Leicestershire County Council

Annual Performance Compendium

2018

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Inequality in Funding and Fairer Funding Campaign

Low funding remains the Council's Achilles heel and without a fair system local services are increasingly being cut to the bone. The Council's financial position moving forwards continues to be extremely challenging. The list of county authorities with serious financial issues also continues to grow with Northamptonshire, Somerset, Lancashire, East Sussex, Shropshire, Buckinghamshire, West Sussex, Suffolk and Surrey going public with financial problems - with some counties moving to provide services only to the statutory minimum. Many of the above accompany the County Council at the bottom of the funding league table. The position is serious with major implications for the provision of services to the people of Leicestershire.

In September 2018 new research highlighted that County Councils might need to make almost £1bn worth of savings in 2019/20. With £685m in savings and cuts next February to balance 2019-20 budgets and an extra £233m of 'unplanned' frontline service cuts, which have not yet been identified also needed. This comes after counties had to spend an extra £264m over budget to meet cost pressures in children's services. Reductions are likely to see cuts to care and public health services, the introduction of extra charges, the closure of recycling centres and bus routes, and fewer potholes being filled. Overall county authorities are in a serious and extremely challenging financial position with further planned funding cuts and continued escalation of costs with not enough money to run vital services.

A decision to increase NHS funding has already been made and spending on services such as Welfare, Education, Defence and Police may also be increased or protected. It is unlikely that Local Government will receive additional funding. It seems unlikely that the council, when it rolls forward its Financial Strategy (MTFS) into 2022/23, will be able to identify sufficient savings to bridge the funding gap in the later years. To balance the budget without a significant impact on services will require a major efficiency initiative and a successful outcome to the fair funding campaign.

Extent of Funding Inequality

In terms of the scale of inequality, Leicestershire would be over £330m better off if we had the same income per head as one of the highest funded authorities, the London Borough of Camden. Chart 1 sets out the extent of current funding inequality. Given Camden's funding per head our budget would be around 70% higher and we would be looking to invest in services and not cut them. By 2021 we will have taken almost a quarter of a billion pounds out of the budget. This is why we must succeed in securing fairer funding, before we become unable to fund statutory services.

Lowest Funded County

Leicestershire remains the lowest-funded county council in the country with greater risks to service delivery and improvement as a result. If we were funded at the same level as Surrey we would be £99m per year better off. Some of the higher funded counties are the better performing ones with currently higher service standards – though increasingly those counties are reducing service scope and standards. Leicestershire's low funded position means that the scope for further savings is severely limited compared to other authorities.

However reductions in government funding are making it increasingly difficult to maintain good delivery levels and target improvements in response to key local issues. With a further £50m to save, £13m of which is unidentified, balancing the books is harder than ever. Without fair funding we are increasingly cutting to the bone of public services. Some of the identified savings areas are set out later in this report.

National Review

For a number of years the Council has been pressing the Government for change – and they have agreed that a new approach is required. The Government has announced that it is revising the way in which local government funding is calculated, with the aim of having a new system in place by 2020/21.

Alternative Funding Model

Last year we presented a new simplified funding model based on factors that drive demand for local services. It allocates money in a fair way, based on need, and narrows the gap between the highest and lowest funded councils. If implemented the funding model would unlock up to an extra circa £47m for Leicestershire, reducing the need for further cuts. This would be a more just way of distributing money and importantly would give Leicestershire its fair share.

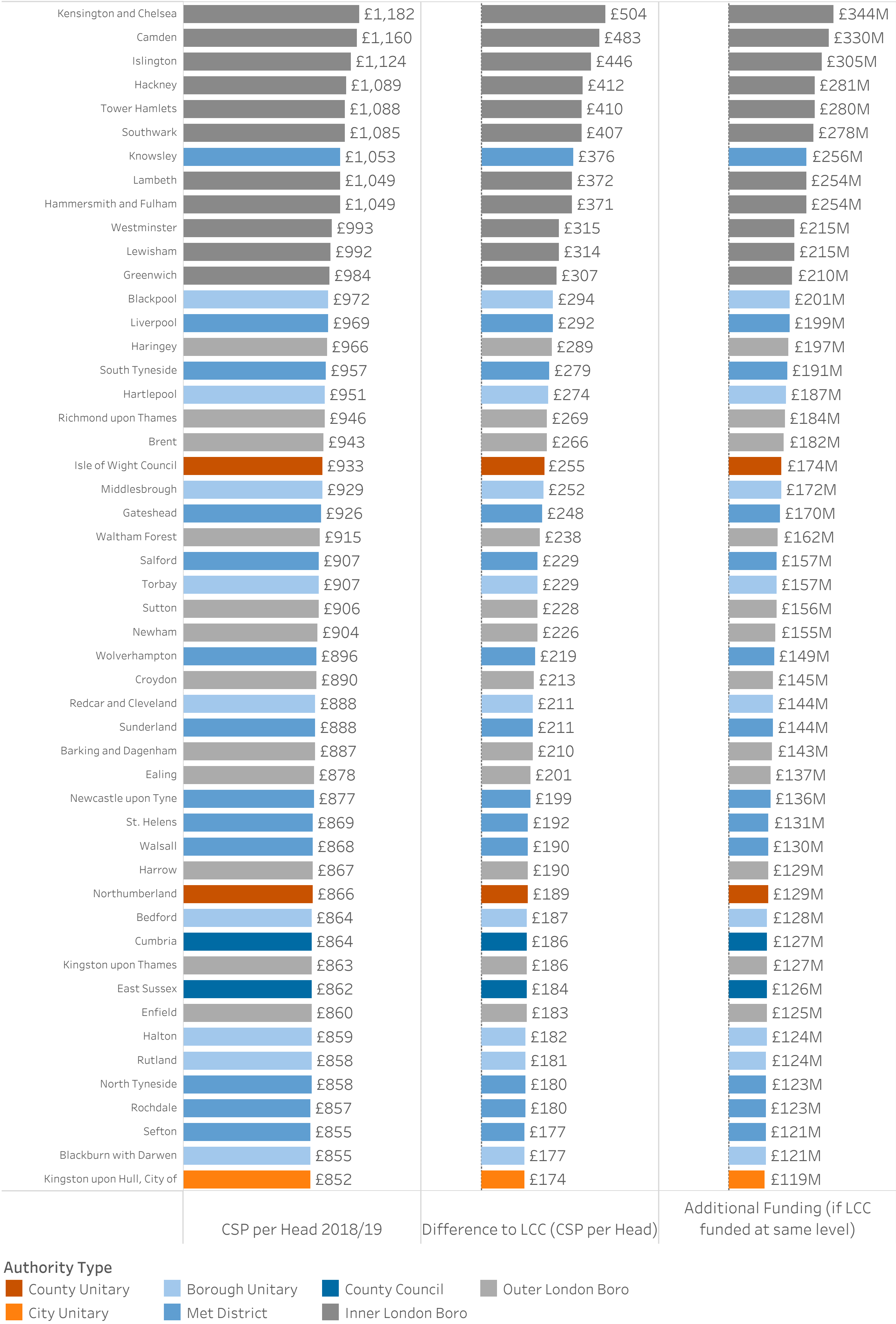
Fair Funding Campaign

We continue to campaign to ensure that Leicestershire gets a fairer deal. The current funding system is out of date, complex and unclear and based upon old systems which focus heavily on past levels of spending. We continue to work closely with the leaders of fellow low funded authorities and produced and signed a joint response to the Government's Fair Funding consultation.

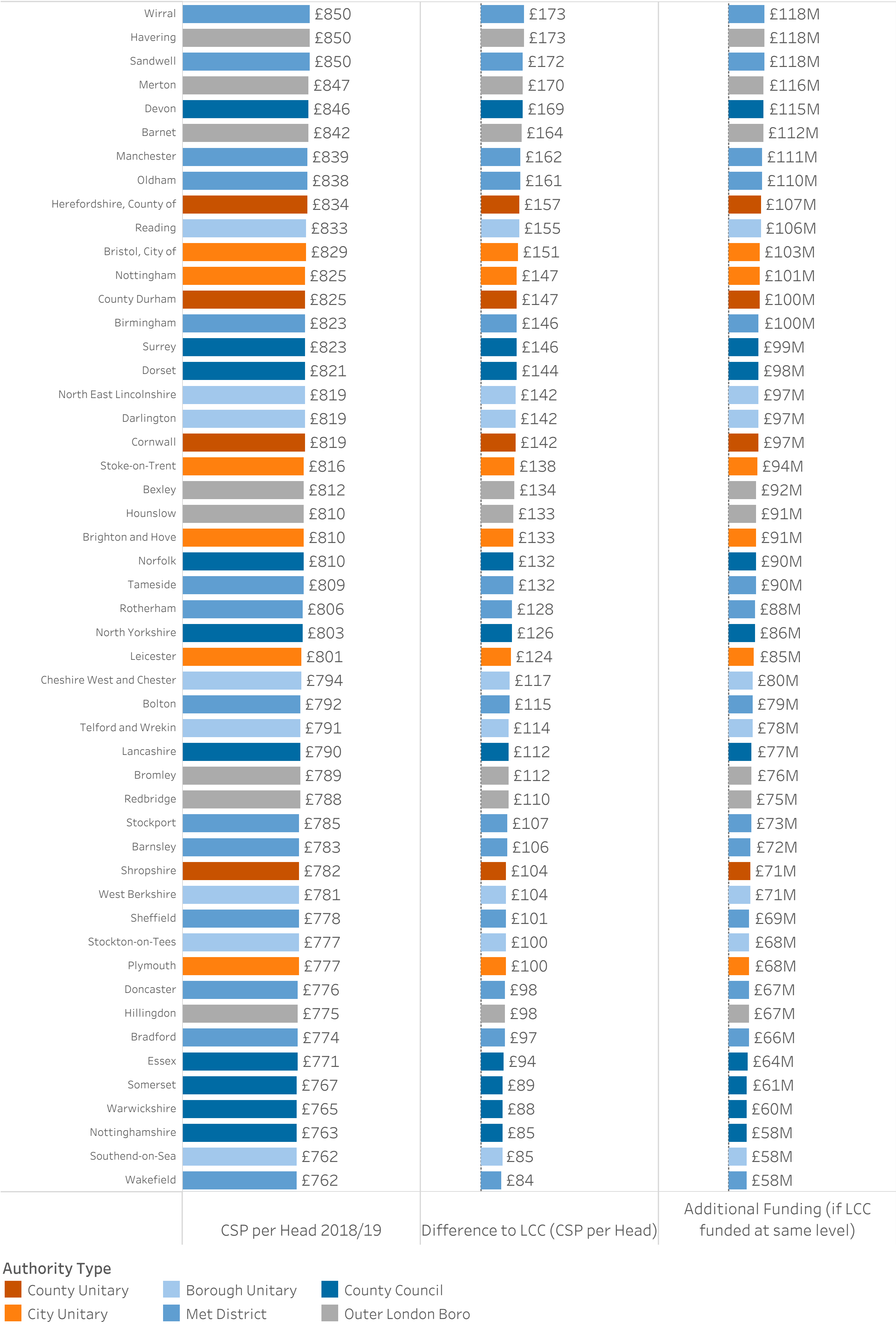
Impact of Cuts on Performance

The extent of service reductions made has already impacted most areas of service delivery and some areas of performance and further cuts to come will put at risk other priority areas. The later sections of this report set out the current performance position, progress, service pressures and current risks to delivery.

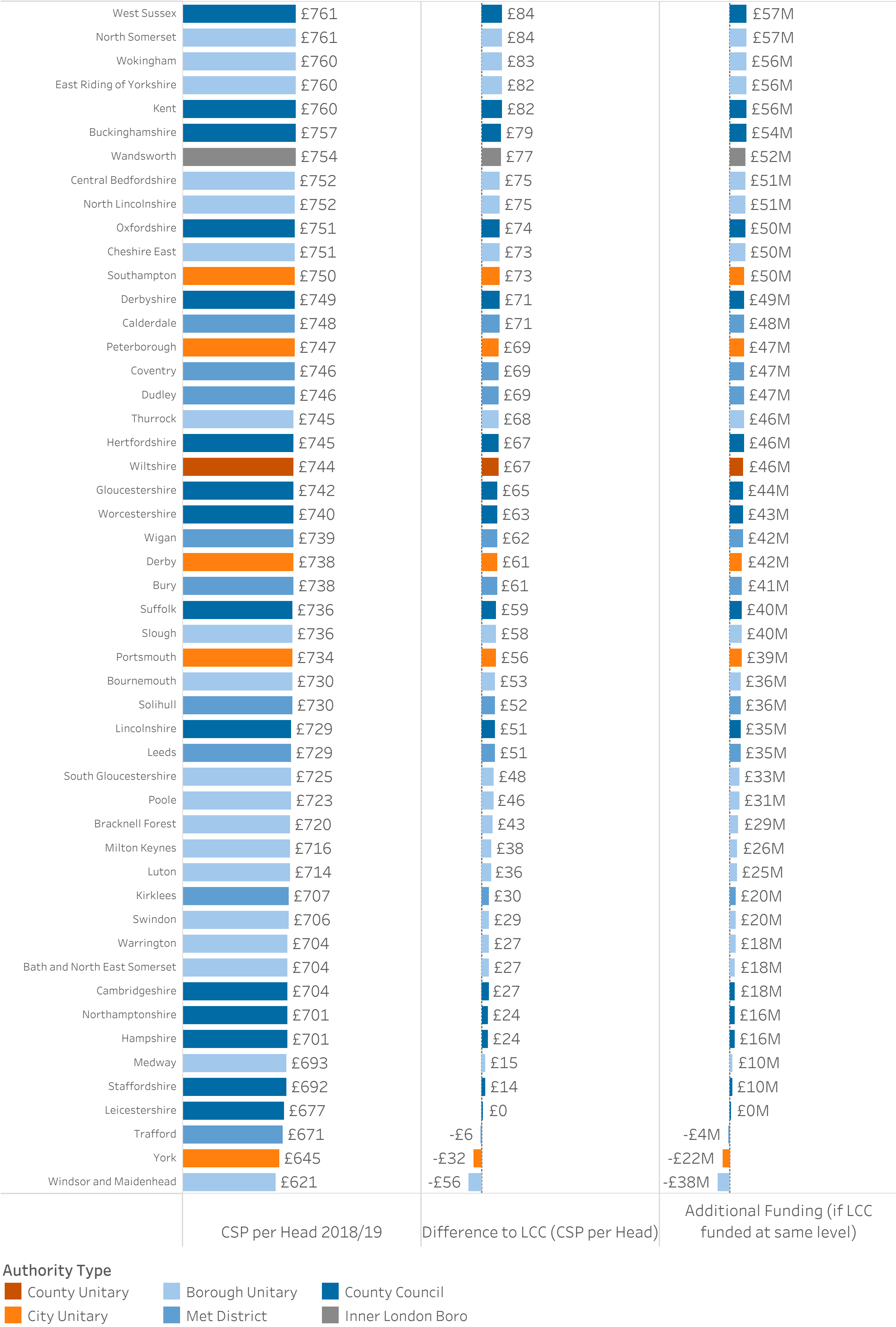
Core Spending Power per head 2018/19 - All upper tier authorities (Page 1 of 3)



Core Spending Power per head 2018/19 - All upper tier authorities (Page 2 of 3)



Core Spending Power per head 2018/19 - All upper tier authorities



Financial and Service Pressures

By planning ahead we have saved £178m since 2010. The council is now much leaner but tough choices still loom large, exacerbated by chronic national underfunding, limiting our scope to make savings. Delivering on our outcomes and ambitions for Leicestershire continues to be hampered by low funding. The overall 2017/18 local government funding settlement as whole involves a 3% real terms cut in spending power. Over the medium term the combination of an ageing and growing population and static income will put us under increasing financial pressure that means we need to continue to save money.

Budget Pressures

The impact of inflation over the period of the MTFS is estimated at around £47.8m. The removal of the Government's cap on public sector pay rises and its policy of National Living Wage increases are anticipated to lead to higher pay increases than in recent years, and other increased costs, particularly relating to fuel and energy, are anticipated.

Rising demand means that over the period of the MTFS growth of £41.2m is required to meet demand and cost pressures with £14.3m required in 2018/19. Pressure on school places and Leicestershire's infrastructure is expected from population growth, with estimates of a 12% increase in the County's population by 2030. The main elements of demand growth and pressure are:

Children and Family Services (£17.5m) - mainly due to pressures on the placements budget and social work teams from increased numbers of looked after children. In relation to sschool places funding for new school places is not fully covered by Government grant – 23 new schools are required in the medium to long term, depending on the timing of schools an annual shortfall in funding of circa £2m could occur from 2022/23.

Adult Social Care (£10.1m) - largely the result of increasing numbers of people with learning disabilities and an ageing population with increasing care needs.

Public Health (£1.4m) - mainly due to reductions in the Public Health specific grant. Public health already receives 31% less public health grant per head than the national average.

Environment and Transport (£3.3m) - primarily relating to increased numbers of clients and costs on the Special Educational Needs (SEN) Transport budget and to projected increases in household waste due to population and economic growth. Costs of dealing with a major disease affecting Ash Trees could be an extra £5m.

The financial position of the Council reflects the fact that income is simply not keeping up with demands on the budget. These demands primarily relate to both a growing and ageing population and a large increase in school-age children requiring support, which put huge demands on social care and SEND services.

Further Service Reductions and Transformation

Recent Savings

Examples of savings progressed recently to help meet this significant challenge include -

SEN Home to School Transport – in March due to budget pressures we agreed to a 50% reduction in the discount for low-income families for pre-five and post 16 transport. Stopping council arranged taxi and minibus provision to transport SEN students to post-16 education and providing direct financial support instead; replacing transport to post 16 education for eligible students with an annual travel grant of £150 for those who are rurally isolated or from a low income background. The changes will be introduced in September 2019. SEN transport costs have increased by 42% from £6.5m in 2011/12 to £9.2m in 2016/17 – with the costs expected to grow by 4-5% every year.

Maplewell Hall – proposals to removed residential facilities at Maplewell Hall special school were also approved. None of the students were assessed as needing residential education provision and the council faces difficult decisions as budgets become increasingly stretched. Budgets for pupils with SEN are under particular pressure.

Early Help Services – last year we agreed proposals to merge, reshape and target our early help services including a significant reduction in our physical building based children's centre offer. The proposals aim to target services on those most in need and also save £1.5m.

More Savings Still To Come and Impact

Further savings of £37m have been identified, with £17.6m needing to be delivered in 2018/19; more are expected over the next four years 2018-22. This is a challenging task given that savings of £178m have already been delivered over the last eight years. The main four-year savings are below. It is estimated that the proposals will lead to a reduction of up to 300 posts over the four year period. Further savings will be required to close the budget shortfall of £4.5m in 2020/21 rising to £13.2m in 2021/22.

Children and Family Services - £6.6m - this includes savings from increasing internal foster care provision and reviewing early help services.

Adults and Communities - £9.7m - this includes managing demand through promoting independence leading to reducing costs of social care by reviewing personal budget allocations and contracts.

Public Health - £1.3m this includes savings from reviewing early help and prevention services. Savings will also impact on health visiting and school nursing post 2020 and a reduction in support for those overweight or obese.

Environment and Transport - £7.1m - savings will be delivered through a revised approach to highways maintenance, reviewing contracts, service reviews, the continued roll-out of the LED street lighting programme, a revised model for Recycling and Household Waste Sites (RHWS) and a revised payment mechanism for recycling credits. Review of parking restrictions in town centres and impact of yellow lines (£0.6m) including reviewing on street parking charges in town centres.

In relation to passenger transport in March 2017 we began consultation on a new policy and strategy for public transport. Where there is not a commercial service, we spend around £2.4m on passenger transport services supporting around 40 routes. Some services are subsidised by as much as £17 per person per journey. The passenger transport proposals are expected to save around £400,000. We're very aware of the importance of passenger transport services, particularly for rural communities, but are continuing to face significant financial challenges though remain fully committed to continuing to support passenger transport services.

Chief Executive's Department - £0.6m - this includes service reviews and a review of funding for economic development activity.

Corporate Resources - £5.4m - this includes reviews of all support services e.g. Property, Traded Services, ICT, Human Resources and Finance and an increased contribution from Commercial Services.

Attention is also being given to services funded by specific grants as these services are exposed to grant cuts and demand increases with shortfalls typically falling on the council budget.

Refreshed Transformation Areas

To help bridge the funding gap a number of initiatives are under development to generate further savings. Once business cases have been completed savings will be confirmed and included in a future MTFS. The initiatives are:

Adult Social Care

- Lower cost adult social care provision – review of different models.
- Fully integrated care pathways for working age adults with disabilities.
- Reductions in admissions to hospital and long term care through alternative provision provided to people in their own home.
- Adult Social Care – developing a new Operating Model.
- The budget for Communities and Wellbeing Service will reduce from £5.3m to £4.3m by 2020/21.

Public Health

- 0-19 Health Visiting and School Nurse service – exploring new ways of delivery.
- Integrated Lifestyles – combining aspects of delivery of lifestyle services.

Children and Family Services

- Fostering Service – review of recruitment and support for in-house fostering
- SEN D pressures - tackling problems with 'high needs block' SEN D expenditure.

Environment and Transport

- Future Residual Waste Strategy – review of disposal contracts.
- Reuse – increase levels of reuse of county waste.
- Recycling and Household Waste Sites – investigation of potential benefits following the insourcing of RHWS sites and review of current provision.
- Highways Delivery Model – review of alternative delivery models.
- Highways Income Generation/Section 278

Corporate Services

- Corporate Asset Investment Fund – further investment
- IT and Digital Strategy Implementation.
- Commercialism – review of new opportunities to trade and explore which services delivered to schools could be suitable for a traded offer.
- Property Initiatives – maximise use of buildings and reduce accommodation costs.
- People Management – review use of the Apprenticeship Levy and agency workers.
- Replace Oracle ERP system and improve working practices of ICT/Finance/HR etc.
- Financial Arrangements – review how future liabilities are provided for.

The development and ultimately the achievement of these savings will be extremely challenging and will require focus, discipline and innovation.

Financial Sustainability of Local Authorities 2018 – National Audit Office Report

In March 2018 the National Audit Office (NAO) released a report looking at the financial sustainability of local authorities. Some key facts highlighted in the report are a 49% real terms reduction in government funding since 2010/11 and a 28.6% real terms reduction in spending power with one authority at that point issuing a section 114 notice indicating they were at risk of running out of money. There had been a 3% reduction in spending on social care services and a 32.6% reduction in spending on non-social care services to 2016/17. 66% of authorities with social care responsibilities drew down on their reserves in 2016/17.

Nationally adults and children's social care have seen a reduction of 3.3% and an increase of 3.2% whilst spending on transport has fallen 37% and culture and related services by 35%. Planning and development has fallen by 52.8% and housing by 45.6%. Nationally social care now accounts for 54.4% of service spend. The NAO found that in adult social care the number of users accessing services fell steeply in the early years and there is evidence of funding pressures adding to pressures within the wider health care system and adult care provider markets. There has also been a 33.7% reduction in households getting a weekly waste collection, a 48.4% reduction in miles of subsidised bus journeys and 10.3% reduction in library service points.

In relation to financial sustainability the NAO find that the financial position of the sector has worsened markedly, particularly for authorities with social care responsibilities with signs of real financial pressure and trends not sustainable over the medium term. 10.6% of single tier and counties have the equivalent of less than three years' worth of reserves left based on the current rate of use. Given non-social care budgets have already been reduced many authorities have little room for manoeuvre in finding further savings. The scope for local discretion in service provision is also eroding. The current trajectory for local government is towards a narrow core offer increasingly centred on social care.

The NAO also concluded that despite various short term funding initiatives the government does not have a long-term funding plan for local authorities. In addition that there is a lack of ongoing coordinated monitoring of the impact of funding reductions across the full range of local authority services, as funding continues to tighten there are risks to statutory services and in certain areas data is limited and it is not possible to ascertain where service levels are being maintained.

CIPFA and Institute for Government Analysis of Performance

A report by CIPFA and the Institute for Government in autumn 2018 also took a data driven analysis to look at the performance of government drawing on 150 data sets. The report attempts to shed light on the extent to which public services are at breaking point or whether there is room for more efficiency. The report finds signs of mounting pressure in public services. Indeed the Health Secretary has acknowledged that there are extraordinary pressures in the health and care system. The CIPFA/IFG report raises serious concerns about the quality of prisons, adult social care, waste collections and libraries, with growing recruitment and retention difficulties across a range of services and rising workloads and stress levels.

National spending on health is crowding out other spending and at local level spending on social care is following the same pattern, at the expense of other services such as libraries, waste and trading standards, with more costs being passed to citizens. The number of libraries nationally has fallen by 14% since 2009/10. This is creating obvious potential for public resentment as universal services are squeezed by social care, used only by a minority.

Adult Social Care Nationally

The LGA's adult social care green paper, launched in August 2018, estimates a social care funding gap of £3.5 billion by 2025, just to maintain existing standards of care. Meanwhile, a recent editorial in the Telegraph argues that the biggest long-term issue facing the country is social care and that the costs of looking after the growing number of elderly people into old age, often infirm and ill, will be unsustainable. A new report commissioned by the Department of Health and Social Care, claims that the number of elderly people needing care will double to 1.2m at a cost of £18.7bn by 2040. In addition the LGA and charity Carers UK said many of the 5.7 million people looking after family or friends in England were unable to take a break from their roles.

In February 2018 the National Audit Office published a report on the adult social care workforce in England. Key findings were that turnover and vacancy rates across the social care workforce are high, the growth in the number of jobs has fallen behind growth in demand for care and the Care Quality Commission (CQC) felt that the sustainability of the care market remained precarious. The vacancy rates for nurses working in care had doubled to 9%. Providers had particular difficulty recruiting to the post of registered manager. Also, that there is no evidence that the sector is sustainably funded. Four fifths of local authorities are paying fees to providers that are below the benchmark costs of care.

A report in September 2018 found that about 110,000 jobs in adult care in England were left vacant, a rise of 22,000 in a year, according to workforce data. Training charity Skills for Care said the vacancy rate had risen from an estimated 6.6% in 2017 to 8% in 2018. It said employers found it a "challenge" to get people with the "right values" for care work. The statistics also show 31% of carers left or changed jobs in 2017-18.

Recent analysis carried out by the BBC found that one in five care homes in England were judged not good enough. Nearly 3,000 of the country's 14,975 care homes are currently rated either inadequate or needing improvement. In addition CQC has said that "variability" in standards of care across the country was "a real concern" and vowed to continue to tackle "poor care".

The Care Quality Commission, in its October 2018 annual report on health and care, highlighted continuing challenges around demand and funding, coupled with significant workforce recruitment/retention pressures. Workforce problems were having a direct impact on people’s care and the adult social care market remained fragile with providers continuing to close contracts. As unmet need continues to rise, the tipping point has been reached for some people who are not getting the care they need. In July 2018 one in six adult social care services needed to improve amid rising demand from an ageing population and increased numbers with complex chronic conditions.

Age UK estimates that 1.4m older people do not have access to the care and support they need. In two years the number of people with an unmet care need has risen by almost 20% to nearly 1 in 7 older people. Friends and family carers often fill the gap. Three quarters of carers had received no support to help them have a day's break in the previous 12 months.

Local Adult Social Care Pressures

Demand and Workforce Pressures - locally adult care continues to experience high turnover and vacancy rates. Some providers in domiciliary care are experiencing turnover rates of over 50% suggesting retention is becoming increasingly problematic. We have established an external workforce project to work with external providers to improve their recruitment and retention – including improving the image of the sector. Some organisations have a strong contingent of European workers and there is a level of concern about the impact of Brexit. Following national recruitment there remains approximately 30 vacant care pathway posts. The use of agency staffing has also increased considerably during the year. These are mainly at Best Interest Assessor, AMHP, social worker and community support worker levels where staff are in short supply.

Quality Pressures - providers are monitored against agreed quality standards in contracts. Information sharing meetings and alerts are in place to share where there are performance concerns. Intelligence is used to risk assess contracted providers and themed visits used if necessary. The Council is taking action at different levels in relation to quality concerns within one or more services currently. We have had instances of provider failure and had two small residential services closed in June 2018 together with closures to domiciliary care agencies. We have an ongoing process in place to mitigate known risks and loss of services. The green paper on adult social care is critical in the context of market fees and sustainability. In relation to CQC ratings 87% of Leicestershire providers are good or outstanding compared with 75.6% nationally. 32 providers (13%) require improvement of which 2 are inadequate – compared with 24% nationally.

Ensuring People have a positive experience - since the start of the annual adult social care survey satisfaction levels have fluctuated each year between high 50% to mid-60%. Last year social care quality of life returned to 18.4 and the proportion of service users with as much social contact as they would like dropped back to 42%. During 2017/18 the Council received 186 complaints about adult social care, a 14% increase, with an even spread of the subject of complaints. There have been 10 decisions by the ombudsman regarding ASC with 2 adverse findings, down from 7 last year. Areas of improvement include transport, safeguarding and mental health cases. There has also been a positive reduction in complaints regarding home care providers. There remain some challenges around accuracy of commissioned orders which are often features of complaints and also some issues with the processing of carers personal budgets, with a number of process and resource improvements planned.

Mental Health Demand - there has been a continued increase in referrals for Deprivation of Liberty Safeguards. Despite an increase in service capacity for assessments to be carried out overall there was an increase in the waiting times for DoLS in Leicestershire. In spring 2018 we began procuring BIAs, mental health assessors and paid persons representative to increase capacity to impact on waiting times. At the end of March the department had 880 new referrals and 675 renewals waiting to be allocated.

Health Pressures - demands on urgent care services and changes to continuing health care processes have resulted in challenges to the health and care system. CCGs are experiencing financial challenges as is the main acute provider. There remain significant challenges in determining demand and capacity requirements at a system level. The estimated funding gap is £400m.

Despite the pressures there is a clear focus in adult social care on safely managing the risks to service delivery of budget reductions and ensuring resources are available to meet demographic growth pressures.

Children’s Social Care Nationally

Children’s services across the country are under huge strain, with the Local Government Association estimating a £2bn national funding gap by 2020. Children’s social care pressures are also pushing authorities to in year overspends for example Suffolk have a projected £8.6m overspend this year. The Children's Commissioner for England has warned that cuts to early years and youth centres will lead to an increasing number of children who fall through the gaps in the care system, risking exclusion from school or involvement in gangs.

In addition three children in every classroom are suffering mental health problems fuelled by social media, the Chief Executive of Barnardo’s has said. Children’s services are struggling to cope with a crisis made worse by the internet and social media, which was exposing children to cyber bullying, sexual exploitation, grooming and gaming addiction.

Nationally three out of four parents say their children's mental health deteriorated while waiting for NHS support, according to a report by charity Young Minds. It says a fresh approach is needed to supporting young people, including more help from community groups, otherwise they could start to self-harm, become suicidal or drop out of school. The charity, which surveyed 2,000 parents and carers whose children have looked for mental health support, found that there was "a black hole in youth and community services" where essential early support could be provided, with fewer trusted adults such as youth workers available to help young people cope. The number of teenage girls admitted to hospital for self-harm has almost doubled, according to the latest hospital admissions figures. NHS Data revealed that the number of admissions jumped from 7,327 in 1997 to 13,463 last year.

Local Children’s Social Care Pressures

There are significant financial pressures within the Children and Family Services budget in respect of the cost of placements for looked after children and investment in staffing through additional posts and agency social workers to address issues identified by the Ofsted inspection. This financial pressure is reflective of the national position. There are currently more than 550 children in care in Leicestershire and this is forecast to increase to up to 750 by March 2022. The growing pressure on our budget means that we have had to begin to further reduce early help costs and deliver services differently. The Government has also yet to make a commitment to continuing their financial support to our Supporting Leicestershire Families programme after 2018/19. That support is over £2m per year.

The Local Safeguarding Children Board has this year found that capacity of workers has impacted upon their ability to attend development opportunities and put learning into practice. Also that consistency of practice within agencies across a range of areas of work still requires improvement including quality of assessment and recording. Locally the average case load was 19 with some outliers and specific issues arising from capacity in particular service areas. These issues are being addressed but are a significant cost pressure on the service. Growth of £3m relates to the social care workforce to recruit additional social workers, allow for higher agency costs and introduce a market place premium to attract social workers to Leicestershire.

Nationally the number of looked after children, including those in foster care, has been steadily increasing in recent years, with local authorities struggling to provide placements for children in their areas, and the unaccompanied asylum-seeking children arriving in the UK putting further pressure on the care system. Thousands more foster-carers are needed.

Independent fostering agencies (IFAs) play a vital role but placements with IFAs can be at considerably higher cost than those provided by local authorities, often costing twice as much as an in-house placement. The independent market itself does not have enough capacity to cope with demand, can be somewhat inflexible, and is often less responsive when care is needed for young people with complex needs. Care packages are often dictated by the market rather that the child’s care plan. It is essentially a seller’s market which is proving increasingly difficult for local authorities to influence.

The situation in Leicestershire mirrors that nationally. The cost of caring for Looked After Children (LAC) is estimated to increase by £12million over 4 years from March 2018 to March 2022. As at March 2018, Leicestershire had 40.5 LAC per 10,000 population. This is much lower than its statistical neighbour average (51), East Midlands average (55) and England average (62). However it is estimated that over four years to 2021/22 the number of LAC in Leicestershire will grow to become in line with its statistical neighbours, reflecting a national trend.

Residential placements make up a significant amount of the service’s placement spend. There are currently 63 children in external residential placements which forms approximately 11% of the total LAC population. Residential costs for the end of the 2017/18 were £9.7m, 38% of the total placement spend. These pressures are not unique to Leicestershire; the Local Government Association has identified circa £600 million financial pressures across local authorities in England.

SEN High Needs Block (HNB) Pressures: at the end of august 2018 the projected over spend on the high needs block was £3.4m and its status changed from Amber to Red. The projected over spend is as a result of a number of factors; an increase in Education Health and Care Plans (33% over 4 years), increase in the number of post 16 young people with an EHCP who are now the responsibility of the authority to fund until 25 and an increase in the number of children accessing independent provision. The overspend reflects system wide issues in how the funding is determined; High Needs funding to date has not reflected need and is largely based upon levels of expenditure from 2012/13 with some minimal levels of national growth reflecting changes in responsibilities. Nationally there are growing concerns about the level of funding within the High Needs Block (HNB).

The Association of Directors of Children’s Services undertook a survey of financial pressures and reported that of 85 local authorities in 2016/17 only 17 reported their spend was in line with the grant and that the remaining 85 authorities had an aggregated overspend of £139.5m. Work is underway within the department to develop a 5 year plan to bring HNB spend in line.

Three authorities are subject to judicial review over savings planned to reduce high need expenditure. The High Court has backed campaigner’s objections to planned savings of £7m over three years in Bristol. Surrey plan savings of £20m and

Hackney £5m, Judicial Reviews will consider the position in the autumn. Overspends are being reported in most Councils. At a regional finance officers network meeting all authorities were reporting current and estimated future high needs overspends and an expectation of reserves being fully utilised within the 2018/19 financial year.

Other National Pressures Identified

Welfare Assistance - about 7.75m people are now living in council areas with no access to local welfare assistance schemes which provide vital support to those in crisis, research has found. Of the 131 top tier councils who responded to a request for information, 22 said they do not have a scheme providing payments such as care grants and crisis loans in place, with provision said to be under threat in 29 other areas. The largest fall in expenditure on schemes between 2010-11 and 2017-18 was in the East Midlands, where the outlay fell by 94% from £16.2m to £0.9m. The second biggest decrease was in the West Midlands (88%) - from £24.4m to £3m over the same period. Nationally demand has increased for homelessness services with the number of households assessed as homeless and entitled to temporary accommodation increased by 33.9%.

Public Heath - more than 8 out of 10 councils are having to reduce their public health budgets this year. 130 out of 152 local authorities plan to reduce their public health budgets in 2018/19, with funding reduced by £96.3 million on last year. A separate study has suggested that in some areas health visitors are struggling to care for families properly because they have high workloads in which some are looking after as many as 829 children. In addition in some areas nurses have warned cuts to public health budgets are forcing them to turn people away from sexual health clinics due to the resulting staff shortages.

There also continues to be pressures such as increased diabetes linked to higher levels of obesity. In July 2018 it was reported that levels of severe obesity in children aged 10 and 11 have reached the ‘highest point’ since records began. The head of the NHS has also recently highlighted the need to get more serious about aspects of prevention and public health, including the challenges of the ‘new public health’, looking at some of the new threats to health and wellbeing that are different from those previous generations such as self-harm, eating disorders, gambling addiction and health inequalities. Latest data suggests a levelling off in the improvement in life expectancy. Women in the UK are also living shorter lives on average than many of their counterparts in Europe, according to new analysis by Public Health England. The data from the annual Health Profile for England, shows the average life expectancy for women is 83, 17th place out of 28 EU nations. Spanish women live the longest in Europe, at 86.3 years.

Air pollution - there has increasingly been a national focus on the impact of air pollution on health, including dementia, asthma, strokes and fertility. One in three children in Britain is growing up with air pollution damaging their health, a study has found. About 4.5 million children, including 1.6 million aged five and under, live in areas with levels of particulate matter above what the World Health Organisation considers safe, according to UNICEF UK.

Public and School Transport - a recent report by the Campaign for Better Transport reported reduced bus services. Its 'Buses in Crisis' report found that councils had reduced by £182m on bus services over the decade, due to budget pressures. The County Councils Network earlier this year reported that data from 20 rural authorities showed that there were 22,000 fewer pupils getting free school transport, such as buses and taxis in 2017, compared with three years before. It said school transport costs are on average almost 10 times higher for councils in rural areas than for those in cities and that budget shortages meant rural school transport was being cut to a bare minimum.

Crime and Community Safety – 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 offences per thousand population compared to 9 nationally. In relation to knife crime there 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. There was a 3.6% rise in total burglary figures in 2017/18. Nationally burglary offences increased by 6%.

Trading Standards - the reduction in funding available for local government trading standards departments is impacting council's ability to tackle issues such as scams according to LGA research. The figures show that funding for trading standards teams has fallen from £213m to £103m since 2009.

Workforce Stress - poor mental health affects half of all employees, according to a survey of 44,000 people carried out by the mental health charity Mind. Only half of those who had experienced problems with stress, anxiety or low mood had talked to their employer about it. Mind says around 300,000 people lose their job each year due to a mental health problem. According to research undertaken in association with the Association of Local Authority Chief Executives and Senior Managers, 48% of 285 respondents believed their workload had increased significantly in the past year to an almost unmanageable level, while more than one in 10 say it is already unmanageable. Almost three-fifths (59%) say they are currently working more than the 48 hours a week legally permitted by the working time directive. Two-thirds (66%) of chief executives and 57% of senior managers say they worked beyond this level. Two-thirds of respondents report their job has become more stressful. Three-quarters say they know of a colleague who has experienced mental health issues.

Other Local Pressures Identified

Maintaining Public Satisfaction – in July 2018 LGA public polls on resident satisfaction with local councils, conducted every four months, show the lowest levels of resident satisfaction since polling started six years ago and a downward trend. The Council's Community Insights Survey also shows deterioration in satisfaction compared to the previous 12 month period. Ongoing national funding reductions, lack of fair funding, increased council tax, some high profile service changes and associated publicity are likely to be factors. However Leicestershire's results remain substantially higher than the national results, although the gap has narrowed over the past three years.

Staff Wellbeing - the mental health of employees is a significant and growing issue for the County Council. The Council's counselling service continues to be used by a large number of employees, some of whom are currently on sick leave, to assist them in being able to return to work, and it has also supported a number of employees to the extent that has prevented them from having to take sick leave. The Council has a commitment to tackling the stigma around mental illness and making 'getting help' easily available and confidential. In January 2018 the Wellbeing Strategy was launched which has a dedicated section on mental health issues. In addition to the counselling service employees are able to contact a Mental Health First Aider and sign up to attend mindfulness sessions. There are a number of other activities available which are designed to assist in improving mental health and these are advertised on the intranet.

The number of referrals has continued to rise. The number of sessions provided has risen from 905 in 2013/14 to 1442 in 2016/17. Overall, the majority of the referrals were related to mental health, depression and acute anxiety which have increased since 2015/16. It was agreed in June 2018 that due to general levels of demand, and the time employees had to wait to see a counsellor, an additional full time counsellor would be employed so the resource would increase to 3.2 FTE's. The new employee is due to join the service in November 2018 and will help to relieve pressure on the in-house face to face service.

Sickness Absence - the Council's People Strategy for 2017 – 2020 has a focus on the importance of the Council being able to increase its performance and productivity through a skilled, flexible and resilient workforce. An Attendance Management project has specifically been put in place to assist in reducing the current level of sickness absence, both short and long term. It has an element (Intensive Support Team) which works alongside managers to assist them in developing their skills and their overall approach to making sure that as far as possible their staff remain fit and well and able to attend work. On those occasions when an individual needs to take sick leave, managers, where necessary, are being supported by Strategic HR to assist them in managing a return to work at the earliest possible opportunity.

Complaints – in July we considered analysis of Council service complaints and compliments during 2017/18 highlighting a number of improvements in how the organisation both handles and learns from complaints. During 2017/18 there was a 3% increase in corporate complaints and 7% increase in ombudsman enquiries. With 101 corporate complaints upheld. 4 ombudsman enquiries found maladministration with injustice. Issues included delays in providing services, quality of work, accuracy of information and professional decision making. Effective complaints handling training continues to be delivered.

Risks, Risk Management and Enhanced Monitoring

The Council has had its ninth austerity budget and the financial environment continues to be challenging with a number of known major risks over the next few years. There is little doubt that the authority faces the most uncertain and risky financial environment for a generation. Given the pressures and further reductions it is important that the Council has effective performance monitoring and risk management arrangements in place. In relation to risk management the Council has a good risk management process to help it to identify possible risks, score these in terms of likelihood and impact and take mitigating actions. The council has both departmental and corporate risk registers. Corporate financial risks currently identified include -

- Non-achievement of savings and income targets. The requirement for savings and additional income totals £50m over the next four years of which £13m is unidentified. Successful delivery of savings is dependent upon a range of factors, not all of which are in the control of the Council.
- The financial positions of Health and Social Care are intrinsically linked and of growing importance. In common with the Council the CCGs are struggling to produce a balanced budget. The implications for the Council could be reductions in the funding received through the BCF (£30m+) and additional costs as a result of changes in the NHS, such as the Transforming Care programme that will move more care into the community.
- Service pressures resulting in an overspend, including demand-led children's and adult social care, particularly on the children's social care and SEN placements budget.
- The strength of the economy dictates the funding of the public sector. Growth in the UK economy has slowed and Brexit uncertainly is unlikely to help in the short to medium term. The implications for the Council will depend upon how long a reduced level of growth persists.
- The increasing reliance on income generated from services in other parts of the public sector. Given the much tighter financial environment for the sector it will be challenging to maintain or keep increasing income.
- Inflation is higher than the 2% target, which will have a direct impact on the cost of goods and services procured by the Council and could also influence the rate at which the National Living Wage increases.
- 2020 could see the biggest changes to local government finance for a generation. The following initiatives, that lack any real detail, are all planned to be implemented in that year - 75% Business Rate retention, including significant new responsibilities; Fair Funding Review, covering redistribution of funding nationally; Health Integration plans implemented.
- There is a very real potential for the Council to encounter a significant ongoing issue for which no specific financial provision has been made. This is evidenced by the emergence of several authorities who are facing real difficulties in balancing their budget in a sensible way.

Other key corporate risks identified include:

- Managing sickness absence;
- Children and Family Services being able to recruit and retain skilled social workers and managers;
- Supplier continuity plans;
- IT Cyber Security risks;
- Data Protection and GDPR.

There is also an extensive list of service department risks which continue to be monitored.

As a result of the above and in line with our business intelligence strategy we are continuing to enhance performance reporting through greater data warehousing, self-service dashboards and tableau technology. This is in terms of both outcomes for residents and also operational service improvement metrics for managers. A wide range of engagement, surveys, inspections, peer review, quality systems and feedback channels are also in place to detect quality issues at an early stage. Contract management is also being enhanced in key areas. This is linked to delivery of the priority outcomes identified for the county.

Comparing Our Performance: Benchmarking Results 2016/17

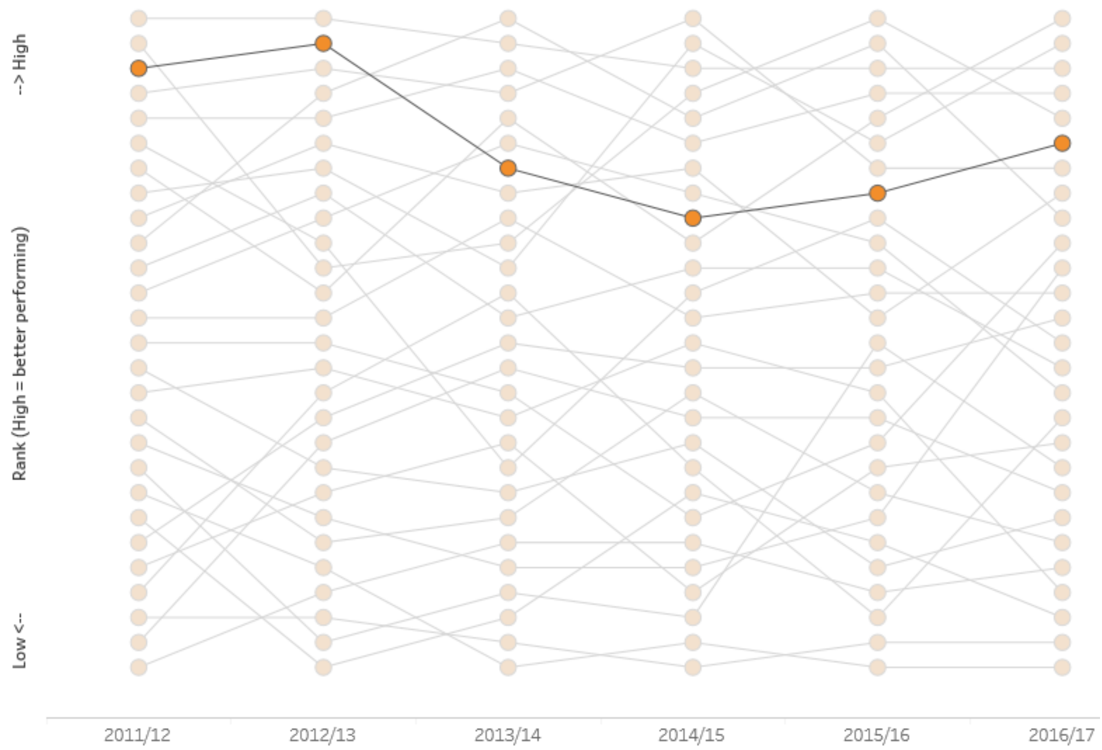
This annual report compendium uses performance indicators to compare our performance over time against targets and with other local authorities. Comparison or benchmarking helps to place Leicestershire's performance in context and also to prompt questions such as 'why are other councils performing differently to us?' or why are other councils providing cheaper or more expensive services?

The County Council compares itself with all 27 two-tier English county areas in terms of spend per head and performance. We use a range of nationally published indicators linked to our improvement priorities, inspectorate datasets and national performance frameworks. Our sources include central government websites, the Office for National Statistics, NHS Digital and the Local Government Association.

Our comparative analysis draws on 212 performance indicators across our main priorities and areas of service delivery. Our approach looks at performance against each indicator and ranks all county areas with 1 being highest performance and 27 lowest. We then group indicators by service or theme and create an average of these ranks as well as an overall position.

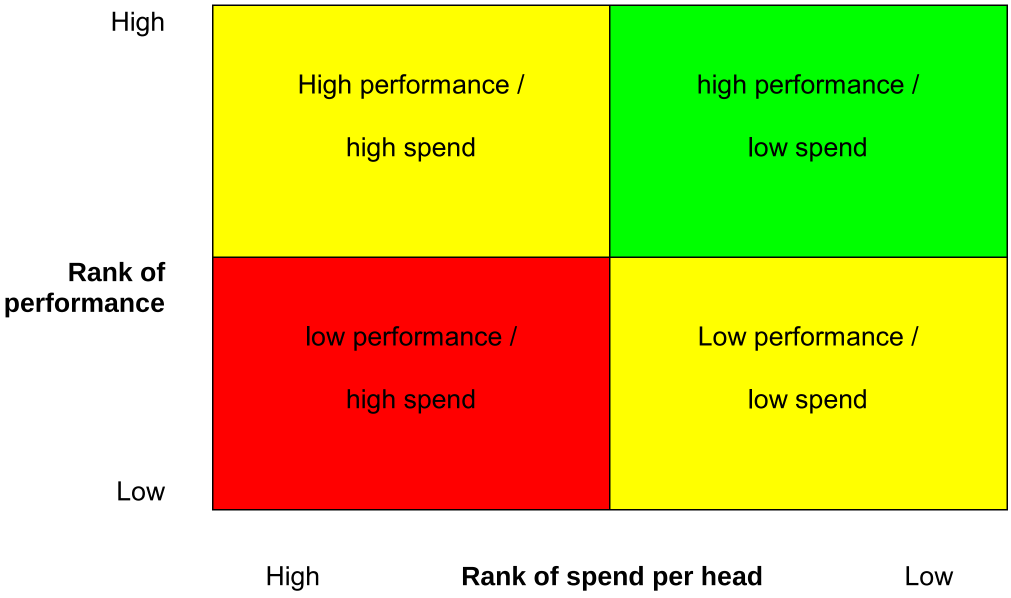
Overall Comparative Performance

The chart below shows Leicestershire's relative overall performance compared to the 27 two-tier counties over the past 6 years, excluding any consideration of funding/expenditure. Low comparative funding has meant that Leicestershire has had to move quickly to reduce some service levels which reduced the overall pure comparative performance position. However following other counties reducing services as well as a strong focus on performance the council has moved back up in comparative terms to 6th during 2016/17.



Comparing Performance and Expenditure

The Fair Funding section of the report notes that Leicestershire is the lowest funded county in the country. It is therefore critical to review the Council's performance in the light of spend per head on different services. Our approach uses scatter charts to show the relationship between spend and performance. The vertical axes show rank of net expenditure per head, with low spend to the right. Therefore authorities that are high performing and low spending would be in the top right quadrant, while those that are low performing and high spending would be to the bottom left as shown below.



Overall Performance vs Expenditure

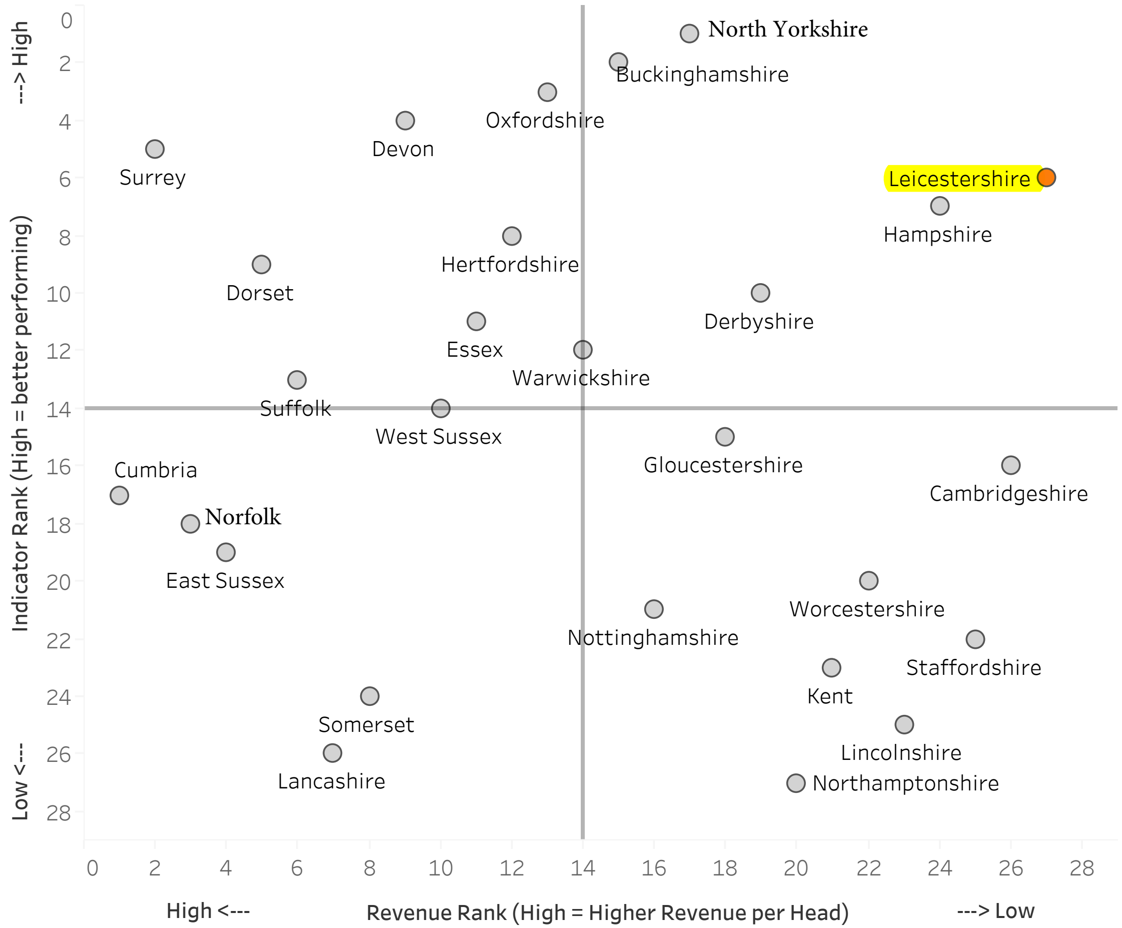
Looking at the overall position for 2016/17, Leicestershire is ranked 6 of 27 counties in performance terms. In terms of net spend per head Leicestershire is ranked 1 of 27 counties i.e. among the lowest spending of all counties. This and the theme performance discussed below are shown in charts over the following pages.

LCC Performance Benchmarking - Themes

Leicestershire County Council

Theme
Overall Performance

Comparator
Revenue
Deprivation



How to Read This Chart
The chart is divided up into quadrants based upon average rank (reference lines) for all indicators, and net revenue expenditure per head for county councils only. Therefore authorities in the top right quadrant are high performing and low spending, while authorities in the bottom left are low performing and high spending. The 'Deprivation' comparator uses local authority 2015 Multiple Deprivation rank.

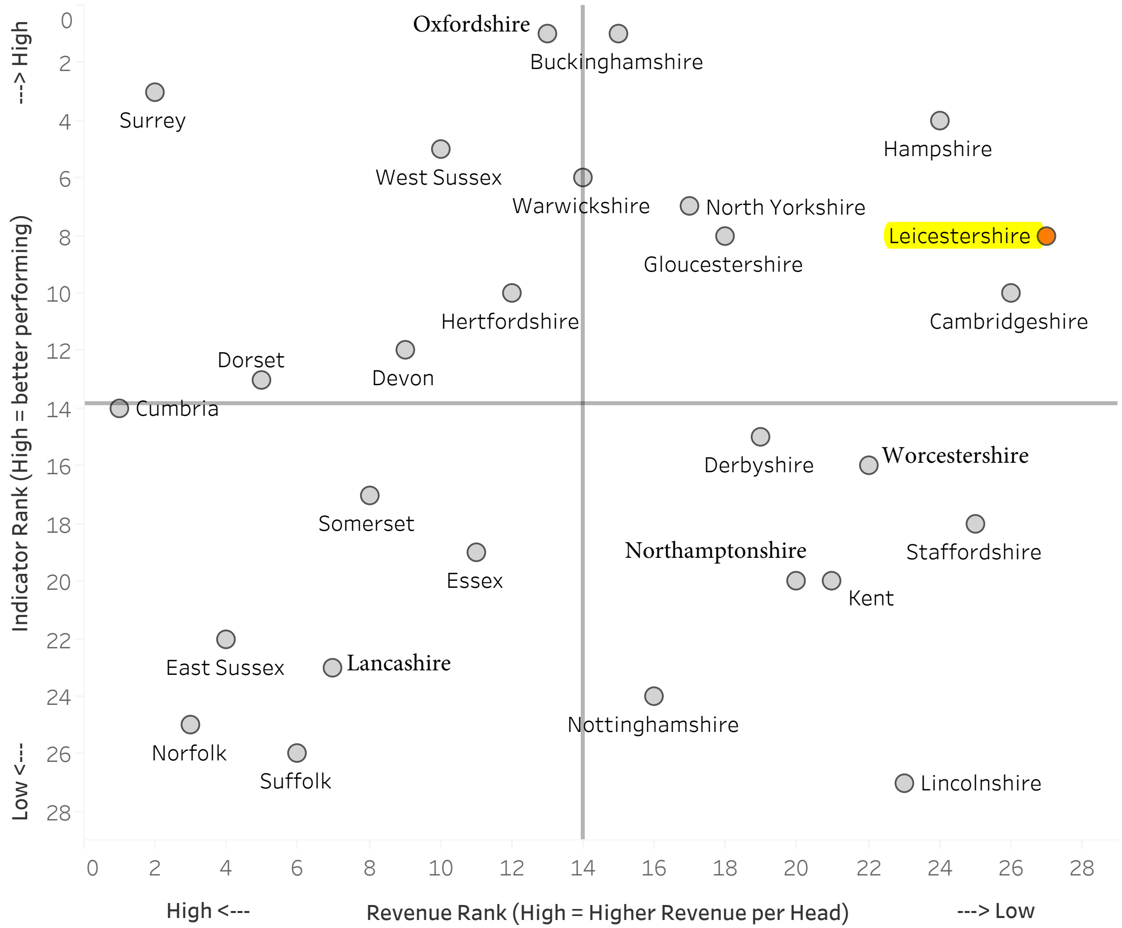
Source: LAIT, ASCOF, Fingertips, various, 2018. Produced by the Business Intelligence Service, Leicestershire County Council, 2018.

LCC Performance Benchmarking - Themes

Leicestershire County Council

Theme
Economy

Comparator
- (selected) Revenue
- Deprivation



How to Read This Chart
The chart is divided up into quadrants based upon average rank (reference lines) for all indicators, and net revenue expenditure per head for county councils only. Therefore authorities in the top right quadrant are high performing and low spending, while authorities in the bottom left are low performing and high spending. The 'Deprivation' comparator uses local authority 2015 Multiple Deprivation rank.

Source: LAIT, ASCOF, Fingertips, various, 2018. Produced by the Business Intelligence Service, Leicestershire County Council, 2018.

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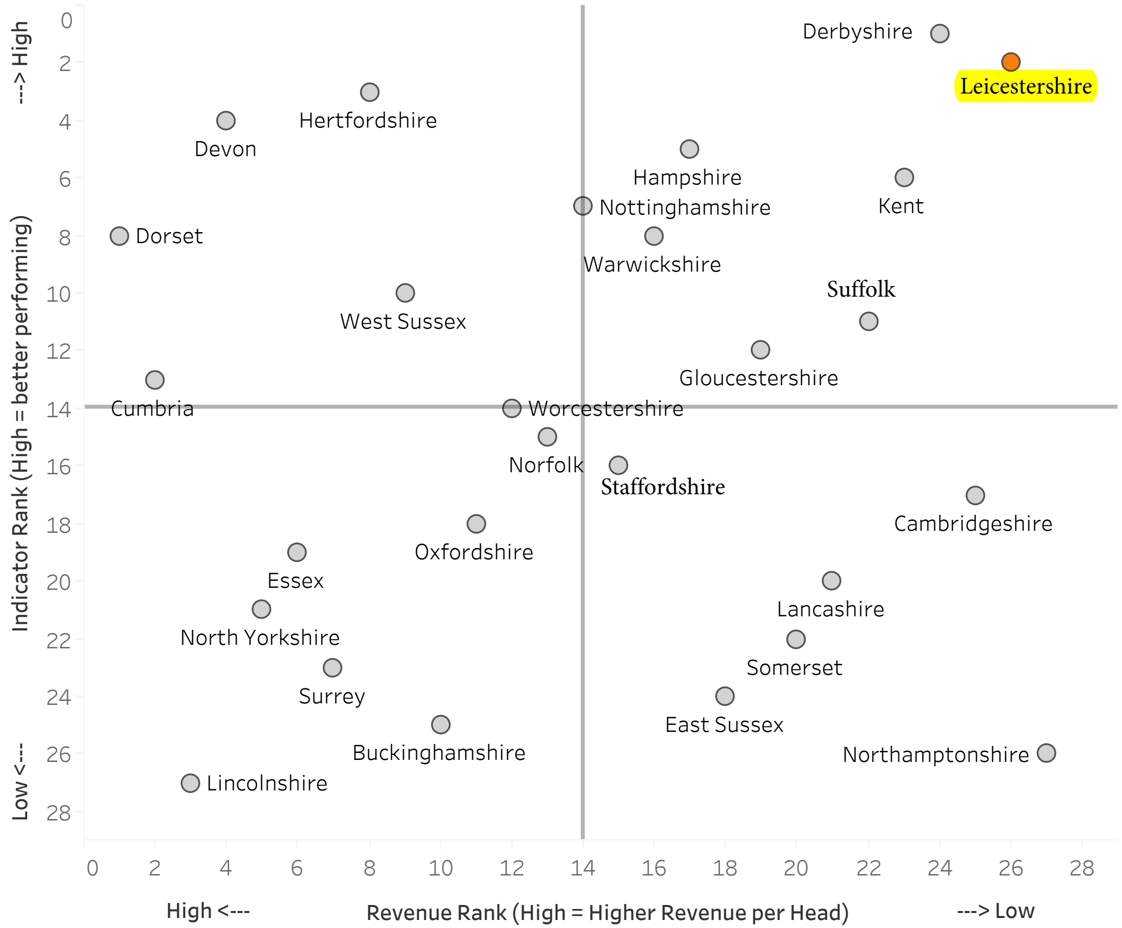
LCC Performance Benchmarking - Themes

Leicestershire County Council

Theme
Transport & Highways

Comparator
- (selected) Revenue
- Deprivation



How to Read This Chart
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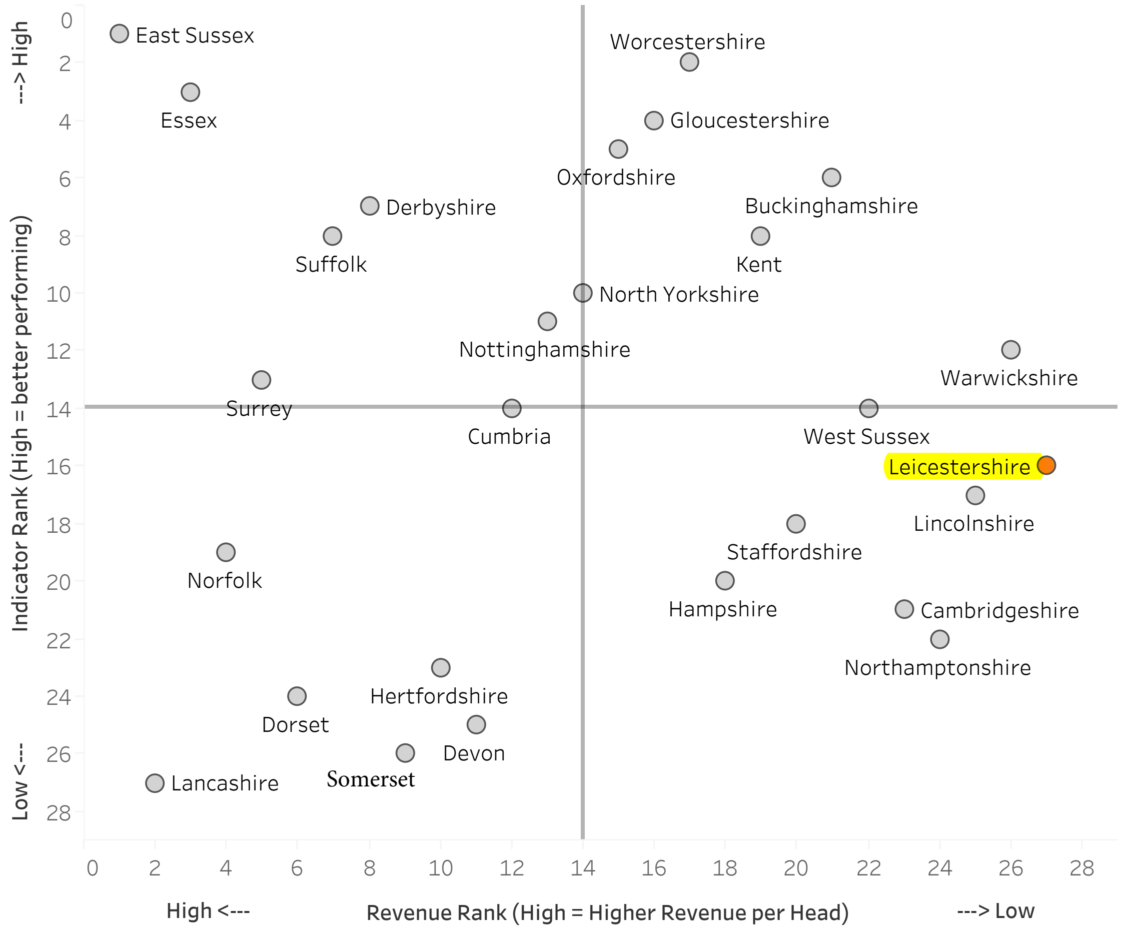
Source: LAIT, ASCOF, Fingertips, various, 2018. Produced by the Business Intelligence Service, Leicestershire County Council, 2018.

LCC Performance Benchmarking - Themes

Leicestershire County Council

Theme
Adult Social Care

Comparator
- (●) Revenue
- ( ) Deprivation



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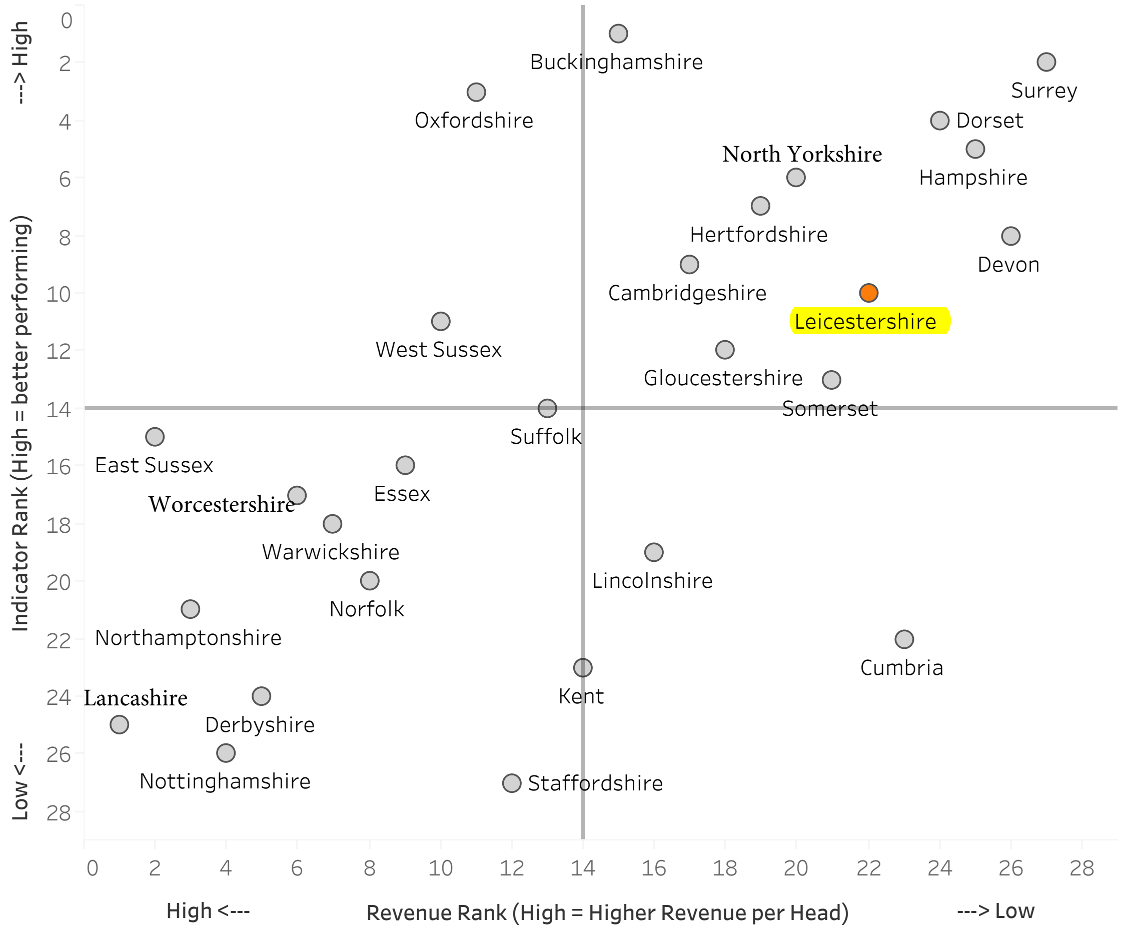
Source: LAIT, ASCOF, Fingertips, various, 2018. Produced by the Business Intelligence Service, Leicestershire County Council, 2018.

LCC Performance Benchmarking - Themes

Leicestershire County Council

Theme
Public Health

Comparator
◉ Revenue
○ Deprivation



How to Read This Chart
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Source: LAIT, ASCOF, Fingertips, various, 2018. Produced by the Business Intelligence Service, Leicestershire County Council, 2018.

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LCC Performance Benchmarking - Themes

Leicestershire County Council

Theme
Children's Social Care

Comparator
Revenue
Deprivation

How to Read This Chart
The chart is divided up into quadrants based upon average rank (reference lines) for all indicators, and net revenue expenditure per head for county councils only. Therefore authorities in the top right quadrant are high performing and low spending, while authorities in the bottom left are low performing and high spending. The 'Deprivation' comparator uses local authority 2015 Multiple Deprivation rank.

Source: LAIT, ASCOF, Fingertips, various, 2018. Produced by the Business Intelligence Service, Leicestershire County Council, 2018.

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LCC Performance Benchmarking - Themes

Theme
Waste

Comparator
◉ Revenue
○ Deprivation

How to Read This Chart
The chart is divided up into quadrants based upon average rank (reference lines) for all indicators, and net revenue expenditure per head for county councils only. Therefore authorities in the top right quadrant are high performing and low spending, while authorities in the bottom left are low performing and high spending. The 'Deprivation' comparator uses local authority 2015 Multiple Deprivation rank.

Source: LAIT, ASCOF, Fingertips, various, 2018. Produced by the Business Intelligence Service, Leicestershire County Council, 2018.

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Lower Comparative Performing Areas 2016/17

The indicators listed below fall within the lower 4th quartile, which is defined as performance that falls within the bottom 25% of two tier county councils.

Strong Economy

Transport & Highways

- Ease of Access (all) (NHT survey indicator KBI 03)
- Bus journeys per head

Opportunity, Wellbeing and Health

Adult Social Care - survey based indicators

- Social care-related quality of life score (1A)
- The proportion of people who use services who have control over their daily life (1B)
- Overall satisfaction of people who use services with their care and support (3A)
- Overall satisfaction of carers with social services (3B)
- The proportion of people who use services who find it easy to find information about support (3D1)
- The proportion of people who use services who feel safe (4A)

Public Health

- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check (2.22iv)
- Proportion of five year old children free from dental decay (4.02)

Best Start in Life

- % of inspected early years providers rated good or outstanding
- % Achieving Good Level of Development at Foundation Stage (pupils eligible for free school meals)

Keeping People Safe

Safeguarding Children and Looked After Children

- Emotional Health of Looked After Children
- % Looked After Children with up to date immunisations
- % Looked After Children receiving a dental check

Communities

Waste

- Total waste per household

Libraries

- Library visits (per 1,000 pop.)
- Library issues (per 1,000 pop.)
- Other library indicators covering stock, borrowers, public computers

Housing - none

Lower Performing Areas – Partnerships

Police and Crime

- Burglary Rate (per 1,000 pop.) (Includes residential, business & community)
- Theft other (per 1,000 pop.)
- Vehicle crime (per 1,000 pop.)

Schools and Academies - none

Theme Performance Dashboards 2017/18

Introduction

In order to measure our progress against our priority outcomes we are tracking a number of key performance measures for each of the outcomes. These are summarised in a set of theme dashboards with ratings that show how our performance compares with other areas where known, whether we have seen any improvement in performance since the previous year, and whether we have achieved any relevant targets. As well as this annual report, we also publish theme dashboards on our website on a quarterly basis so that our overall performance and progress is transparent.

Initial analysis of 2017/18 end of year data shows that of 191 metrics (excluding schools and crime) 76 improved, 36 showed no real change and 59 got worse. Direction of travel cannot be determined for 20 indicators, due to the absence of previous data or changes to indicator definitions. More information on service performance and progress is set out in the individual theme sections of the report.

Overview of Performance Improvement and Reduction

The paragraphs that follow review each theme dashboard, highlighting indicators that have shown improvement compared to the previous period, as well as those that have worsened.

Strong Economy

Overview

This dashboard provides a high level overview of the Leicestershire economy. Looking at the 8 performance indicators, 6 show improvement compared to the previous period. These indicators covered economic growth, broadband delivery, business creation and survival. The 2 other indicators had no previous or new data.

Employment and Skills

This dashboard covers the skills of the local population, as well as employment and unemployment. Looking at the 12 performance indicators, 4 show improvement compared to the previous period. These indicators cover apprenticeships, % with NVQ 4+ qualification levels and gross weekly pay. The employment, unemployment and NEET rates remained broadly unchanged. Four indicators covering JSA claimants and skill levels showed small deteriorations in performance.

Transport

This dashboard covers transport infrastructure including road condition, journey times, bus usage and road safety. Looking at the 11 performance indicators, 4 display improvement compared to the previous period. These indicators cover road safety, satisfaction with cycle routes and business concerns about congestion. Five indicators remain similar and these covered average vehicle speeds, satisfaction with traffic levels, road condition and gritting. Two indicators show a decline in performance: CO_2 emissions from road transport and bus passenger numbers.

Housing – Affordable and Quality Homes

This dashboard covers the supply of new housing. Looking at the 11 indicators, 2 show an improvement (new RSL owned dwellings and units of specialist/extra care housing), while 4 deteriorated (supply of new homes, purchase affordability, households living in temporary accommodation and units of supported accommodation for working age adults). The % of adults with a learning disability who live in their own home or with their family remain similar to the previous year, while 4 other indicators had no previous or new data. All indicators with comparative data display above average performance.

Wellbeing – Health and Care

Health and Care

The first dashboard covers work with health partners to reduce admissions to hospital and residential care, and facilitate discharge from hospital and reablement. A number of the indicators have associated Better Care Fund (BCF) targets. Looking at the 9 performance indicators, 3 display improvement compared to the previous period (covering delayed transfers of care from hospital and admissions of older people to residential care). Three indicators covering admissions to care and hospital show deterioration. Three indicators display similar performance to the previous year: 2 covering reablement remain above average, while the metric for service users who find it easy to find information about support remains in the bottom quartile.

The second dashboard covers adult social care services including support for carers. Five of the 14 indicators are derived from nationally mandated surveys. Looking at the 14 performance indicators, 2 show an improvement in performance: % of care homes requiring improvement or inadequate and the dementia diagnosis rate. Seven indicators show a decline in performance. These cover service users receiving direct payments and cash payments, service users perceiving that they have control over their daily life, overall satisfaction with care and support, social care related quality of life, % of home care providers requiring improvement or inadequate and the gap in employment rate for those in contact with secondary mental health services. Three indicators display similar results: carers receiving direct payments and cash payments, and % of adults with a learning disability in paid employment. Two indicators derived from the biennial carer’s survey did not have new data this year.

Public Health

This dashboard covers adult health. Looking at the 19 indicators, 7 show an improvement compared to the previous period, while 6 deteriorated and 5 show no change. Data was not available for 1 indicator. The indicators that have improved cover life expectancy, healthy life expectancy (males), cancer mortality, mortality for preventative causes, smoking prevalence and alcohol related admissions. The indicators displaying lower performance are the gap in life expectancy between the best and worst-off, CVD mortality, respiratory disease mortality, non-opiate drug treatment and adult obesity. The indicators with similar performance were healthy life expectancy (females), opiate drug treatment, NHS health checks, and physical activity/inactivity.

Best Start in Life

This dashboard covers child health and early years services. Looking at the 13 indicators, 8 showed an improvement compared to the previous period, while 2 deteriorated and 1 showed no change. Data was not available for 2 indicators. The indicators that have improved cover smoking in pregnancy, 5 year old dental decay, quality of early years provision, take up of free early education by 3 and 4 years olds, achievement of a good level of development at school reception age, excess weight at primary age and under 18 conceptions. The indicators displaying lower performance are the inequality gap in achievement across early learning goals and chlamydia diagnoses, where the aim is to increase the detection rate. The indicator with similar performance was the take-up of free early education by 2 year olds.

Mental Health

This dashboard covers mental health and wellbeing. Looking at the 7 indicators, 1 improved, 2 deteriorated, 1 stayed the same and 3 had no data available. The indicator showing improvement was the suicide rate, while the % of people with a low happiness score and the % of people with a high anxiety score both deteriorated.

Opportunity

Schools and Academies

This dashboard covers school admissions, school quality, and attainment including a focus on vulnerable groups. Looking at the 13 indicators, 6 show an improvement compared to the previous period, while 4 deteriorated and 3 show no change. Data was not available for 4 indicators. The 6 indicators showing improvement covered % offered first choice primary school, Key Stage 1 and 2 attainment and progress between these two stages in reading, writing and maths. The indicators showing a decline in performance were % of pupils offered first choice secondary school, % of schools assessed as good or outstanding, Key Stage 2 attainment for pupils eligible for free school meals and pupils with special educational needs (SEND) achieving Attainment 8. The indicators showing no change covered % of special schools assessed as good or outstanding (currently 100%), Key Stage 2 attainment for pupils with SEND and the secondary persistent absence rate.

Keeping People Safe

Safeguarding Children, Families and Vulnerable Adults

This dashboard covers Early Help services, child safeguarding and looked after children. Looking at the 19 indicators, 9 show improvement compared to the previous period, while 6 display a decline in performance and 2 showed no change. Data was not available for 2 indicators. The 9 indicators showing improvement were the number of families and individuals supported by Early Help Services, % of Payment by Results families outcomes met, % children in care with 3 or more placements in year, looked after children's health checks, immunisations and emotional health, care leavers in education employment or training, and time to place with prospective adopters. The 6 indicators showing lower performance cover timeliness of single assessment, re-referrals to children's social care, review of child protection cases, repeat child protection plans, children in the same placement for 2+ years and the % of children waiting 14 months or less for adoption. The 2 indicators displaying similar performance are care leavers in suitable accommodation and looked after children's dental checks.

Safer Communities

This dashboard covers youth justice, domestic abuse and adult safeguarding. The dashboard contains 10 indicators, of which 3 show improvement compared to the previous period, 5 deteriorated and 1 shows no change. Data was not available for 1 indicator. The 3 indicators showing improvement were first time entrants to youth justice, youth re-offending and the achievement of desired outcomes for adult safeguarding enquiries. The indicators showing lower performance were young people sentenced to custody, perceptions of anti-social behaviour, users of adult social care who say services made them feel safe, adult safeguarding alerts raised and % of adult safeguarding enquiries substantiated. The % of domestic violence cases reviewed at MARAC that are repeat incidents shows no change.

Police and Crime

This dashboard includes indicators for total crime as well as specific crime types covering burglary, vehicle crime, violence and criminal damage. With the exception of the burglary rate, all other indicators show lower performance than in the previous year. Three indicators now fall within the bottom (worst) quartile compared to other two-tier county areas: burglary, vehicle and theft rates, while three indicators (violence against the person, criminal damage and sexual offences) remain within the top quartile.

Communities

Environment and Waste

This dashboard covers waste management and the County Council's environmental impact. It includes 11 indicators, of which 7 show improvement compared to the previous period and 4 deterioration. The 7 indicators showing improvement are total waste per household, CO2 emissions from councils operations, buildings and street lighting, business mileage, renewable energy generated and CO2 emissions per capita in the county. The 4 indicators showing lower performance are household waste recycled, % of collected waste sent to landfill and 2 indicators covering to waste and recycling from the council’s own operations.

Great Communities

This dashboard covers libraries, cohesion and volunteering. Looking at the 15 indicators, 6 showed improvement compared to the previous period, while 3 displayed a decline in performance and 4 showed no change. Data was not available for 1 indicator. The 6 indicators showing improvement are % of survey respondents giving unpaid help, local election turnout, Library Service issues, children's issues, e-downloads and the number of communities running their own library. The 3 indicators showing lower performance are the % of users of adult social care services who had sufficient social contact, % of respondents agreeing that they can influence County Council decisions and library visits. The 4 indicators showing no change were % agreeing people from different backgrounds get on well, people willing to work with others to improve their neighbourhood, satisfaction with the local area as a place to live, and visits to heritage sites.

Corporate Enablers

This dashboard covers customer service, digital delivery, procurement and the Council workforce. Looking at the 19 indicators, 7 show improvement compared to the previous period, 6 display a decline in performance and 6 show no change. The 7 indicators showing improvement covered the County Council website star rating and visits, procurement savings, days lost to sickness absence, RIDDOR health and safety incidents, % of workforce of a BME background and % managers that are female. The 6 indicators showing lower performance cover perceptions of the County Council, media rating, commendations received and the Stonewall Workplace Equality Index Ranking. The 6 indicators displaying no change are satisfaction with the Customer Service Centre, complaints received, speed of response to complaints, staff satisfaction, staff perception of the Council’s commitment to equality and diversity, and % of the workforce that is disabled.

Explanation of Performance Indicator Dashboards

The performance dashboards set out year end results for a number of the performance indicators (PIs) that are used to help us monitor whether we are achieving our priority outcomes. These outcomes have been identified within our Strategic Plan. Many indicators relate to more than one theme, but in this report, each indicator has been assigned to just one theme.

Where relevant, the performance sections show 2017/18 year end outturn against performance targets (where applicable), together with comparative performance information where available and commentary. Where it is available, the dashboards indicate which quartile Leicestershire's performance falls into. The 1st quartile is defined as performance that falls within the top 25% of relevant comparators. The 4th quartile is defined as performance that falls within the bottom 25% of relevant comparators. Each dashboard uses different comparator groups and these are explained at the bottom of each dashboard. The polarity column indicates whether a high or low figure represents good performance.

Of the current comparative analysis out of 144 indicators 38 are top quartile, 54 second quartile, 25 third quartile and 27 fourth quartile. The report uses performance dashboards for each theme to display performance data so that important information and risks can be identified more readily. A dashboard is a visual display of the most important information so that it can be monitored at a glance. A red circle indicates a performance issue, whereas a green tick indicates exceptional performance. The direction of travel arrows indicate an improvement or deterioration in performance compared to the previous result.

Fair Funding

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Finance & Value For Money							
*	Core Spending Power per head of population	4th	↑	£677	Fair Funding	£653	High	Leicestershire has the lowest core spending power per head of 27 county councils nationally which poses a risk to service delivery going forwards - fair funding campaign proposing new funding model.
*	Net expenditure per head of population	4th	→	£504	MTFS	£502	High	As above
*	Education - expenditure per head of population	4th	↓	£314	MTFS	£337	High	Education spend per head is the lowest of 27 county councils nationally.
*	Adult Social Care - expenditure per head of population	4th	↑	£214	MTFS	£209	High	Adult Social Care spend per head is the lowest of 27 county councils nationally.
*	Children's Social Care - expenditure per head of population	4th	↑	£99	MTFS	£89	High	Children's Social Care spend per head is the 2nd lowest of 27 county councils nationally.
*	Public Health - expenditure per head of population	4th	↓	£38	MTFS	£40	High	Public Health spend per head is the 3rd lowest of 27 county councils nationally.
*	Highways & Transport - expenditure per head of population	3rd	↑	£46	MTFS	£38	High	Highways & Transport spend per head is the 8th lowest of 27 county councils nationally.
*	Environment & Regulatory - expenditure per head of population	3rd	↓	£41	MTFS	£46	High	Environment & Regulatory spend per head is the 9th lowest of 27 county councils nationally.
*	Culture - expenditure per head of population	2nd	↑	£17	MTFS	£14	High	Culture spend per head increased for 2017/18 and was the 7th highest of 27 counties. The increase is due to ‘one off’ technical revaluations of Libraries linked to community transfers.
*	Efficiencies and other savings achieved ✓	-	N/A	£17.8m	£16.4m	£26.2m	High	Efficiencies and savings achieved during 2017/18 were greater than the annual target due to early delivery of some transformation projects.
	% agree County Council provides value for money	1st/2nd	↓	60.4%		69.8%	High	The Authority receives the second lowest funding of all county councils. For 2018/19 the Authority increased Council Tax by 2.99% and levied the government's 3% adult social care precept. The result is significantly better than the England average of 48% (LGA Survey).
	% affected by spending cuts	-	N/A	21.4%		N/A	Low	The results are from the Community Insights Survey of c.1600 residents during 2017/18.
*	Leicestershire Traded Services operating profit	-	↑	£2.2m	£2.4m	£1.7m	High	Further development of traded services has taken place during 2017/18.

Notes: Comparators are other county councils.

Strong Economy

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	End of Yr 2016/17	Polarity	Commentary
	Right Infrastructure for Sustainable Growth							
*	Productivity and competitiveness (total Gross Value Added to local economy) (Leics, Leicester & Rutland)		-	↑	£24.2bn	£23.7bn	High	Continued growth in the local economy. Data shown is for 2016 and 2015.
*	Productivity and competitiveness (Gross Value Added to local economy per head) (Leics & Rutland)		2nd	↑	£22,920	£22,579	High	As above
*	% of premises with access to high speed broadband		-	↑	96%	95%	High	There are now 90,000 additional premises with access to high speed broadband.
*	% take up of new high speed broadband		2nd	↑	48.6%	43.9%	High	The figures are for Broadband Delivery UK Phase 1 (data is for June and December 2017)
*	Private sector funding secured to deliver infrastructure (Section 106)		-	↓	£9.6m	£12m	High	Amounts vary depending upon development activity.
	Businesses are supported to flourish							
*	Business confidence		-	N/A	+9%	N/A	High	Source: LLEP Business Survey. The figure shown is positive minus negative for how business conditions are expected to change over the next 2 years.
*	Number of new enterprises per 10,000 population	✓	1st	↑	64.2	50.1	High	The Council has encouraged business growth and survival by investing in enterprises through allocating Regional Growth Funds to businesses and setting up a business gateway that provides advice and guidance. Data shown is for 2016 and 2015.
*	3 year business survival rates	✓	1st	↑	65.2%	62.8%	High	A range of business growth and business support initiatives continue to support business survival. Data shown is for 2016 and 2015.

Notes: Comparators are other county councils

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Strong Economy - Employment & Skills

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Highly skilled and employable workforce								
*	% achieving a Level 2 qualification by the age of 19		3rd	↓	83.2%		85.3%	High	Leicestershire saw a small reduction in 19 year olds qualified to Level 2.
*	% of working age population with at least NVQ 2 level qualifications		2nd	↓	76.5%		79.9%	High	Equivalent to 5 GCSEs at A* to C - considered labour market entry qualification. Work continues to progress improvements in skills. (Data shown is from the ONS Annual Population Survey for year to December 2017)
*	% of working age population with at least NVQ 3 level qualifications		2nd	↓	58.7%		61.4%	High	Work continues to progress improvements in skills. (Data shown is from the ONS Annual Population Survey for year to December 2017)
*	% of working age population with at least NVQ 4 level qualifications		2nd	↑	36.2%		35.2%	High	As above.
*	% businesses experiencing difficulties recruiting staff in the past 12 months		-	N/A	28.0%			Low	Source: LLEP Business Survey.
*	Number of apprentices employed by Leicestershire County Council	✓	-	↑	200		70		Large increase following a drive to meet the 2.3% target of apprenticeship starts as a proportion of the workforce for each financial year.
	Number of apprentices enrolled on Adult learning Service programmes who work for other employers	✓	-	↑	381		288		Large increase, partly linked to the introduction of the apprenticeship levy and associated targets.
*	% Out-Of-Work Benefit claimants (JSA)		1st	↓	1.0%		0.8%	Low	Rate has remained at 1.1% or below for the past 3 years and is lower than the regional (1.8%) and national positions (2.1%). (Data shown is for March 2018).
*	Unemployment rate		3rd	→	3.7%		3.6%	Low	The rate is lower (better) than the regional (4.1%) and national positions (4.3%), but is worse than the average for county councils. Data shown is for year to March 2017.
	Employment rate		3rd	→	77.5%		77.4%	High	The rate is higher (better) than the regional (74.7%) and national positions (75.0%), but is worse than the average for county councils. Data shown is for year to March 2017.
*	16 to 17 year olds who are not in education employment or training (NEET)		1st (2015/16)	→	2.2%		2.2%	Low	The result remains consistently low
*	Gross weekly pay - all full time workers		2nd	↑	£540.20		£531.00	High	

Notes: Comparators are other county councils

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Opportunity: School & Academy Performance

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Access to good quality education							
*	% of pupils offered first choice primary school	3rd	↑	93.0%	92%	91.4%	High	The number of pupils offered their first choice primary school increased for 2017/18.
*	% of pupils offered first choice secondary school	2nd	↓	91.0%	95%	93.3%	High	The number of pupils offered their first choice secondary school was slightly lower in 2017/18.
*	% of schools assessed as good or outstanding	2nd	↓	88.7%		90.1%	High	The number of good or outstanding schools remains high but is slightly below the 2016/17 level.
	Key Stage 1							
*	Key Stage 1 expected standard or above in Reading, Writing and Maths	1st (2016)	↑	63.9%		62.7%	High	Increase compared to 2017.
	Key Stage 2							
*	Achievement of expected standard or above in Reading, Writing and Maths at Key Stage 2 ✓	1st	↑	65.3%		61.4%	High	Increased performance compared to 2017.
*	% pupils eligible for Free School Meals achieving expected standard in Reading, Writing & Maths at KS2	2nd (2017)	↓	36.7%		38.2%	High	
	Reading progress between Key Stage 1 and Key Stage 2	3rd (2017)	↑	-0.28		-0.50	High	Improved performance compared to 2017.
	Writing progress between Key Stage 1 and Key Stage 2	3rd (2017)	↑	0.01		-0.40	High	Improved performance compared to 2017.
	Maths progress between Key Stage 1 and Key Stage 2 ✓	2nd (2017)	↑	-0.19		-0.80	High	Improved performance compared to 2017.
	Key Stage 4 & 5							
*	Attainment 8 (attainment in 8 subjects at GCSE level)	2nd	↑	46.1		45.7	High	
*	Attainment 8 - pupils eligible for Free School Meals	3rd (2017)	→	31.5		32.0	High	The attainment of pupils eligible for Free School Meals remains a priority in Leicestershire.
*	Progress 8 (measure covering overall Key Stage 2-4 progress)	2nd	↑	-0.03		-0.11	High	
*	Average points score at 'A' Level (or equivalent)	3rd	→	212.6		212.7	High	

Opportunity: School & Academy Performance

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Vulnerable groups							
	% of special schools assessed as good or outstanding ✓	1st	→	100%		100%	High	All special schools are now rated as good or outstanding.
*	Pupils with special educational needs achieving expected standard or above at KS2 (Reading, Writing and Maths)	3rd (2017)	→	6.9%		6.8%	High	Similar to the 2017 result.
*	Pupils with special educational needs achieving Attainment 8	2nd (2017)	↓	15.3%		19.5%	High	
*	Secondary school persistent absence rate	3rd (2017)	→	13.1%		12.8%	Low	Secondary school persistent absence is similar, although slightly higher, than 2016/17.

Notes: Responsibility of schools and academies with support from Leicestershire Education Excellence Partnership (LEEP). Comparators are other county councils.

Strong Economy - Transport

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Strategic Transport Infrastructure								
*	Average vehicle speeds during the weekday morning peak (7am-10am) on locally managed ‘A’ roads in Leicestershire (mph)		2nd (2016)	→	31.3 (2017)	30.3 (2020/21)	31.7 (2016)	High	In 2015 DfT changed the way in which they calculate this indicator to incorporate every day of the year. The average speed remains above the target for 2020/21
	Satisfaction with traffic levels & congestion (NHT satisfaction survey)		2nd (2017)	→	37.1%	42%	37.7%	High	Slight reduction in satisfaction compared to the previous year, satisfaction levels have been largely static for this indicator for the last four years.
*	% of businesses citing concerns about traffic congestion		-	↑	28%	Reduction	37%	Low	The percentage of employers who perceived a reduction in congestion would significantly benefit them declined from 37% (LLEP Business survey 2015) to 28% (LLEP Business survey 2017), showing an improvement in performance for this indicator.
	Total CO2 emissions in the local authority area originating from road transport (BEIS) (kilotonnes).		2nd (2016)	↓	1878 (2016)	<1797	1820 (2015)	Low	Emissions declined in performance from 2015 to 2016. The Council continues its work to reduce emissions through a variety of schemes.
	Sustainable Transport & Road Maintenance								
*	% of the classified road network (A, B and C class roads) where structural maintenance should be considered (SCANNER)	✓	-	→	2%	5-6%	2%	Low	The condition of Leicestershire highways remains at a very good level and is amongst the best in the country.
	% of network gritted	✓	-	→	45%	45%	45%	High	We expect to grit all of our priority routes 1 and 2 (which cover 45% of the network). In 2017/18 we successfully gritted all of these routes equivalent to 20,000 tonnes of salt across 115,740 miles of road. The Council completed 1,256 night runs, a 41% increase on last year reflecting the most challenging conditions in recent years.
*	Overall satisfaction with the condition of highways (NHT satisfaction survey)	✓	1st (2017)	→	39.5%	top quartile	40.0%	High	Despite a slight reduction in satisfaction Leicestershire remains the top ranked county and the 11th highest overall (of 112) for satisfaction in the NHT 2017 survey.
	Satisfaction with cycle routes/lanes & facilities (NHT satisfaction)	✓	1st (2017)	↑	41.8%	47.0%	40.9%	High	Satisfaction with this indicator improved slightly since 2016. Leicestershire was ranked in the top quartile compared to participating counties in the NHT 2017.
*	Number of bus journeys		4th (2016/17)	↓	13.22m	13.6m	13.78m	High	There has been a decrease in overall passenger journeys compared to 2016/17. Over the year, there had been a number of registration changes to the commercial network involving route changes or service reductions which had impacted upon passenger journey figures. Nationally there has been a decline in patronage.

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Strong Economy - Transport

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Road Safety (Keeping People Safe)								
*	Total casualties on our roads	✓	1st (2017)	↑	1194	1638	1705	low	2017 saw a significant reduction in overall casualties on Leicestershire roads following changes in police reporting procedures.
*	People killed or seriously injured in road traffic accidents		1st (2017)	↑	213	178	225	low	Although 2017 saw the lowest number of KSI casualties since 2013, we remain above the trajectory set to achieve the long term target of 167 by 2020.

Notes: Comparators are other county councils

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Housing - Affordable & Quality Homes

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Right number and type of homes in the right places							
*	5 Year Supply of Deliverable Sites - housing units	-	N/A			26,096	High	
*	Total new dwellings	1st	↓	3,140	4,716	3,660	High	This has been falling since 2015/16 and has dipped below the Leicestershire average of 3,318, showing a decline in performance. The target is a notional annual target to meet the annual requirement for new housing identified in the Housing and Economic Development Needs Assessment (HEDNA) (Quartile is new dwellings per 10k population).
*	New dwellings - Registered Social Landlord owned	1st	↑	680		580	High	2017/18 shows an 15.5% increase in this indicator. (Quartile is new dwellings per 10k population).
*	% agree that local housing meets local needs	2nd (2015/16)	N/A	58.4%		NA	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18. This is a new indicator. However, this has declined in performance each quarter since the beginning of 2017/18.
*	Housing affordability - ratio of lower quartile house price to lower quartile earnings	2nd	↓	8.45		8.13	Low	This has increased slightly since the previous year, showing a decline in performance. The least affordable places to purchase property in Leicestershire is in Harborough, Oadby & Wigston and Melton. (DCLG data.)
*	Number of households living in temporary accommodation (per 1,000 households)	2nd (2016/17)	↓	0.4		0.38	Low	This has doubled since 2014-15 (0.2).
	Enough suitable housing for those with care needs							
*	Number of units of supported accommodation for working age adults (PD/LD/MH)	-	↓	282		318		
*	Number of units of specialist accommodation / extra care housing	-	↑	259		197	High	Increase due to opening of Waterside Court, a 62 unit extra care scheme in November 2017
*	% of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	2nd (2016/17)	→	80.3%	80%	79.4%	High	The proportion of people with a learning disability aged 18-64 who live in settled accommodation has improved during the past few years and at 80% remains high.
	Development does not have a negative impact							
*	Number of Local Plans adopted within the last 5 years	-	N/A	4				This includes Local Plans for Blaby, Charnwood, North West Leics, Oadby and Wigston BCs.
*	Number of Local Plans adopted with conservation policies	-	N/A	4				All the above include conservation policies

Notes: Comparators are other county councils

Wellbeing - Health & Care

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Unified Prevention, Information & Urgent Response								
*	Permanent admissions of older people to residential and nursing care homes per 100,000 pop (ASCOF 2A Pt II) (BCF)		2nd	↑	547.9	630.6	632.7	Low	There was a reduction in the number of people aged 65 or over permanently admitted to residential or nursing homes during 2017/18 compared to the previous year.
*	Permanent admissions to residential or nursing care of service users aged 18-64 per 100,000 pop (ASCOF 2A Pt I)		1st	↓	9.0	6.1	7.1	Low	There was an increase in the number of people aged 18-64 permanently admitted to residential or nursing homes during 2017/18 compared to the previous year.
*	Non-elective admissions to hospital per 100,000 pop per month (BCF)		2nd	↓	816.31	737.92	760.4	Low	Non-elective admissions to hospital continue to be higher than planned for and additional work is underway to tackle this. Actions progressing through BCF plan implementation.
*	Admissions from injuries due to falls per 100,000 pop per month (BCF)			↓	149.6		133.6	Low	There were 2,186 emergency admissions for injuries due to falls for residents of Leicestershire aged 65 and over in 2016/17.
*	% of people who use services who find it easy to find information about support (ASCOF 3D part 1)		4th	→	68.6%	71.0%	70.1%	High	The proportion of service users who found it easy to find information in 2017/18 was similar to the previous year
	Improved Discharge & Reablement								
*	Delayed transfers of care from hospital per 100,000 pop per month (BCF)	✓	2nd	↑	249.88	312.19	377.10	Low	This indicator measures the number of bed-days taken up due to a delay in hospital discharge. Data shown is for the final quarter of each year.
*	Delayed transfers of care attributable to adult social care only - average days per month	✓	1st	↑	188	227	248	Low	There was considerable improvement in the number of delayed transfers of care attributable to adult social care in 2017/18, particularly during the second half of the year. Compared to 15 similar shire authorities Leicestershire were ranked second highest in performance.
*	% of people aged 65+ still at home 91 days after discharge from hospital into reablement / rehabilitation services (ASCOF 2B Pt I) (BCF)		2nd	→	86.1%	87.0%	86.5%	High	Performance in 2017/18 was similar to the previous year although fell just short of the BCF target.
*	% of people receiving reablement with no subsequent long-term service (ASCOF 2D)		2nd	→	80.4%	80.0%	80.2%	High	ASCOF 2D measures the proportion of people who had no need for ongoing services following reablement. During 2017/18 performance was similar to the previous year and met the target.

Notes: ASCOF benchmarks are compared to all social services authorities
BCF indicator targets are for 2017/18. 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework

Wellbeing - Health & Care

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Personalisation							
*	% of people who use services who have control over their daily life (ASCOF 1B)	4th	↓	74.6%		77.8%	High	The proportion of service users stating that they have control over their daily life dropped slightly from the previous year.
	% of people using social care who receive self-directed support (national, ASCOF 1C Pt 1a)	3rd	↓	94.4%	97.0%	95.5%	High	The proportion of people in receipt of a personal budget has reduced slightly on last year.
	% of carers receiving self-directed support (ASCOF 1C Pt 1b)	2nd	→	99.7%	99.0%	99.7%	High	The proportion of carers in receipt of a personal budget remained similar in 2017/18 to the proportion in the previous year.
	% of service users receiving support via cash payments (ASCOF 1C Pt 2a)	1st	↓	53.8%	45.0%	55.4%	High	A small reduction in the proportion of service users with a direct payment, although this remains very high compared to other local authorities.
	% of carers receiving direct payments (ASCOF 1C Pt 2b)	2nd	→	97.0%	96.0%	96.7%	High	The proportion of carers with a direct payment remains similar to the previous year.
	Dementia							
*	Dementia diagnosis rate by GPs	2nd (Eng.)	↑	70.0%	66.7%	68.6%	High	The rate of persons aged 65 and over with a recorded diagnosis of dementia per person estimated to have dementia given the characteristics of the population and the age and sex specific prevalence rates.
	Care Quality							
	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	4th	↓	58.3%	N/A	65.3%	High	The level of satisfaction reduced during 2017/18.
	Overall satisfaction of carers with their care and support (ASCOF 3B)	4th (2016/17)	N/A	N/A	N/A	31.2%	High	The figure is taken from the biennial survey of carers and will next take place in autumn 2018.
	% of Care Homes requiring improvement or inadequate - rating	-	↑	13%	N/A	18%	Low	Indicator based on Care Quality Commission (CQC) data.
	% of Home Care Providers requiring improvement or inadequate - rating	-	↓	13%	N/A	10%	Low	Indicator based on Care Quality Commission (CQC) data.
*	Social care related quality of life (ASCOF 1A)	4th	↓	18.4	N/A	18.9	High	This measure is drawn from a number of questions in the annual survey of service users including such topics as control over daily life, how time is spent, and social contact.
*	Carers reported quality of life (ASCOF 1D)	3rd (2016/17)	N/A	N/A	N/A	7.5	High	The figure is taken from the biennial survey of carers and will next take place in autumn 2018.
	People reach their potential							
*	% of adults with a learning disability in paid employment (ASCOF 1E)	1st	→	11.2%	11.0%	11.1%	High	The proportion of people aged 18-64 with a learning disability known to the council who are in paid employment remains high at 11%
*	Gap in employment rate between those in contact with secondary mental health services and the overall rate	4th (2016/17)	↓	74.40%		70.10%	Low	Data is for 2016/17 and 2015/16

Notes: ASCOF benchmarks are compared to all social services authorities. 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework.

Wellbeing - Public Health

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	End of Yr 2016/17	Polarity	Commentary
	Public Health							
*	Life Expectancy – Males (Leics)	✓	1st (Eng.)	↑	80.7	80.5	High	Males in Leicestershire can expect to live over 1 year longer than the average for England. To reduce health inequalities we are tackling the wider determinants of health through a range of projects/activity. Latest data is for the period 2014-16.
*	Life Expectancy – Females (Leics)		2nd (Eng.)	↑	84.0	83.9	High	Females in Leicestershire can expect to live 0.9 years longer than the average for England. Latest data is for the period 2014-16.
*	Healthy Life Expectancy – Males (Leics)	✓	1st (Eng.)	↑	65.2	63.6	High	Males in Leicestershire can expect to live almost 2 healthy years longer than the average for England (63.3 years). Latest data is for the period 2014-16.
*	Healthy Life Expectancy – Females (Leics)		2nd (Eng.)	→	65.8	65.8	High	Females in Leicestershire can expect to live almost 2 healthy years longer than the average for England (63.9 years). Latest data is for the period 2014-16.
	Slope Index of Inequalities – Males (Leics)		-	↓	6.2	6.1	Low	The gap in life expectancy between the best-off and worst-off males in Leicestershire for 2014-16 is 6.2 years. Ranked 5th best out of 16 similar areas.
	Slope Index of Inequalities – Females (Leics)		-	↓	5.3	4.8	Low	The gap in life expectancy between the best-off and worst-off females in Leicestershire for 2014-16 is 5.3 years. Ranked 10th best out of 16 similar areas.
*	Under 75 CVD Mortality (per 100,000 population)		2nd (Eng.)	↓	62.8	62	Low	A variety of work contributes to reducing cardiovascular disease. Latest data is for the period 2014-16.
*	Under 75 Cancer Mortality (per 100,000 population)	✓	1st (Eng.)	↑	123.4	124.5	Low	Various actions to help people to adopt healthier lifestyles and become more aware of cancer risk factors. Latest data is for the period 2014-16.
*	Under 75 Respiratory Disease Mortality (per 100,000 population)		1st (Eng.)	↓	24.9	24	Low	Public health advice and support and wider prevention programmes for respiratory disease. Latest data is for the period 2014-16
*	Age standardised mortality for preventative causes for age 75 and under	✓	1st (Eng.)	↑	152.8	153.5	Low	
*	Prevalence of smoking among persons aged 18 years and over	✓	1st (Eng.)	↑	12.1%	13.5%	Low	A new stop smoking service began in 2017. Between 2011 and 2016, Leicestershire's smoking prevalence has been similar to the England average. In 2017, the smoking prevalence is significantly better than the national average. The England average in 2017 is 14.9%.

Wellbeing - Public Health

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	End of Yr 2016/17	Polarity	Commentary
	Rate of hospital admissions for alcohol related causes (per 100,000 population - Leics)	2nd (Eng.)	↑	578	592	Low	Leicestershire has performed better than the England average since 2011/12. Latest data is for period 2016/17.
*	% who successfully completed drug treatment (non-opiate)	2nd (Eng.)	↓	35.7%	40.5%	High	Data shows completions in 2016 with non re-presentations up to 6 months. The data presented is for Leicestershire and Rutland combined.
*	% who successfully completed drug treatment (opiate)	3rd (Eng.)	→	6.6%	6.8%	High	Data shows completions in 2016 with non re-presentations up to 6 months. The data presented is for Leicestershire and Rutland combined.
	Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check in a five year period	3rd (Eng.)	→	43.1%	43.1%	High	New health check service contract with the GPs has been agreed along with efforts to encourage pharmacies and GPs to work together to improve health check uptake. Data relates to the time period 2013/14 - 2017/18.
*	% of adults classified as overweight or obese (Leics)	2nd (Eng.)	↓	62.7%	60.9%	Low	Data sourced from Active Lives Survey. Latest data is for period 2016/17.
*	% of physically active adults	2nd	→	66.2%	66.5%	High	Latest data derived from the Active Lives Survey
*	% of physically inactive adults	2nd	→	21.7%	21.9%	Low	Latest data derived from the Active Lives Survey
	% people presenting with HIV at a late stage of infection	-	N/A	No data	43.1%	Low	No data is available for 2015-17.

Notes: PHOF benchmarks are compared to all single / upper tier authorities

Wellbeing - Best Start in Life

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	End of Yr 2016/17	Polarity	Commentary
*	Smoking at time of delivery (Leics & Rutland)		2nd (Eng.)	↑	8.6%	10.0%	Low	Significant decreasing trend has been witnessed over the past five years. The data presented is for Leicestershire and Rutland combined.
	% Mothers initiating breastfeeding (where status is known)		-	N/A	No data	70.9%	High	The latest data available is for 2015/16. No data is available in 2016/17 due to data quality issues.
*	Prevalence of breastfeeding at 6–8 weeks from birth (Leics)		-	N/A	No data	No data	High	No data is available in 2015/16 and 2016/17 due to data quality issues.
*	Percentage of 5 year olds who are free from obvious dental decay		2nd (Eng.)	↑	77.7%	No data	High	Compared to the last survey results in 2014/15, there has been a significant improvement in 5 year olds free from dental decay in Leicestershire in 2016/17. The latest data now performs similar to the national average.
*	% of providers in early years assessed as good or outstanding		4th	↑	96.0%	94.0%	High	Improvement compared to previous year.
*	% take-up of free early education by 2 year olds		2nd	→	77.0%	77.0%	High	Take up of free childcare places for 2 year olds has remained stable during the year
*	% take-up of free early education by 3 & 4 year olds	✓	1st	↑	100.0%	95.0%	High	Improvement compared to the previous year.
*	% Achieving Good Level of Development (early years)		3rd	↑	70.8%	70.2%	High	Achievement in Leicestershire has risen for the fifth consecutive year.
*	% Inequality gap in achievement across early learning goals		3rd	↓	29.0%	28.3%	Low	While overall achievement has improved (see above) the inequality gap has increased marginally, by 0.7%.
*	Excess weight in primary school age children in Reception (Leics)	✓	1st (Eng.)	↑	20.3%	21.3%	Low	Improvement in performance from 21.3% in the previous year. Leicestershire now performs better than the England average of 22.6%.
*	Excess weight in primary school age children in Year 6 (Leics)	✓	1st (Eng.)	↑	29.6%	31.3%	Low	Improvement in performance from 31.3% in the previous year to 29.6%. Leicestershire remains in the top quartile and performs better than the England average of 34.2%.
*	Chlamydia diagnoses (per 100,000 aged 15-24) (Leics)		2nd (Eng.)	↓	1887	1973	High	Slight decline in performance in chlamydia detection rate from 2016 to 2017, however a significant increasing trend witnessed over the last five years.
*	Under 18 conception (rate per 1,000 females aged 15-17) (Leics)		1st (Eng.)	↑	13.7	16.3	Low	Leicestershire's teenage pregnancy rate has dropped for the 9th consecutive year - lower than East Midlands and England rates. Latest data is 2016.

Notes: PHOF benchmarks are compared to all single / upper tier authorities

Wellbeing - Mental Health

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	End of Yr 2016/17	Polarity	Commentary
	Mental Health						
*	% of people with a low satisfaction score	-	N/A	No data	No data	Low	We are a key partner in the Better Care Together Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. No data is available for 2015/16 and 2016/17.
*	% of people with a low happiness score	2nd (Eng.)	↓	8.2%	6.9%	Low	We are a key partner in the Better Care Together Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2016/17. We are similar to the England average.
*	% of people with a high anxiety score	2nd (Eng.)	↓	19.9%	16.8%	Low	We are a key partner in the Better Care Together Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2016/17. We are similar to the England average.
*	Excess under 75 mortality rate in adults with serious mental illness	-	N/A	No data	362.9	Low	A transformation plan is being progressed to strengthen community based support and access to specialist help. Latest data is for period 2014/15. The average for England is 370.0
	Suicide rate (per 100,000)	2nd (Eng.)	↑	8.9	9.3	Low	Suicide prevention programme developed. 'Start a Conversation' campaign aims to raises awareness of risks and show what support is available. Latest data is for period 2014-16. The average for England is 9.9 per 100,000 population.
*	% of patients that received treatment in Child & Adolescent Mental Health Services (CAMHS) within 4 weeks - (urgent)	-	N/A	66.2%			A revised indicator definition means that data for the previous year is not comparable.
*	% of patients that received treatment in Child & Adolescent Mental Health Services (CAMHS) within 13 weeks - (routine)	-	→	96.0%	96.8%	High	A similar figure to 2017

Notes: PHOF benchmarks are compared to all single / upper tier authorities

Keeping People Safe - Safeguarding Children, Families & Vulnerable Adults

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Supporting Families & Early Help							
	Number of families supported by Early Help Services	-	↑	1851		1659	High	The SLF service continues to support a high number of families in Leicestershire
*	Number of individual involvements with Early Help Services	-	↑	5043		4898	High	The Early Help Service continues to support a high number of families in Leicestershire
*	Payment by Results (PBR) families outcomes met - SLF Phase 2	1st	↑	1185	2799	927	High	At the end of 2017/18 LCC had achieved 42% of the overall PBR Target number of families. This figure now stands at 1596 which equates to 57%, as there have been 2 subsequent PBR claims in 2018/19.
	Safeguarding Children							
	Single assessments completed within 45 working days	2nd	↓	82.9%	85%	86.0%	High	The national framework has a target of 45 days for completion.
*	% re-referrals to children’s social care within 12 months	4th	↓	29.9%	22%	17.0%	Low	The result is higher (worse) than the previous year.
*	Child protection cases which were reviewed within required timescales	2nd	↓	94.9%	100%	100%	High	The result is lower (worse) than the previous year.
*	Children becoming the subject of a Child Protection Plan for a second or subsequent time	3rd	↓	24.0%	19%	19.0%	Low	The result is higher (worse) than the previous year.

Keeping People Safe - Safeguarding Children, Families & Vulnerable Adults

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Looked After Children							
*	Stability of placements - children in care with 3 or more placements in year.	2nd (2016/17)	↑	8.8%	9%	9.8%	Low	
*	Stability of placements - children in same placement for 2+ years or placed for adoption	2nd (2016/17)	↓	67.5%	70%	69.3%	High	
*	% Looked after children receiving health checks	2nd (2015/16)	↑	78.6%	90%	62.7%	High	Specialist nurse for Looked After Children progressing improvements
*	% Looked after children receiving dental checks	4th (2015/16	→	83.5%	90%	83.3%	High	Specialist nurse for Looked After Children progressing improvements
*	% Looked after children receiving immunisations	4th (2015/16	↑	94.2%		81.2%	High	Specialist nurse for Looked After Children progressing improvements
*	Emotional Health of looked after children - mean SDQ score	4th (2016/17)	↑	14.6%		16.9	Low	
*	% children in care achieving expected standard or above in Reading, Writing and Maths at Key Stage 2	3rd (2017)	N/A			22.2%	High	The number of looked after children in each school year group is very small, so the results can fluctuate.
*	% children in care achieving Attainment 8	3rd (2017)	N/A			18.2%	High	
*	Care leavers aged 19, 20 and 21 in education, employment or training	2nd (2016/17)	↑	55.1%	50%	52.0%	High	Children in Care service working closely with Prospects to identify those in need of support.
*	Care leavers aged 19, 20 and 21 in suitable accommodation	1st (2016/17)	→	89.4%	80%	90.0%	High	
	Total average time in days to place with prospective adopters	1st (2014-17)	↑	414		466	Low	Range of initiatives to improve fostering and adoption. Data shows 3 year average for 2014-2017.
*	% children who wait less than 14 months for adoption	1st (2016/17)	↓	64.8%		66.0%	High	

Notes: Children's Social Care data is provisional - to be confirmed by DfE in winter 2018/19. Comparators are other county councils.

Keeping People Safe - Safer Communities

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Youth Justice							
*	Rate of proven reoffending by young people in the youth justice system	1st (2015/16)	↑	0.71		0.91	Low	Comparative data shows that performance remains consistently high compared to other areas.
*	Number of first time entrants to the criminal justice system aged 10 - 17	1st (2016/17)	↑	104		126	Low	First time entrants have reduced further to 104 for 2017/18.
	% of young people receiving a conviction in court who are sentenced to custody	1st (2016/17	↓	3.2%		1.3%	Low	The result equates to 6 young people.
	Anti-social Behaviour							
*	% of people that agree ASB has decreased or stayed the same	-	↓	80.7%		91.2%	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18. Changes to the survey are likely to be a factor in the reduction.
	Vulnerable People							
*	Reported domestic abuse incident rate (per 1,000 population)	-	N/A	8.6	N/A	7.6	High	There has been a 13% increase in Domestic offences and incidents when compared to the previous year. Domestic abuse is known to be under reported, and the aim is to increase reporting of incidents.
*	% of domestic violence cases reviewed at MARAC that are repeat incidents	-	→	30%	28%-40%	30%	NA	MARAC re-referrals in the county are 30%. This is the same as in the previous financial year, and is within the SafeLives recommended threshold of between 28% and 40%.
	Safeguarding Adults							
*	% of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	2nd	↓	88.4%	90%	90.9%	High	The proportion of people stating that the services they receive help them to feel safe remains high although fell slightly from the previous year.
*	Number of safeguarding adults alerts raised	-	↓	4,509	NA	4,297	Low	Safeguarding concerns include those cases where LCC receive reports of concern for a person's welfare, or where a safeguarding incident is reported.
*	% of safeguarding adults enquiries substantiated or partly substantiated	-	↓	46.0%	NA	43.0%	Low	Checks are made to see if a an enquiry meets safeguarding thresholds prior to it being opened and before the conclusion is known. Concluding a safeguarding enquiry as substantiated evidences that on the balance of probabilities, the abuse occurred.
	Of safeguarding enquiries where an outcome was expressed, the % fully or partially achieved	-	↑	95.0%	NA	94.0%	High	Outcomes expressed and achieved are part of the 'Making Safeguarding Personal' outcome measures which were introduced to develop an outcomes focus to safeguarding work.

Notes: Comparators are other county councils, except where (Eng.) indicates that comparison is with all English local authority areas.

Keeping People Safe - Police & Crime

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	End of Yr 2016/17	Polarity	Commentary
	Crime Minimisation						
*	Total crime (per 1,000 population)	2nd	↓	59.7	51.1	Low	Total number of crimes is 17% higher than the previous year.
	Total Burglary Rate (Includes residential, business & community)	4th	→	7.6	7.3	Low	Burglary rates have shown large monthly variations since April 2017, however the overall trend is stable. A change in the way Burglary is classified means a year on year comparison for residential burglary or commercial burglary is not possible.
	Criminal damage and arson (per 1,000 population)	1st	↓	7.3	6.8	Low	Criminal damage rates have increased by 6.2%
	Theft other (per 1,000 population)	4th	↓	9	7.8	Low	Theft has increased by 15%
	Vehicle offences (per 1,000 population)	4th	↓	8.3	7.2	Low	Vehicle crime has shown a steady increasing trend over the last 12 months with a 15% increase. There was a peak in vehicle crime in October 2017, since then there has been a positive decreasing/stabilising trend.
	Public order offences (per 1,000 population)	2nd	↓	2.8	1.7	Low	Public Order Offences have shown a 66% increase.
	Violence against the person (per 1,000 population)	1st	↓	15.3	11.0	Low	The number of reported violence with injury offences has risen by 39%. This mirrors the national trend. However Leicestershire has low rates compared to other similar authorities.
	Sexual offences (per 1,000 population)	1st	↓	1.5	1.2	Low	There is a 26% increase in reporting of sexual offences. This continues a trend of increased reporting which is partly related to an increased confidence in reporting to the Police. Leicestershire has a low rate compared to other similar authorities.
	% People who feel safe after dark	1st/2nd	↓	85.4%	88.6%	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18. The result is significantly better than the England average of 75% (LGA Survey).

Notes: Responsibility of Police & Crime Commissioner (published as part of overview & scrutiny role). Comparators are other county areas.

Great Communities - Environment & Waste

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Waste Management								
*	Total household waste per household (kg)		4th (2017/18)	↑	1051	<1104	1094	Low	Total household waste has decreased slightly this year resulting in improved performance on this indicator. This indicator is in the fourth (bottom) quartile, however, the range between top and bottom quartile is narrow. Leicestershire's result is 10kg below the bottom quartile threshold of 1041kg and 31kg below the median result of 1020kg.
*	% of household waste sent by local authorities across Leicestershire for reuse, recycling, composting etc.		2nd (2016/17)	↓	45.8%	50%	49.7%	High	Percentage of household waste sent by local authorities for reuse, recycling and composting has fallen by 3.9% compared to 16/17. This has been due to a combination of reasons.
*	% local authority collected waste landfilled		3rd (2016/17)	↓	33.6%	30%	29.9%	Low	The proportion of waste landfilled has declined slightly in performance compared to last year.
*	Waste produced from LCC non-operational / internal sites (tonnes)		-	↓	466	<791	456	Low	Waste produced at LCC sites has risen slightly from last year but still continues to be significantly under the target.
*	% waste from LCC non-operational / internal sites recycled		-	↓	55.8%	70%	59.0%	High	Although the recycling rate at County Hall is very good (around 75%), other County Council buildings, particularly those with community use, are only achieving recycling rates of less than 50%. As part of the new Environment Strategy 2018-2030 a differentiated approach to this target has been adopted.
	Reducing Carbon Emissions & Mitigating the Impact of Climate Change								
*	Total CO_2 emissions from LCC operations (excluding schools) (tonnes)	✓	-	↑	13,935	26,120	21,181	Low	The council's carbon emissions have reduced this year by 34.2% compared to 16/17 and are well ahead of their target.
	Carbon emissions from LCC buildings (tonnes)	✓	-	↑	4,906	8,222	5,738	Low	Carbon emissions from our buildings have reduced by 14.5% compared to 16/17 and are well ahead of their target.
	CO_2 emissions from LCC street lighting & traffic signs (tonnes)	✓	-	↑	4,265	11,476	9,532	Low	Carbon emissions from street lighting and traffic signs have reduced by a further 55%. This reflects the full year roll out of the installation of LED lighting and lighting management. There has been a 68% reduction in emissions since 14/15.
	Total Business miles claimed ('000s of miles)	✓	-	↑	5,833	6,960	6,199	Low	The number of business miles claimed continues to reduce and is now ahead of the long-term (2020-21) target.
	Amount of renewable energy generated as a % of consumption	✓	-	↑	12.7%	11.9%	10.9%	High	Increase of 1.8% on previous year, partly due to new renewable installations. Ahead of target by 0.8%.
*	CO_2 Emissions per capita in the local area		3rd (2016)	↑	5.4 (2016)		5.8 (2015)	Low	Data is provided by the government (BEIS) and is 2 years in arrears.

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Great Communities							
	People feel welcome / diversity is celebrated							
*	% of people who use services who had as much social contact as they would like (ASCOF 1I pt 1)	4th	↓	42.1%	48.0%	46.2%	High	Indicator sourced from the annual adult social care survey. 42% of service users responding to the survey stated that they had as much social contact as they would like; a reduction from the previous year.
*	% of carers who had as much social contact as they would like (ASCOF 1I pt 2)	3rd (2016/17)	N/A	N/A		31.4%	High	No carers survey conducted in 2017/18. The next will take place in the autumn 2018.
*	% agree people from different backgrounds get on well together	-	→	93.4%		95.0%	High	We continue work to strengthen community cohesion, supporting communication with and across community groups. The results are from the Community Insights Survey of c.1600 residents during 2017/18.
*	Reported hate incidents (per 1,000 population)	-	↑	0.79		0.71	High	There has been a recent increasing trend in reporting of hate incidents. The Hate and Prevent Delivery Group will oversee a multi-agency action plan, the aim is to ensure an effective response to reported hate incidents, promote confidence in communities and encourage reporting.
	Communities participate in future planning							
*	% people willing to work together with others on something to improve their neighbourhood	-	→	77.3%		75.6%	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18. The latest result is similar to the previous year.
*	% of respondents who had given some unpaid help in the last 12 months ✓	-	↑	44.10%		35.1%	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18. The latest result is significantly higher than the previous year.
*	% of respondents agreeing that they can influence County Council decisions affecting their local area	-	↓	23.40%		29.60%	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18. The latest result is significantly lower than the previous year and changes to the survey are likely to be a factor.
*	Local election turnout	4th (2017)	↑	32.9%		30.3%	High	Results are 'total vote turnout' for county elections in 2013 and 2017.
*	% of respondents stating that they were satisfied with their local area as a place to live	1st/2nd	→	95.20%		95.70%	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18.The result is significantly better than the England average of 82% (LGA Survey).

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Cultural, historical and natural heritage							
*	Library total visits	4th (2016/17)	↓	980.6k	1.0m	1.01m	High	The number of visits to libraries fell short of the target by 2% in 2017/18.
*	Library total issues	4th (2016/17)	↑	1.51m	1.41m	1.48m	High	The number of library issues increased by 2% on the previous year and surpassed the 2017/18 target.
*	Library children's issues	-	↑	592.8k	551.0k	580.0k	High	The number of children's issues increased by 2% on the previous year and surpassed the target.
*	Library total e-downloads	4th (2016/17)	↑	139.4k	100.2k	77.1k	High	The number of E-loans increased by over 80% on the previous year and surpassed the target.
*	Number of communities running their own library	-	↑	31		30	High	A further 4 libraries are in the process of transferring to community management.
*	Number of visits to heritage sites	-	→	151.6k	152.3k	152.3k	High	The number of visitors to heritage sites in 2017/18 was similar to the previous year.

Notes: Comparators are other county areas.

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Corporate Enablers

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Customer Services & Digital Delivery								
	% think Leicestershire County Council doing a good job		-	↓	44.9%		56.2%	High	The results are from the Community Insights Survey of c.1600 residents during 2017/18. The latest result is lower than the previous year. Ongoing national funding reductions, lack of fair funding, increased council tax, some high profile service changes and changes to the survey are likely to be factors.
	% that trusts the County Council		1st/2nd	↓	59.6%		77.6%	High	As above. The result is better than the England average of 57% (LGA Survey).
	% that feel well informed about the County Council		3rd/4th	↓	58.3%		65.0%	High	As above. The result is similar to the England average of 59% (LGA Survey).
*	Media rating (points)		-	↓	4717	4200	5432	High	The result is lower than the previous year, partly due to a number of high profile service changes and associated publicity.
*	% satisfied with the overall service from the Customer Service Centre (cmetrix ratings)		-	→	89.0%	80%	90.0%	High	Results from cmetrix tool which measures customer satisfaction - findings are being used to further improve the service.
*	County Council website star rating (SOCITM)	✓	-	↑	4		3	High	Digital Strategy will enhance digital delivery across a range of services.
*	Number of unique visits to the LCC website	✓	-	↑	1.40m		1.24m	High	Work is underway to exploit web analytics to better target services and the digital offer.
*	Number of complaints reported		-	→	268		260	Low	38% of the complaints were upheld during 2017/18, a very similar percentage to the previous year.
*	Number of commendations reported		-	↓	188		253	High	
*	% Complaints responded to within 20 days		-	→	90%		90%	High	Results are consistent over the past 2 years. 65% of all complaints received a response within 10 working days. Effective complaints handling training continues to be delivered to managers within the organisation.
	Procurement & Commissioning								
	County Council procurement savings		-	↑	£3.96m	MTFS	£2.36m	High	Figure excludes savings projects which may have a procurement element but which are not exclusively the results of procurement activity.

Corporate Enablers

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2017/18	Target / Standard	End of Yr 2016/17	Polarity	Commentary
	Equalities and People Strategy							
*	% staff satisfaction with County Council as an employer	-	→	89.2%		91.0%	High	Biennial staff survey not conducted during 2018. Results shown are 2015 and 2017 Staff Surveys.
*	Working days lost to sickness	3rd	↑	9.72		10.16	Low	Work continues on the implementation of an Attendance Management Action Plan.
*	Number of RIDDOR (Health & Safety) Incidents	-	↑	19		22	Low	The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 require employers to report specified workplace incidents.
*	% of whole workforce from a BME background	-	↑	12.3%	13%	12.1%	High	Targets are designed to achieve the same level of representation in the workforce as within the local population, based upon the 2011 census.
*	% of whole workforce that is disabled	-	→	4.2%	5%	4.2%	High	As above.
*	% of employees graded 13 and above that are women ✓	1st/2nd	↑	62.6%	62%	58.8%	High	The result is above the median for English local authorities of 53%. Work continues to support female manager development through the spring forward positive action programme.
*	% of the workforce that feels that LCC is committed to equality & diversity	-	→	91.5%		91.9%	High	Biennial staff survey not conducted during 2018. Results shown are 2015 and 2017 Staff Surveys.
	Stonewall Workplace Equality Index Ranking	-	↓	79		36	Low	The Council is the fifth ranked local authority in the Index, in which over 430 employers participated during 2018.

Notes: Comparators are other county councils.