10,000 available for projects that improve the lives of vulnerable and disadvantaged people in the county. In 2017/18, the Council awarded a total of £420,188 in SHIRE Grants to 105 different projects. Examples of projects awarded funding include £5,000 to Mosaic as a contribution to a new, fully accessible narrowboat, which will enable people with disabilities and limited motor skills to steer the boat, £7,800 for the Zinthiya Trust to deliver a successful money management, debt and energy advice service to disadvantaged communities in Coalville and £8,232 to Fusion Lifestyle, for physical activity sessions to support people with mental health issues in Loughborough, which would lead to more peer mentors.

**Community Capacity Building** – a range of community capacity building initiatives have progressed including funding for the development of a good neighbour scheme facilitated by the Rural Community Council, contracting with VAL to support communities to develop new initiatives that bring people together and develop resilience and resourcefulness and providing a Local Area Co-ordination service to support people to access community resources and build capacity.

**Social Enterprises** – the Cooperative and Social Enterprise Development Agency (CASE) provide a social enterprise support service across Leicestershire. In 2017-18 CASE supported over 30 social enterprises to trade more effectively and generate greater income.

**Countywide Voluntary Sector Infrastructure Services** - support for the voluntary and community sector in Leicestershire is provided by an infrastructure service contract held by Voluntary Action Leicestershire. The service supports the shared objectives of the Council and CCGs, specifically around managing demand through early, community level, intervention and prevention, increasing community resilience and more effective delivery of services by community groups.

**Volunteering** – we continue to encourage and support people to volunteer, to help their communities, meet new people and learn new skills. We have supported Volunteer 4 Good which aims to get people aged 50+ more involved with local environmental projects. One of our officers who has worked with hundreds of volunteers and supported them to develop long-term opportunities has been honoured with a national award. Nicola Seika was named volunteer manager of the year at the Heritage Volunteering Conference in April. The award, which celebrates outstanding examples of volunteer leadership, innovation and collaboration, was handed out by the Heritage Volunteering Group, who reviewed entries from volunteering projects across the country. Our volunteering officer for heritage supported more than 500 volunteers of all ages and has been a pioneer in developing new opportunities for people with hidden disabilities.

**Parish and Town Councils** - the Council in partnership with Leicestershire and Rutland Association of Local Councils organised a series of events with regard to supporting parishes to provide a range of services and activities. This included referencing the role of Parish and Town Councils as community leaders and the potential for community managed services and activities. The events explored the challenges and opportunities local councils face, as well as the role of the County Council in supporting, strengthening and enabling Town and Parish councils.

**Neighbourhood Planning** - Neighbourhood Plans are unlike other formal planning policy documents in that they are designed to be prepared by communities. Neighbourhood Plans vary in content and detail and are able to cover a range of planning issues or focus on a single topic of importance to the community. These planning policies are then used to assess planning applications. A total of 12 new groups were formed to develop a neighbourhood plan during 2017-18 and 8 of these went on to become designated groups with the authorisation to formally develop a neighbourhood plan. An additional 6 groups which were formed previously were also designated. The County Council responded to 23 consultations on draft plans and a total of 10 plans were fully adopted and are now being used to help guide new development.

**Carillion Radio/Hermitage FM** – we have worked closely with partners on the expansion of community radio services for Coalville and surrounding communities. Carillion Wellbeing Radio plays an important role in supporting communities to improve their wellbeing and health. The award by OFCOM of an area-wide broadcasting licence to the station, one of only five community stations awarded such a licence in that round, was fantastic news. The Council's Communities Team has been helping the station to make connections with key partners, for example the CCGs, GPs and others in the health sector, and to access funding.

**Equalities Challenge Group** - Leicestershire Equalities Challenge Group (LECG) is a partnership of organisations and individuals across Leicestershire who have a strong commitment to the equalities agenda. The key purpose of LECG is to support the Council to comply with its Public Sector Equality Duty and enhance understanding of how Leicestershire communities of interest perceive the impact of service development and changes. The group's members have been involved in a wide range of service reviews including the Countywide Accessible Policy Review,

Whole Life Disability Strategy, Home to School Transport Policy and Carers Strategy.

**Holocaust Memorial Day** – in January 2018 the Council hosted an event to mark Holocaust Memorial Day. This is an international day of remembrance for victims of the Holocaust and all other genocides. Holocaust Memorial Day enables us all to remember and honour those who have suffered and continue to suffer from crimes against humanity. It's an opportunity to learn, respect and stand united against divisive elements so that all citizens can enjoy the dignity and freedoms of a tolerant and diverse society. The Memorial Day also remembers the tragic loss of life as a result of subsequent genocides in Cambodia, Bosnia, Rwanda, Darfur and other locations.

**Leicestershire Inter Faith Forum** – the annual conference of the Inter Faith Forum for representatives of local faith groups held in December 2017 included presentations on the political, cultural and social issues affecting relationships within and between faith communities and the wider society and on how local faith groups can contribute to a wide range of emergency response scenarios.

**Staff Fundraising** – in December 2017 it was reported that staff at County Hall raised more than £4,000 for charity. County Council staff held a cake sale and ran a tombola and bonanza raffle with 72 prizes for the annual Poppy Appeal, raising a huge £4,057 – £580 more than the previous year. The funds went to the Royal British Legion which is using the money to support the armed forces community through hardships, injury and bereavement. The staff organised putting the collection tins out, baked cakes at home in their own time, donated gifts and ran activities.

**Emergency Management** – our aim is that Leicestershire communities are resilient to emergencies. In October 2017 a series of free virtual events were held to encourage people to prepare for a crisis. The events allowed people to put questions to emergency planning experts. 30 minute sessions tackled topics ranging from preparing your family home to protecting your business from cyber-crime. This was part of a week-long campaign run by LLR Prepared, the local forum which brings together police, fire, councils and other agencies across Leicester, Leicestershire and Rutland to protect residents and businesses in an emergency.

## **Great Communities – Libraries, Heritage and Culture**

Our aim is that our cultural and historical heritage and the natural environment are enjoyed and conserved.

**Smart Libraries Roll Out** – in April 2018 we announced that self-access technology was to be rolled out across our libraries. Up to 14 will be converted to ‘Smart Libraries’ to extend the opening hours by up to 30 hours per week per library, meaning that people who are members of the library service will be able to enter the library and use the facilities using their library card when there are no staff on site. Having self-access technology in libraries across Leicestershire will give residents more choice of when they are able to visit the libraries, catering for a much wider audience.

**Community Managed Libraries** – in July 2018 we noted and congratulated Community Managed Library groups on their achievements in developing local libraries into thriving community hubs. 31 libraries have transferred to community management with a further 4 in the process of transferring. We also noted the continued support to help groups to run their libraries and agreed a process to be followed should any group be unable to continue to provide a library service.

**National Library Week** – in October 2017 families across Leicestershire were urged to visit their local library as part of a week-long showcase of what the library service has to offer, and gave people the chance to celebrate the creative, innovative and diverse activities that take place across the county. Most people know that they can borrow books from the library, however, the week was also a chance to discover something new and find out about the wealth of events, activities and services on offer in Leicestershire libraries. A programme of events and activities throughout the week highlighted the services available including free digital library services, health and wellbeing support, family events and learning activities. A Wiggly Readers Story and Rhyme time session was streamed live from Wigston Library on Leicestershire Libraries’ Facebook page to celebrate Libraries Week and is the first time a County Council event has been live streamed on social media. The Facebook post reached over 1000 people and attracted positive feedback from members of the public.

**Summer Reading Challenge** – in July 2018 we launched our summer reading challenge with nearly 10,000 children starting the scheme. The Mischief Makers themed event encouraged children to collect rewards as they complete the challenge with medals and certificates collected when they finish reading or listening to six library books during the summer holidays.

**Libraries Supporting Children’s Digital Skills** - libraries across the county continue to host Code Clubs to help children aged 9-13 learn how to code with the support of library staff and volunteers. Libraries have invested in new technology to enhance digital learning events, including digital stop motion animation and green screen technology. In February 2018 Loughborough Library held ‘TechTastic’ - a digital festival to showcase a range of technologies including: 3D printing, coding, circuit building and virtual reality. Regional organisations took part in the event including Charnwood Arts, Cuttlefish Media, Interact Labs, Phoenix and Loughborough University Arts. The successful event was attended by over 150

school children and members of the public and marked the launch of a new micro;bit lending scheme which allows library members to borrow the handheld programmable computers free from four libraries across the county.

**Message in a Bottle Scheme** – in August 2018 two schemes to ensure that elderly and vulnerable people are safe in a medical emergency were promoted in libraries across the county. The Message in a Bottle scheme encourages people to keep their personal and medical details on a standard form in a bottle in the fridge. The Herbert Protocol encourages people to put together useful information on a separate form, in the event of a vulnerable person going missing. Paramedics, police, firefighters and social services can then quickly locate the details and ensure people are treated quickly, which can save lives.

**New Heritage Hub** – in June 2018 we unveiled exciting plans for a new heritage hub, bringing together unique artefacts telling Leicestershire’s story. The centre would house over one million fascinating museum artefacts, archives and specialist resources for schools, currently stored at the Records Office and five sites around the county. It’s proposed to locate it at County Hall in Glenfield, making it easier for people to access the historic documents and collections reflecting fashion and design, art, natural history, home and family lives and more. The vast collection includes the only surviving letter from Leicester-born Joseph Merrick, known as the Elephant Man, unique records documenting the Suffragette movement and the internationally important Symington collection of corsetry and swimwear. By housing a range of items together in one place in a modern, secure and accessible location we aim to make it easier for more people to learn about the area’s rich past. The new hub will bring together the Record Office, local collections, creative learning and registration service records.

**Record Office** – in November 2017 the County Record Office earned Archive Service Accreditation recognising good performance in all areas of archive service delivery. Visitors to the Record Office can see fascinating and unique items including an account of a 16th century lion attack in Loughborough, and documents from the local firm producing kit for Captain Scott’s expedition to the Antarctic. The Archive Service Accreditation Panel noted that the Record Office was “adaptive, relevant and resilient in an ever-changing environment.”

**Snibston Site and Country Park** – in October 2017 we unveiled plans to transform the former Snibston Colliery site and country park in Coalville in to a vibrant place to live and visit. We’re committed to investment in Coalville and the plans celebrate Snibston’s mining history and make the country park more attractive to visitors. Bringing in more people is key to the success of the site as additional income from the car park and visitor centre will make it sustainable. Plans include creating a heritage trail so people can learn more about the former colliery’s historic pithead buildings and improving the country park, with a café, visitor centre, picnic tables, outdoor play area and mountain bike trail. Proposals for a cycle link into the town centre, along a former railway, will be the subject of a later planning application. The plans were approved by the District Council planning committee on 9 May.

**1620s House** – in March 2018 the 17<sup>th</sup> century house near Coalville re-opened to the public for the 2018 season. During the opening weekend, costumed members of the Sealed Knot Society recreated the sights, sounds and activities of the early Jacobean period. Visitors were able to see the wealthy family members and their servants going about their business in the house, while, outside in the grounds, there was a tented camp full of early 17th century cookery, crafts and games. The 1620s house and garden was honoured at Leicestershire Promotions 2017 Hospitality & Tourism awards, where it was highly commended in the Great days Out (Small Attraction) category. There were a number of high quality events which along with the Barn tea room helped to attract an increased number of visitors both new and repeat. The 2 annual plant fairs at the site were widely publicised and attracted over 1,000 visitors in total.

**Bosworth Battlefield** - the Heritage Centre continued to attract a wide range of audiences. It rebranded its annual battle re-enactment event to become Bosworth Medieval Festival which enabled the site to widen the activity base of the event whilst also attracting a greater number of family audiences. General visitors to the site enjoyed the revised exhibition, the guided walks and the catering facilities of the Tithe Barn, along with access to the country park.

**Century Theatre** - the Century Theatre based in Coalville continued with its seasonal programme of shows and activities. With the assistance of Performing Arts @ Century Theatre and the group of committed volunteers, the theatre continued to attract performers from the Vienna Festival Ballet, tribute bands, Live and Local shows, up and coming comedians and local amateur and drama societies.

**Century of Stories** - the Century of Stories project will complete its Heritage Lottery funded activity after 4 years of exploring the social history around individual and shared legacies of World War One. Over 140 events have taken place attracting nearly 2,000 participants across the County. The project attracted a number of awards including Best Research Project at the Leicestershire and Rutland Heritage Awards, and the national Heritage Volunteering project of the Year.

**Green Plaques** – our green plaque awards recognise and celebrate people and places which have made an important and enduring contribution to the county. In November 2017 a former factory in Leicestershire which created popular children's toys such as Action Man, Tiny Tears dolls and Star Wars figures was recognised with a plaque. The plaque was installed at the Coalville Business Park where the toy factory once stood. In February 2018 a plaque was installed at the former house of pioneering Leicestershire inventor William Cotton in Loughborough. William was a hosiery manufacturer who developed a powered knitting machine called the Cottons Patent, used around the world. In May a plaque was unveiled for Lady Florence Dixie at Bosworth Hall, remembered as an author, traveller and strong supporter of the suffragette movement and equality for women. In July 2018 a plaque was unveiled for Earl Shilton war hero Tommy Brown who helped to salvage vital codebooks from a sinking U-boat, which were used by codebreakers at Bletchley Park to break into the Enigma cipher, helping to shorten the war. Also in July voting closed on the next round of green plaque nominees and the 6 people chosen for a plaque were announced in August 2018.

## **Great Communities - Environment and Waste**

Our aim is to ensure that sustainable management of our natural resources continues to protect our environment. We also aim to protect and enhance the environment across the county and improve the quality of life of residents.

**New Environment Strategy** – in July we approved a new Environment Strategy to 2030 and associated three-year Action Plan. To date over £21m has been invested in significant projects across the county which have direct and indirect environmental benefits including the street lighting LED project, installation of solar panels and the biomass boiler project. Under the new strategy we aim to minimise our environmental impacts and contribute to the improvement of the wider environment through local action. We will also continue to play a significant role in protecting and enhancing the environment of Leicestershire, meeting the challenges of climate change and seeking to embed environmental sustainability into both social and economic development in the county.

The strategy consists of 15 aims and high level targets covering climate change, waste, water, energy, transportation and environmental performance. Key aspects of the strategy include empowering communities, residents, the public sector and businesses to become resilient to climate change alongside the council's commitment to reduce its own impact on the environment. Targets include a 38% reduction in carbon emissions by 2030, an increase in the level of low carbon and renewable energy generated on council land and properties to 15% by 2021 and exploring an increase in our fleet of energy efficient vehicles and mileage. As part of the UK100 campaign we have pledged to use 100% clean energy by 2050.

**Food Waste Prevention** – residents hoping to tackle food waste last year took part in our food waste prevention scheme - the community kitchens project. We delivered the project in partnership with Hinckley and Bosworth Borough Council and Sainsbury's after receiving £20,000 from Sainsbury's as part of the supermarket's 'Waste less, Save more' initiative. We used the funds to support the community by opening kitchens in Earl Shilton, Barwell and Wykin, and organised a 10-week course at each of them, with the aim of getting people thinking about what food they throw away at home. The courses, which began in September 2017, enabled participants to eat and socialise together, while learning and sharing tips on how to reduce food waste and save money.

**Composting** - each year Leicestershire residents produce more than 300,000 tonnes of rubbish and recyclables, around 22% of which is uncooked fruit, vegetables and garden waste that could have been composted rather than binned. To help, we offer cut-price compost bins to reduce the amount of waste sent to landfill. Residents can also call on the support of a Master Composter, volunteers who use their own skills and enthusiasm to raise awareness of the benefits of home composting.

**Recycling** - in September 2017 residents were urged to look and feel good as part of a campaign to tackle recycling. We teamed up with Recycle Now as part of Recycle Week to encourage people to dispose of their bathroom items, such as empty deodorant cans, properly. The campaign focused on the mantra 'what goes around comes around', due to items such as aerosols being able to be recycled



again and again without any loss in quality. Despite around 156,000 tonnes of collected waste being recycled, composted, or sent for reuse across Leicestershire, there are certain items that evade the recycling bin. For National Recycle Week we encouraged people to root out the recycling in rooms that are often missed.

In January 2018 we looked to inspire the next generation of recyclers by linking up with theatre company, PALS Productions, to look at ways of providing engaging activities to get youngsters thinking about sustainability. The company, which incorporates interactive teaching techniques in workshops on reducing, reusing and recycling, carried out a five-week tour of primary schools across the county. We also offered free educational waste reduction workshops, activities and talks to community groups and schools in Leicestershire who have an interest in reducing waste, and living more sustainably. In March 2018 school children across Leicestershire were given the chance to inspire recycling across the county by creating a work of art. The competition was a great way for youngsters to have fun while learning about the difference recycling can make.

**Shire Recycling Grants** – we continue to offer recycling grants of up to £3,000 aimed at community groups and other organisations. The purpose is to support activities that enable local residents and communities to reduce, reuse or recycle, and can include food waste cafés, clothes swaps, second-hand toy libraries, community composting, repair cafés or upcycling events to give old, damaged or unwanted items a new lease of life.

**Recycling and Household Waste Sites** – in September 2017 we surveyed customers at each of our 14 household waste sites. The survey found that 98.9% were either fairly or very satisfied with the service at the site overall. Site users were particularly complimentary of site cleanliness and the helpfulness of site staff. Our programme of small improvements and works to ensure environmental compliance at the RHWS and waste transfer stations has also continued, underpinning our commitment to providing a high quality service.

**Fly Tipping** – in May we launched a countywide campaign to stop fly-tipping. The #IfOnly campaign saw councils across the county join forces to warn people they face tough action if they are caught fly-tipping. The consequences can range from a £400 fixed penalty notice to an unlimited fine, a criminal record or time in prison. The campaign focused on the stories of four characters – based on real people who have been caught fly-tipping in the past. The examples show that people can be caught for all sorts of reasons, from putting a fridge on the pavement to dumping bags by a local recycling bank. Residents can also be fined and prosecuted for using a trader who doesn't have a waste licence and operates door-to-door.

**Reducing greenhouse gas emissions** – in December 2017 we reported that a number of energy-saving improvements had seen us reach our greenhouse gas emissions target four years ahead of schedule. In 2017/18 as part of our Energy Strategy £0.5m has been spent on upgrading lighting, boilers and heating controls on County Council premises. £0.6m was spent on solar pv panels and LED lighting as part of the energy score+ programme. Our performance for 2017 saw a decline of

34% emissions across the county, meeting our 34% target set for 2020-21. The most significant decrease was attributed to reduced gas use in buildings, as a result of a biomass boiler being installed at County Hall. Other factors include our scheme to change street lights to LEDs, resulting in a fall in energy consumption, a decrease in electricity and gas consumption following a review of our buildings and investment in energy efficiency and renewable energy and a reduction in emissions from our vehicles.

**Water and Energy Strategy** - annual electricity costs for the year to August 2018 were £1.2 million lower than the previous year. Consumption of electricity and gas was reduced by 40% in comparison with the previous year. This was achieved by investments in LED lighting upgrades for street lighting and renewable energy generation systems.

**100% Clean Energy** - in May 2018 we committed to using 100% clean energy by 2050 by becoming a signatory to the UK100 campaign. Aiming to ensure that energy will come from renewable sources such as wind, water and solar power and not from fossil fuels. Climate change is an issue globally and we have a responsibility to ensure that we do all that we can to tackle the problem. Pledging our support to the campaign means we can work with communities and businesses in the county to change to a low carbon economy, which will help to secure an environmentally sustainable future. We are also supporting the LLEP, to develop a Local Industrial Strategy (LIS) which will set out how the area will promote 'clean growth'. Through the Local Industrial Strategy and our pledge to UK100 we'll have the opportunity to support the development and expansion of low carbon businesses and make clean energy more economical and reliable.

**Green Energy and Solar Farm** - in April we unveiled innovative proposals for a solar farm and industrial units to generate green energy and almost £1m a year for council services. The plan involves creating a renewable energy facility and 14 workspaces for businesses on land off the A6 north of Quorn. Each year the site would produce 10 megawatts of electricity - enough to power around 3,000 homes - and generate £940,000 for the council to invest into front line services. The plan will breath new life into disused farm land. SCORE+ has seen installations of approx. £2.2M into local Schools and Academies of Solar PV, Energy Efficient LED Lighting, new boilers for heating the swimming pools and a heat recovery system for the pools air handling units.

Two boreholes are being installed to provide water for our Highways Gulley Jetting Team, this will allow us to make an annual reduction of £8,000 to our water usage costs across both sites. We are investigating the installation of a Rain Water Harvesting System at County Hall, to further reduce our water usage and subsequent costs. The biomass boiler at County Hall is now alone generating £70,000 annually in Renewable Heat Incentive (RHI) government subsidy in addition to reducing costs and emissions of carbon dioxide.

The photovoltaic solar panel installations across the corporate estate, including County Hall, earned £70k in Feed in Tariff (FIT) payments during 2017/18. We are now undertaking a programme to introduce Renewable Energy technologies to our Agricultural Buildings, including Solar PV installations to our Local Farms. This will help in meeting the objective to achieve a 1% year on year increase in the

generation of renewable energy generated by the Council. In addition we are currently developing plans for a solar farm which could potentially generate up to an additional 10MW per annum.

**Fosse Energy** - The Fosse Energy white label energy supply company has been launched to staff members. The scheme is delivered in partnership with Leicester City Council and Robin Hood Energy and offers competitive energy supply deals for Leicestershire residents for their gas and electricity costs. Fosse Energy will be fully launched to the public in November 2018.

**Electric Vehicle Charging** - Electric vehicle charging points were installed at five locations within the corporate portfolio: County Hall, Croft and Mountsorrel Highways Depots, Loughborough Technology Unit and Coalville Business Unit. The charging points will be available to visitors as well as staff, providing cheap rate charging for electric vehicles, including the authority's own pool cars. The overall cost of the project is £120k.

**Climate Change Grants** – in October 2017 community groups and organisations were encouraged to apply for the latest round of shire climate change grants. Grants of up to £5,000 were made available through the scheme run by the Council to help groups and organisations to reduce their carbon emissions by improving their community buildings. Groups which have already been supported by the grant include members of Blaby Methodist Church, who received help with cavity wall insulation and new heaters for their building.

**Wildlife** - we again teamed up with the Woodland Trust to encourage farmers and community groups to provide a habitat for wildlife by planting trees across the Charnwood, Hinckley and Bosworth and Blaby areas. Applicants applied for a MOREhedgedges pack – which includes a minimum of 100m of new hedgerow, 475 shrubs and 25 trees and a MOREwoods pack– which consisted of free trees and shrubs to plant a woodland. In April we launched a new course for people who want to make their gardens a welcome habitat for wildlife. Working with The Conservation Volunteers we ran a one-day training event looking at how important gardens are for insects and animals. It included advice on how people can make changes in their own gardens for local wildlife.

**Ash Dieback** – in July we set aside £5m to deal with effects of a disease which affects ash trees. The majority of the 500,000 or so ash trees in the county could be lost to ash dieback over 5 to 15 years. The council is responsible for around 6,000 trees on its highways and 2000 trees on schools and other sites. The ash dieback action plan includes an inspection regime, looking at funding streams for replanting trees and minimising the impact on the landscape, ecology and the environment.

## **Corporate Enablers – Ensuring a Sustainable and Successful Organisation leading modern, highly effective services**

Over recent years we have been dealing with the major funding cuts and pressures by transforming service delivery, working with partner agencies to integrate and share services, pursuing smarter commissioning and procurement, generating extra income through a more commercial focus, more and better digital and online delivery and supporting staff to deliver more with less.

**Transformation Programme** – in August 2018 we published a report showcasing how we are continuing to transform local services in order to deliver significant savings whilst seeking to maintain or improve outcomes. The report highlights a new approach to road maintenance and the roll out of LED street-lighting plus a number of other successes last year. During the year the programme worked with partners to make community urgent care services available 24 hours, 7 days per week, brought recycling and household waste sites in house, launched a programme to replace key human resources and finance systems, rolled out smart libraries and worked with partners to launch a new sexual health service making greater use of technology. The report shows how much the council is changing and willing to challenge the way it works to maintain a modern and sustainable public service.

However, the scale of the financial and transformation challenge is increasing. The simple changes have been made and the straightforward savings long-since delivered. What remains is complex change, often involving multiple partners and many risks. Our Transformation Unit is working to assess and deliver initiatives to help meet the current significant savings requirements as well as to consider how to reduce the savings gap. Further details are in the supporting performance compendium.

**Leicestershire Traded Services** – with reducing grant from the government operating commercial services helps to keep more services sustainable. We provide more than 200 services to police forces, NHS organisations, local authorities, schools and academies. In July we agreed a new Commercial Strategy and Workplan to 2022. The plan builds on the progress made by Leicestershire Traded Services (LTS) and increases the pace to ensure that traded income makes an increasing contribution to our budget. This will allow alternative operating models to enable trading. A new Commercial Strategy Board has been established as part of the approach. LTS increased its surplus by £900k to £1.8m in 2017/18 and now targets a surplus of £3.2m by 2020. The customer base has increased both in terms of other public bodies and surrounding areas. School food has been particularly successful, winning new customers in Leicester and neighbouring areas. The new plan will embed commercial awareness and skills, enhance current traded activity and develop new models of delivery.

**Corporate Asset Investment Fund Strategy** – in September 2018 we approved a new Corporate Asset Investment Fund Strategy. The Strategy sets out the basis on which we propose to invest some of our financial resources with the aim of generating income to support front line services. Income generated by the Fund has reduced the amount of savings required. Unlike some other authorities our Strategy is not seeking external borrowing to fund investments but using existing capital

resources available to the Council. During 2017/18 a net investment of £29m was made in the Fund, which following a £9m capital appreciation now stands at £101m.

Over the past 12 months the portfolio has grown significantly with an above average return of nearly 12% per cent, generating £2.7m of net income. This is expected to grow to about £10m per year by 2022 as developments are completed and tenants secured. There were two significant acquisitions during the year (multi let office schemes in Lichfield and Nottingham). Disposals within the fund achieved total capital receipts of £5.4m through a combination of realising development potential and the restructuring of the farms and industrial portfolios and the income and capital receipts are being used to support front line services.

**Strategic Property** - our Strategic Property Services continue to proactively manage all property and land to ensure that the council has the property it needs to support service delivery in the most effective and efficient way, supporting performance improvements and increased productivity. Recently the role played by the council's asset investments has increasingly supported housing, infrastructure and economic development. During 2017/18 we raised a total of £7.7m in capital receipts from the sale of property assets to support delivery of services. We are also making significant progress with our energy initiatives.

**Workplace Strategy** - a new Workplace Strategy is being finalised which will set out how the Council will maximise the use of its property portfolio and reduce operational property costs. This has entailed a review of all lettings, property occupancy and analysis of the total financial implications of running each property within the estate including the cost of maintaining the buildings. Other revenue generating initiatives are also being considered. Savings are anticipated through a rationalisation of our use of satellite offices and increased usage of County Hall, as well as the potential to rent out further areas of the building.

**Digital Strategy and ICT** – we have invested £1m in our ICT infrastructure with security upgrades, a refresh of the Local Area Network, replacement of the backup solutions and refresh of our internet gateway. Implementation of Skype for Business has allowed us to replace traditional telephony to enable smarter and more efficient working practices and synergy with partners. Since its phased roll out the use of video and audio meetings has increased and the average length of these meetings is 17 minutes – which has had an overall positive impact on productivity.

An ambitious IT and Digital Strategy has been developed and launched. It includes a programme of innovation – called 3i – to drive fast-paced pilots which will test the potential for new technology and ways of working. The first pilot has focused on the development of virtual workers, able to pick up manual, repetitive tasks and release staff to focus on more valuable work. The innovation programme has also developed a series of video and animated clips to encourage digital skills and adoption. ICT is also working with departments across the Council to identify areas in which digital innovation and technology can be used as an enabler to generate efficiencies and promote change. The 'Incubation Team' looks to promote many of the measures identified in the Digital Strategy, including delivering easy-to-use digital services which help people do things for themselves and enabling better ways of working. The enterprise will operate in a trial format for year one.

**People Strategy** - our People Strategy focus over the past year has been on assisting the Council to improve the performance management of the workforce. A new Performance Management Framework has been launched which will be followed by a revised Performance Development Review process, both of which are in support of the Council's new values and behaviours.

**Staff Wellbeing** - the number of days lost to sickness absence during 2017/18 was 9.72 per FTE. This is an improvement on the previous year, but remains higher than our target. Work continues on the implementation of an Attendance Management Action Plan which has seen the number of absence management cases increase, with 351 cases ongoing. The number of referrals to the staff counselling service remains high with 873 counselling sessions provided during 2017/18.

**Productivity** – in December 2017 the Council was named the number one council for productivity by national consultancy firm iMPower. They looked at whether councils are getting value for money across a range of areas including overall performance, adult social care and children's services such as fostering placements. The index also scored each council for the work they do with NHS services.

**Overview and Scrutiny** - our cross-party overview and scrutiny function has been active in overseeing, monitoring and challenging a wide range of change and policy proposals and raising issues of concern to communities. Our Scrutiny Commission has sought to influence proposals for growth such as the Strategic Growth Plan, Severn Trent Water's approach to managing water supply and demand and flood risk and the new Council Outcomes Framework. In relation to social care we have considered delayed transfer of care targets, reconfiguration of in-house learning disability residential accommodation and SMART library pilot delivery. On health we considered the impact of the new emergency department at Leicester Royal Infirmary, winter pressures and non-emergency patient transfer, GP practices provision in the North Blaby area and the successful campaign to keep the Children's Heart Unit at Glenfield.

In relation to children we have considered improvements in Children's Social Care following the Ofsted inspection, removal of residential provision at Maplewell Hall Special School and changes to early help and children's centre services. SEN and mainstream home to school transport policy, the Highways infrastructure Asset Management Plan and road casualties have all been considered by our environment and transport scrutiny committee.