

Annual Delivery Report

| 2019

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Separate Annual Performance Compendium with performance data

Introduction

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

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

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

Key Priorities

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

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

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

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

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

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

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

In June 2019 we launched a major consultation to help shape our future plans and priorities. The council needs to save another £75m over the next four years and sought views from residents and stakeholders on the significant financial challenge. The exercise included a questionnaire sent to households, an online interactive budget tool, residents focus groups, stakeholder workshops and events across the county. Soaring demand for services, plus uncertainty over national funding, means we need to look at all options to help protect services.

Financial Context, Challenges and Fair Funding Campaign

Delivering on our priority outcomes and ambitions for Leicestershire continues to be hampered by low funding levels. The Performance Compendium sets out our comparative low funding position and how this translates into low funding for local services. The Council also faces a very difficult financial scenario. Over the medium term the combination of an aging and growing population and static income means we need to continue to save money. The Council has already saved £200m since 2010.

Over the last year we have seen an escalation of the crisis in local government finance with the collapse of Northamptonshire and a number of other authorities warning of significant job losses and further major budget reductions. The financial situation facing the Council is challenging on all fronts. In December 2018 we published our four-year financial plans showing a requirement for savings of £75m to be made – with a £20m gap, amidst ongoing uncertainty about the future of local government funding.

A surge in demand for social care and special educational needs and disabilities support, combined with inflation will increase costs by £94m. With savings we can balance the books for the next two years but then shortfalls arise. By 2037 the number of over 80s is set to double and the population expected to grow by 13%. Savings totalling £35m have been set out as well as plans to reduce SEND costs by £20m a year, leaving a £20m budget gap. Strong financial control, plans and discipline will be essential in the delivery of the MTFS.

Fair Funding – given our low overall funding and the financial crisis it is vital we are given a fair share of overall national resources for local government services. A number of low-funded councils have got behind our call for fair funding from the Government. Lincolnshire, Kent, North Yorkshire, Worcestershire, Cambridgeshire and Essex - among the 25 lowest funded councils in the country lent support to the Council's campaign. The County Council's Network also backed the campaign for local government reform.

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

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

National funding reform remains key to future plans. Our campaigning has secured a Government review and we are continuing to do all we can to shape the new funding formula and get a better deal for residents.

A Strong Economy

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

Local Industrial Strategy – following on from the publication of the UK’s Industrial Strategy in November 2017, the Council is working with the Leicester and Leicestershire Enterprise Partnership (LLEP) to develop a strong and robust Local Industrial Strategy which will help set out our economic vision and identify things we need to do to grow our economy further. The LIS will identify the important growth sectors for Leicestershire such as life sciences, advanced logistics and advanced manufacturing.

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

Strategic Growth Plan – over the past two years we have worked in partnership with Leicester City Council, the seven district councils and LLEP to take a strategic, long term approach to growth. Underpinned by a comprehensive Housing and Economic Development Needs Assessment, the Strategic Growth Plan (SGP) identifies the need for 190,000 new homes and sets out ambitious plans for supporting road infrastructure; including 40,000 new homes which could be unlocked with a new A46 Growth Corridor. The plan sets out a long-term strategic planning framework for future housing and economic growth and associated infrastructure provision, looking forward to 2050. This will help to build and support better communities in the future.

Enabling Growth Plan – in May 2018 we agreed an Enabling Growth Delivery Plan for 2018/19, setting out how we aim to support the local economy. Priorities include planning strategically for good quality new homes and ensuring we have the right road and digital infrastructure in place; building high quality workspace for new and growing businesses; working with partners and employers to help those furthest from the labour market and to upskill the current workforce; championing the rural economy and promoting support and grant opportunities for businesses. The Enabling Growth Plan sits alongside our previously agreed Infrastructure Plan which establishes a strategic approach to the planning of infrastructure across our service departments by prioritising capital investment.

Infrastructure for Sustainable Growth

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

Growth Unit - Leicestershire's population is projected to rise to 787,500 by 2041 – an increase of 107,000 (16%) from 2016. Just under 200,000 new homes are set to be built in the city and county by 2050. There is a need to ensure that the growth is matched by new roads, schools, transport and other infrastructure – which are estimated to cost £600m over the next 25 years. In June 2019 we approved the establishment of a new team to help coordinate the Council's role in supporting growth. The team will also help to secure millions of pounds of funding from the Government and developers to help deliver infrastructure – the costs of which would otherwise fall on the local tax-payer.

Enterprise Zones - we are continuing to support work to develop and deliver the county's Enterprise Zones (EZ). During the year there have been some significant developments, including: at Loughborough University Science & Enterprise Park. LUSEP forms part of the Loughborough and Leicester Enterprise Zone, and is now established as one of the largest Science Parks in the UK, with over 66,000m² of high-quality lettable space and more than 70 companies on site hosting over 2,000 jobs. In February 2019 a ceremony took place to officially start work on a new HQ for a leading software company which will generate £1.6m per year for front line services. The Access Group's new 100,000 sq.ft office HQ on the Loughborough University Science and Enterprise Park is due to open in July 2020 and marks the start of an exciting expansion at LUSEP. The Access Group is one of the UK's top employers and serves over 16,000 UK companies.

Vulcan Business Park, Coalville - in November 2018 building work commenced on the new £5.5m Vulcan Park, a new business park which is set to create more than 120 jobs at Coalville. The park will offer a range of high-spec industrial units and boost business in the town by supporting start-ups and firms looking to expand. It is anticipated that the work will be completed in November 2019.

Apollo Business Park – in June we reported on how work on a £5.5m business park was taking shape in Coalville for completion in August. Apollo Business Park will create more than 120 jobs while boosting business in the town by supporting start-ups and firms looking to expand. The venture is part-funded by £2.4m from the LLEP and will help us to generate income which we can then plough back into services.

Airfield Park – in July we reported that works were on track to create a £5.2m business park in Market Harborough. Airfield Business Park will create more than 200 jobs while boosting business and employment opportunities in the town and local economy. The Park will offer a range of high-spec industrial units for let. Several companies have already shown an interest in renting the units. Investing in property enables us to generate extra income which can be put to support frontline services. The park is due to be completed by November 2019.

Superfast Leicestershire and Better Broadband – ensuring that Leicestershire is equipped with the latest digital technology will drive economic growth and innovation.

In November 2018 our Superfast Leicestershire programme connected its 600th cabinet to fibre broadband, enabling more people across the county access to the new high-speed technology. The programme is playing a leading role in making faster broadband available in rural areas. In December 2018 we announced that we had secured an additional £5.63m from the Rural Development Programme for England to add to our already committed investment. Our target is the 'final 4%' of Leicestershire which would otherwise be left behind on slow or inadequate broadband speeds.

In August 2019 we announced that thousands of homes and businesses in west Leicestershire would soon be able to benefit from full fibre broadband through a £2.7m extension to the council's Superfast Leicestershire programme. Building work on the new network is due to start by the end of the year. The areas set to benefit are North-West Leicestershire, Charnwood, Hinckley and Bosworth and Blaby. Around 96% of Leicestershire and 99% of the city can access fibre broadband, with over 75,000 properties already upgraded through the Superfast Leicestershire programme.

Driving Growth Award – in December 2018 we were shortlisted in the Local Government Chronicle Awards in the Driving Growth category. This recognises the authority's work to support and deliver economic development and growth, ambitious transport and broadband infrastructure plans, provision of high-quality workspace and in planning for housing growth.

A Highly Skilled and Employable Workforce

Ensuring that people have the skills and aptitudes to access employment will help businesses to grow and provides a more inclusive economy which in-turn supports a good quality of life for everyone. The most recent Leicester and Leicestershire Business Survey, carried out in late 2017, found that 52% of business had recruited staff in the last year demonstrating the continuing growth of the county's economy; although, 28% of businesses had experienced recruitment difficulties often linked to skills shortages. 60% of businesses had identified skills gaps in their workforce.

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

Skills for Local Development Sites – the Council works closely with partners to ensure that local people are able to access new job opportunities through large scale development sites. SEGRO Logistics Park East Midlands Gateway is a 700 acre site and includes the creation of a Strategic Rail Freight Interchange. An Employment and Skills Group is supporting apprenticeships and work placements on the site during the construction and end user phases. HS2 is another key development and the Council is supporting the HS2 Skills and Supply Chain Delivery Board to make sure local people have the skills required to access future employment opportunities.

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

Strategy. Universities and colleges are integral to much of the partnership work we undertake in relation to key sectors and developments.

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

Apprenticeships – working with partners including private and public sector organisations our Adult Learning Service supported 93 employees successfully complete their apprenticeships during the 2018/19 academic year.

Unemployment and those furthest from the labour market – the Council continues to provide support to residents in CV development, job search and digital skills, through our library-based work clubs. We are working with local partners to deliver the £2.4m European Social Fund project, Work Live Leicestershire (WiLL) which targets those furthest from the labour market living in rural areas. The project provides training and volunteering, self-employment advice, work experience, job and apprenticeship opportunities. This is the only national ESF programme which specifically targets rural areas and will deliver until June 2020.

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

New Enderby Learning Centre - in December 2018 a new state-of-the-art adult learning centre in Enderby offering dozens of courses was officially opened. The new centre is highly-equipped and a good base for a wide range of learning opportunities. The facility caters for adult learning provision in the south of the county, with a large car park and being fully accessible. Free adult taster sessions were also offered across a range of adult learning locations.

Participation in Adult Learning – 8,306 learners enrolled on Adult Learning programmes during the academic year to July 2019. Learning activities continued to focus on supporting those hard to reach groups. Programmes included English, Maths Functional skills, GCSEs, ICT, Family Learning, Languages, Personal Development and Learning for Wellbeing courses, including help to maintain Mental Health. Working in partnership with Charnwood Borough Council our Adult Learning Service provides a programme of English classes for the Vulnerable Persons Resettlement Project to support refugees who have settled in the county. Equipped with good English skills, participants in the project, quickly become more independent and economically active.

Traineeships - Leicestershire Adult Learning Service works closely with partner organisations to deliver a Traineeship programme specifically for 16-24 year olds with little or no experience in the workplace. Voluntary work placements included retail, pharmaceutical, animal care, home improvements & ICT. The traineeship programme supported 33 young people in 2017/18 many of whom progressed to positive

outcomes included; full time further education courses, jobs in retail, IT apprenticeship and employment with other local businesses.

Job Shows - in April 2019 businesses and organisations including the council were involved in a job show promoting career opportunities in a wide range of sectors. The free to enter event is open to all job-seekers in the county.

Supporting Business to Flourish

Our Enabling Growth Plan supports a number of activities which encourage and support businesses to invest, grow and flourish in Leicestershire. It will be particularly important as we manage the implications of Brexit that we work with partners and businesses to plan effectively for any changes in trade, regulation and workforce.

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

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

Creative Industries - the Council supports opportunities to collaborate, test new services and resolve challenges to growth across the creative sector through its Creative Leicestershire service and both the WebinArt and Made in Leicestershire programmes. These programmes bring in external funding from bodies such as Arts Council England and provide access to a range of advice and support helping creative enterprises survive and grow and are a vital catalyst connecting people through networking opportunities, strengthening supply chains and retaining knowledge.

Collaborate and Digital Growth Programmes - businesses in Leicestershire are benefitting from county-wide support projects designed to assist them with their growth and expansion plans. The Collaborate for Growth and Digital Growth Programmes, funded through ERDF and partners, are supporting small and medium sized businesses through grants and tailored advice. Collaborate also provides an inward investment service for businesses looking to relocate. The Digital Growth Programme offers technology grants from £2,000 to £40,000 providing around a third of the total investment for eligible businesses. More than 160 companies have benefitted from funding pots of £3.1m from Collaborate and £3.5m from the Digital Growth Programme. In August 2019 the Digital Growth Programme was extended with £5m of additional funding to enhance the digital skills of businesses across Leicestershire. In August 2019 a new Growth Hub Project was approved with £8m of additional funding to provide business support via workshops, seminars, 1-2-1 support and grant funding and a dedicated programme for scale up and investor ready businesses.

Rural Economy and Market Towns – chaired by the Council, the Leicestershire Rural Partnership (LRP) continues to champion the importance of the rural economy and

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

Inward Investment and Trade – the County and City Councils work collaboratively to provide an Inward Investment service across the sub-region. The service is part funded through ERDF and recent activities have focussed on attracting investment from outside the EU including from China, India and the US, working alongside the Department for International Trade. A Leicestershire China Strategy was developed to boost trade and investment. The County Council has a particular focus on developing trade links with Sichuan Province; and following celebration of its 30-year twinning anniversary with Sichuan, has hosted further meetings with Sichuan government representatives to explore opportunities and investment.

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

Tourism Growth Plan – our joint Place Marketing Team with the City Council delivers place marketing, inward investment and strategic tourism services across the sub-region. We have developed a new draft Tourism Growth Plan which provides a framework for future sector growth by setting down key priorities, activities and projects that partners and stakeholders collectively feel offer the best prospects to increase the competitiveness of the destination and maximise the wealth it can generate. One of these activities is the establishment of a business tourism service to realise the full economic potential of the business tourism sector.

Economy – Transport

People and businesses need infrastructure that provides excellent connectivity that meets their every-day needs. Transport infrastructure is a key enabler providing access to opportunity and opening up sites for growth. We aim to ensure good connectivity within the county and across the UK through working closely with partners to realise the Midlands Connect Strategy. We also continue to progress delivery of our local transport priorities to support growth, reduce congestion, increase road safety and support more sustainable travel.

Midlands Connect – the Midlands Connect Strategy outlines the region’s vision to become an engine for growth through investment in transport infrastructure. It proposes a 25-year programme of investment in strategic road and rail improvements to reduce congestion, improve journey times and support housing growth. We are currently involved in a number of Midlands Connect projects that are directly related to the successful delivery of our Prospectus for Growth. These projects include improvements to rail services to places such as Coventry and Birmingham, the A46 Trans Midland Trade Corridor, which is also a key element of the Leicester and Leicestershire Strategic Growth Plan, and upgrades to the A5. They will greatly enhance people’s ability to travel efficiently and safely around and through Leicestershire in the context of much needed houses and jobs to meet the demands of the area’s growing population.

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

Rail Strategy – working with the City Council and LLEP we have set out rail priorities up to 2043 to influence the Government and rail companies to fund further improvements to Leicestershire’s rail network and services. The strategy aims to achieve significant improvements to rail travel to and from Leicestershire stations including cutting Midland Main Line journey times. Progress includes providing input into the East Midlands Trains and Cross-Country refranchising processes and working jointly with Midlands Connect, Leicester City Council and Warwickshire County Council to develop a business case for the reinstatement of direct Leicester to Coventry rail services. Midlands Connect has now submitted a Strategic Outline Business Case to the Department for Transport (DfT), underpinning the case to secure further funding to develop the project to the more detailed Outline Business Case stage (OBC). Ahead of the DfT’s funding decision, Midlands Connect is taking forward work to investigate options in the Nuneaton area for restoring a direct rail link between the line to Leicester and the line to Coventry; we have contributed £50,000 towards this work, which is essential to the development of the OBC.

In June 2019 we welcomed Midlands Connect’s announcement of the most ambitious upgrade of the region’s rail network for a generation (known as the Midlands Rail Hub). The plans outline an additional 24 extra trains per hour on the network which will increase capacity and reduce journey times; this includes proposals for additional, faster and better quality train services between Leicester and Birmingham. Midlands Connect’s Midlands Engine Rail would see a £3.5bn improvement programme to transform the region’s rail network including space for 736 more passenger trains each day and improved services to 60 locations.

In September 2019 Midlands Connect presented plans to establish a direct hourly train service between Leicester and Leeds via HS2. A direct service between Leicester and Leeds could have a journey time of 46 minutes. Trains capable of running on both conventional and high-speed rails would travel up the Midland Mainline and on a freight track to Toton and then further north on HS2. The proposal would help cut congestion and boost the local economy.

HS2 - we are also learning more about the implications for the council of work to develop the proposals for and to build HS2 Phase 2b. In October 2018 we agreed investment to secure a proactive approach to managing the potential impact of HS2 such as minimising visual and noise disruption for residents and seeking to achieve economic benefits for the county through improved connectivity with cities to the North as well as the Thames Valley.

Midland Mainline - we also welcomed DfT confirmation of electrification of the Midland Mainline from Kettering to Market Harborough, as an important step in achieving incremental electrification for the mainline.

Ivanhoe Line - in July 2019 we announced that we would be contributing £10,000 towards a new feasibility study of the Leicester to Burton line.

Major Road Schemes Supporting Growth

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

In December 2018 we set out plans to secure more than £50m to support new homes, job opportunities and reduce journey times in Leicestershire through the Government's Housing Infrastructure Fund (HIF). Our bids were submitted by the March 22 deadline and a decision by Government is still awaited. The bids provide the opportunity to ensure transport infrastructure is in place in a more coordinated way than would normally be possible through the usual planning process.

Melton Mowbray Distributor Road (MMDR) – in October 2018 we invited residents to look at detailed plans for the new MMDR, as well as submitting the planning application for the scheme. The proposals aim to transform the local area by tackling congestion, enabling housing growth, supporting business productivity and helping people get to work and college. In May 2019 plans for the relief road were considered by the council's Development Control and Regulatory Board and planning permission was granted. The plans were carefully developed to minimise the impact on the environment, local landowners and residents and, along the way, there have been refinements to the route following the feedback received. The proposals include a re-alignment of the River Eye and the creation of six roundabouts. Work on the relief road is set to start next year and be completed in 2023. The route of the road runs from the A606 Nottingham Road and crosses Scalford Road, Melton Spinney Road and Thorpe Road (A607) before re-joining the A606 Burton Road. The Department of Transport awarded £49.5m towards the road.

Hinckley – two junctions in Hinckley are to see a £5m investment to improve capacity and reduce congestion within the town. Works are scheduled for 2020.

Loughborough - M1, Junction 23 – over the Summer 2019 work commenced on a multi-million pound scheme to reduce congestion and unlock future development in Loughborough. The highway improvement scheme which will also provide access to the West of Loughborough Sustainable Urban Extension and the Loughborough University Science and Enterprise Park (LUSEP). The scheme is being funded by developers, £5m from Highways England and £12m from the LLEP. The second stage of the £25m project will include improvements to support future development and traffic growth. The scheme will upgrade a single carriageway to dual carriageway and create a new roundabout for two large housing and employment sites as well as providing cycling and walking facilities.

Coalville, A511 - in August 2019 we announced that the Council's A511 Coalville Growth Corridor plans had been included in priorities for Major Road Network funding by Midlands Connect, with a £42m request to support delivery. The proposals include improvements at nine locations between the A42 at Ashby and M1 Junction 22 and a new link road which would create a new north-south link across Coalville. Midlands Connect felt it was an ambitious proposal with compelling evidence that it creates new jobs and homes, improves access to major employers like Amazon and will improve air quality by reducing congestion. The proposal also aims to improve journey time reliability for public transport.

Anstey Lane and A46 - the County Council led on the delivery of improvements on behalf of the City Council, which will see a range of measures introduced on the A5630 Anstey Lane and A46 to increase capacity and improve journey times. The scheme will see the existing single lane section of road between the A46 interchange and Bennion Road roundabout upgraded to a dual carriageway.

Additional lanes will be created at the approach to the roundabouts at both junctions with new traffic lights installed. Pedestrian and cycling routes along the busy stretch of road will also be improved as part of the scheme. The improvements are designed to help accommodate the extra traffic that will be generated by the 3,000-home Ashton Green development by Leicester City Council. It will also support growth anticipated from future housing developments in the north of Leicester and in the county. Improvements began in September 2019.

Highways Capital Programme – in March 2019 we agreed a capital programme totaling £159.2m to 2023 for highways and transport. Key projects include the Melton Distributor Road, the transport asset management programme, Anstey Lane A46 improvements, M1 Junction 23 improvements, advanced design for major schemes, vehicle replacements, Hinckley Area Project Zone 4, Melton Depot replacement, and local safety schemes. Advance design works include the A511/A50 and M1 Junction 20a.

Traffic Management and Safety

Average Speed Cameras – there are communities across the county who feel speeding motorists are having a negative effect on life in their local area. In order to help tackle this, seven pilot sites for our average speed camera trial were switched on starting from September 2018. The scheme aims to provide a deterrent to prevent speeding. The Council has committed £500k to the 12-month trial which provides the funding for the cameras, equipment, staffing and enforcement action by the police. Since the cameras have been switched on just under 10,000 people have been issued a ticket for speeding, up to January 2019. Evidence also shows the cameras have been successful in lowering speeds at these locations. In September 2018 the Council stepped up its campaign with HM Treasury to keep the fines collected from the average speed camera trial which could then be re-invested in a further roll-out of the cameras across the County.

Reducing Rural Speeds – in March 2019 the Council announced that it was expanding the speed reduction scheme to include a further 24 rural routes. The project sees stretches of roads with a speed limit of 60mph reduced to 50mph. The move follows a study in 2017 which found that around 60% of collisions which caused injury on rural routes involved motorists exceeding the 60mph limit and the routes chosen all had well evidenced collision reduction reasons to reduce the speed limit. The speed limit reductions also incorporate reviews of the existing road markings and signs to ensure that they provide adequate warnings of the road conditions.

Road Safety – in August 2019 we commenced work on safety improvements on the crossroads between Charley Road, Iveshead Road and Abbey Road between Coalville and Shepshed. The work involves installing new road signs in all directions indicating bends in the road and the carriageway resurfacing. It is hoped that the road safety measures will reduce the number of accidents at this location. As part of our service offer we have investigated over 3000 enquiries, relating to parking, speeding, HGV issues, and pedestrian facilities to name a few and introduced approximately 100 safety/traffic management schemes throughout the County.

Bikeability - in 2018/19 over 2400 students were trained on roads at Level 2. This training usually takes place in the last year of primary school and can encourage children to cycle when they move to high school. Funding has been granted to support the delivery of Bikeability and training is continuing in 2019/20. In 2018/19 training using balance bikes has also been undertaken for more than 500 children aged 4 to 6. This 'Bikeability Balance' training gives children the confidence to begin riding.

Motorcyclist Safety - we remain supporters of The Shiny Side Up Partnership (SSU) an East Midlands motorcycle safety partnership. Originally set up to try and drive down casualties relating to sports bike riders this has now broadened to include lower capacity scooters and motorcycles. The County Council uses a variety of SSUP roadside posters at sites that have a poor motorcycle casualty history. These messages include Bike Crash Site Ahead and Think Bike. The roadside posters are bright yellow and have become a regular seasonal way of reminding riders and other road users to take extra care and look out for each other. The website has been refreshed in 2019.

Red Route - Leicestershire's first 'red route' to combat dangerous parking on the A453 near East Midlands airport was introduced on a pilot basis. Double red lines replaced double yellow lines with effect from 5 August 2019. Red routes have a tougher zero

tolerance approach to traffic violations and will benefit businesses, commuters and residents as well as cut congestion, pollution and help reduce accidents. The route will be enforced by automatic number plate recognition.

School Keep Clear scheme – in September 2018 the School Keep Clear scheme was launched with funding of £500k to address concerns about parking outside schools. The scheme makes more zig-zag zones enforceable outside schools and colleges. A camera car is used to collect evidence to enable fines to be issued to drivers who park on zig-zag markings. Since it launched, the scheme has seen 146 schools sign up, with a further 11 schools consulting on joining.

Driver Education - we have continued to offer our popular pre-driver days in 2019 to promote safety and highlight potential risks. They include an introduction to driving and cover issues relating to speed, safety and also a practical driving session, accompanied by a qualified driving instructor. Our older driver scheme Safer Driving with Age (SAGE) has also continued. The scheme encourages safe responsible driving by providing older drivers with a practical driving assessment in their own car with a qualified driving instructor. Driver education is an increasingly important part of speed management and driver behaviour change. The County Council facilitate the running of national driver education workshops on behalf of Leicestershire Police. In 2018/19, 22,500 drivers opted to attend courses as an alternative to receiving a fine and points on their driving licence. The aim of the courses is to help drivers understand the adverse consequences of their driving behaviour and give tips and advice to improve compliance and improve safety.

Community Speed Watch – this scheme continues to be a popular initiative which encourages local communities to get involved in identifying speeding motorists; and thereafter encouraging them to drive at more appropriate speeds. In 2018, there were 18 schemes and the details of more than 3,000 speeding vehicles were passed through to the police who, where possible, wrote to the registered keeper of the vehicles reminding them of the dangers associated with speed. The Community Speed Watch website has also been updated.

Hinckley Pedestrian Crossing – in January 2019 work started on a new pedestrian crossing scheme to improve access to amenities and provide safe crossing in Lancaster Road, Hinckley. The work completed on 1 February and will improve safety for pedestrians.

Delivering Enhanced Service for Communities – in June 2019 we agreed an enhanced highways service for parishes and communities, due to an increase in the number of communications to the service, with investment of £550k in 2019/20. The investment will help to improve specific groups of highways assets such as highways signs and lining.

Sustainable Travel

Choose How You Move – in November 2018 businesses across the county were given the opportunity to learn how sustainable travel schemes can help businesses. Many employers are already operating sustainable travel programmes including car shares and bike to work. The event provided a further opportunity for business to learn how to implement their own schemes including funding and grants to make changes.

Personal Travel Plans - in July 2019 personal travel plans were launched by the county and city councils to around 10,500 residents living in Birstall and Mowacre Hill. As part of the scheme people were asked about their travel patterns and given information and advice about alternative options, such as walking, cycling and public transport. The work with residents aims to make it easier for them to make sustainable and healthier travel choices.

Modeshift STARS – in February 2019 two county primary schools were honoured for their commitment to sustainable travel. Elizabeth Woodville was named county, midlands and north west primary school of the year at the Modeshift STARS school travel awards. Millfield LEAD Academy was also nominated in the Leicestershire category. Modeshift STARS is a national awards scheme established to recognise schools which demonstrate excellence in supporting walking, cycling and other forms of sustainable travel for the journey to school. Both Elizabeth Woodville and Millfield worked closely with the Council's safe and sustainable travel team. Measures have included no waiting zones, new pick up and drop off times and a nearby 'park and stride' which have helped relieve traffic congestion and increased active travel.

Public Transport – the Council also supports public transport in a variety of ways including by providing or supporting 100,000+ concessionary bus passes to help elderly and disabled pass holder travel free on local bus services. School transport is provided for 6,000+ school children, both mainstream and for those with special educational needs or disabilities (SEND). Over 33,000 blue badge permits are provided to allow disabled residents to have preferential parking closer to their destination. Three park and ride bus services provide fast and frequent buses in to Leicester and around 30 supported local bus service contracts are provided carrying bus passengers where commercial operators do not operate. Over 40 demand responsive transport services as an alternative to buses are provided and we also support Community transport providers across the County to provide services for those residents unable to use bus services or who are rurally isolated.

On Demand Travel - in April 2019 the first use of a section 106 planning gain agreement was used to finance an on-demand bus service in Leicestershire. Bus operator Arriva began providing the demand responsive, ride-sharing service, named ArrivaClick at the New Lubbethorpe development. Passengers book journeys using an app showing their preferred pick up point and destination and are matched with others and provided a seat on a 15-seater minibus.

Highways Maintenance and Management

Highways Maintenance – Leicestershire has some of the best maintained roads in the country and was the highest rated county council for road condition in a recent public satisfaction survey. Last year a total of £17m was invested in Highways Asset maintenance including £14.6m on carriageways, £0.8m on footways and rights of way, £0.9m on bridge maintenance and strengthening and £0.6m on flood alleviation.

In September 2018 we called on the Government to provide extra funds towards fixing Leicestershire roads damaged by the long summer heatwave. A total of £2.25m generated from investments was earmarked to fix the worst hit roads across the county, however more funds were needed to treat all affected sites. Gritters were deployed during soaring temperatures to protect roads at risk of melting by spreading 150 tonnes of granite.

Winter Maintenance – in October 2018 we welcomed three new state-of-the-art gritters to our fleet to help keep roads safe and traffic moving in winter. The new vehicles are fitted with the latest technology, including GPS systems which provide automatic grit spreading and route navigation to make the service as cost effective as possible. We also refurbished six gritters with technology, reviewed routes and increased coverage to 47% of the network and built salt levels to 18,500 tonnes.

We monitor the weather constantly and if freezing temperatures are forecast have a total of 23 gritters and drivers who spread rock salt across key routes. In January 2019 gritters hit the roads as temperatures plummeted. In March 2019 the three winners of a competition to name our three new gritting vehicles were announced. The three new vehicles are now on standby along with the rest of the gritting fleet.

Highways Support – in September 2018 Storm Bronagh caused disruption across Leicestershire. Over a period of two days, crews cleared more than 90 sites where the road network was disrupted by falling debris. In November 2018 Storm Diana hit the county and the crews worked to keep traffic moving and deal with any flooding. Crews were out 14 times removing blockages from roads across the county. In March 2019 emergency gangs were busy clearing trees and branches which fell during Storm Freya. Emergency gangs dealt with 18 call outs to remove trees blocking roads and footpaths, ensuring the safety of people while keeping traffic moving.

In August 2019 our highways crews were out again clearing trees and branches following heavy rain and strong winds. The teams dealt with over twenty incidents of fallen trees blocking roads across the county and fifteen call outs. Trees and branches which were blocking roads were moved to one side to allow traffic to pass safely.

Grass Cutting - the grass-cutting season commenced in April with the council's teams mowing the equivalent of 532 pitches at Leicester City FC's King Power Stadium each month. The authority maintains nearly 3.8million square metres of urban grass in residential areas. Residents who want to find out when verges are scheduled to be cut in their area can use the council's interactive grass-cutting map. We cut grass in towns and villages for safety reasons, not just to enhance the appearance of communities. Looking after verges, central reservations and islands ensures that visibility is not restricted for motorists and cyclists at junctions and that pavement widths are not reduced.

We have bought some new areas of grass cutting in house, with the arrival of two new teams to take on the additional work. The insourcing has seen an additional 11,705 grass verges added to the programme on top of the 29,139 already maintained. The change will give more flexibility to respond to changes and manage demand in the area. Work is currently ongoing with those communities who no longer want their verges cut but would like to see those areas remain 'wild' to support biodiversity and wildlife.

Gully Cleaning - to tackle blocked drains we are applying a new 'risk-based' approach to gully cleaning that includes increasing the number of roadside drains treated annually - from 64,000 per year to 92,000 – without costs rising. The change follows a seven-month trial to find a more cost effective and focused way of cleaning the county's 130,000 gullies. The trial found that it would be beneficial for more regular visits to roads at high risk of flooding due to the drains filling faster with silt. Previously drains were cleaned on an 18 to 24-month fixed programme, whether the road was at risk of flooding or not. The changes are part of our new highways asset management plan and were rolled out across the county from early 2019.

Affordable and Quality Homes

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

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

Strategic Growth Plan for Leicester and Leicestershire (SGP) – The ten partners (City Council, County Council, the seven Leicestershire districts and the LLEP) approved the SGP in late 2018. The SGP sets out a long term strategy for the delivery of planned growth and up to 2050. Thousands of new homes will be needed in the city and county between 2031 and 2050, and the strategy enables us to help choose locations, protect environmental and historic assets, and bid for money to put the right roads, transport and other infrastructure in place. Without planning ahead, we could face dispersed, developer-led development, making it harder to put the right infrastructure in place and secure funding for it. We've worked closely with the city and district councils and this collective approach is important to the process.

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

Areas for Housing Growth - key areas for potential growth are the city of Leicester and the corridor of land around a proposed new A46 expressway to the south and east of Leicester. A secondary area for growth is identified in the north of the county, called the Leicestershire International Gateway. New housing would be built closer to where people work, to minimise congestion from commuters. In spring 2019 the Whetstone Village proposal was announced by Government as a successful Garden Village, one of two garden villages in the Midlands.

Supporting Infrastructure - draft proposals put forward in the Strategic Growth Plan include major infrastructure improvements on which new growth is dependent. These include a new link road – the A46 Expressway – to the south and east of Leicester, running from the M69 and the M1 to the A46 north of the city. The A5 and A42 would also be upgraded to expressway status, supporting growth in these areas. Rail improvements are also proposed. These road and rail improvements would require significant Government investment and would relieve congestion pressures along the M1 and more widely across the Midlands. It would also unlock land for the required housing and employment. In December 2018 we agreed two new Housing Infrastructure Fund bids in relation to the southern section of the Melton Mowbray Distributor Road and the South West Leicestershire Growth Area.

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

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

East of Lutterworth Expansion - in March 2019 we submitted major plans to create 2,750 much needed new homes, community facilities and business space near Lutterworth. The 550-acre development includes around 1,000 affordable homes, over 100 hectares of green space and two new primary schools and would create 2,500 jobs. Our focus is on creating quality, affordable houses that will help people get on or move up the property ladder. The scheme features Swift Valley Community Park, foot and cycle paths, retail and business space, improvements to roads and transport, a community hub with health centre and community hall and ultra-fast broadband. The scheme will also generate a significant sum to invest in front-line council services including social care, and offset the impact of national funding reductions.

As the sole landowner and promoter of the Lutterworth East SDA, the Council has an opportunity to invest in the right types of homes. Master-planning for the site will incorporate innovative design standards ensuring the homes and community facilities meet the wider objectives of the Council, including public health, community cohesion and environmental considerations. Construction is expected to be undertaken over the following 10 to 15 years.

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

Mitigating the Impact of Development - the Council's Planning Obligations Policy sets out a variety of requirements to help mitigate the impact of new developments on local communities and the environment. So that developments make a positive contribution to services and infrastructure in the area. The Council has carried out a review of the Policy which aims to identify improvements and enhancements to the Policy. This was published in July 2019.

In May 2019 the County Council declared a climate emergency, this includes a commitment to become carbon neutral by 2030 for our own operations. The County Council aims to 'lead by example' working through how we are going to deliver services in a carbon neutral way including working with developers and others to build 'green' new homes.

Housing To Support Independence

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

Social Care Accommodation Support - in June 2019 we approved a new Social Care Accommodation Development Plan and Investment Prospectus 2019-2037 to increase the supply of social care accommodation-based support services.

Brooklands Independent Living - in April 2018 we announced that we had purchased a site in Great Glen to provide homes for adults with disabilities. We have refurbished and remodelled the scheme to provide homes that will allow for independent living for adults with disabilities, with support staff based at the building. The new accommodation provides residents with the opportunity to live as independently as possible, while still ensuring their specific support needs are met. The remodelling has removed the bedsits and reduced the maximum capacity to 20 people. New tenants moved in during the summer of 2019. The scheme will provide more support for people from the Harborough area.

Hinckley Supported Living Scheme - in January 2019 a new scheme was launched in Hinckley to provide homes for adults with learning disabilities. We secured around £400k to provide four one-bed flats for people with complex disabilities as part of the supported living initiative. We have worked with supported living provider, Lifeways, to recruit an expert team to support people identified to live in the flats. The scheme follows the success of the Little Glen scheme in Glen Parva. The work is part of our Transforming Care Programme to reduce the number of people who are in hospital settings by supporting them to live independently in the community.

Box Tree Farm, Ratby – in September 2019 a new scheme to provide homes for adults experiencing mental health needs was launched in Ratby. Box Tree Farm provides accommodation for six people with mental health needs, prioritising those moving out of residential care. Box Tree Farm underlines our commitment to providing the best care that we can across the county. The new accommodation will provide residents with the opportunity to live as independently as possible within the community, while still ensuring their specific support needs are met.

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

Extra Care Award - a scheme in which we invested £1.3m to enable older people to remain independent won an award at the East Midlands regional Elderly Accommodation Counsel Awards 2019. Oak Court in Blaby, an extra care housing scheme, won a gold medal in the Housing-with-Care 41-55 units category. The awards celebrate the best specialist housing for older people across the East Midlands. More than 15000 people cast their votes for their favourite scheme. Residents receive personalised care services and 24/7 urgent support services.

Warm Homes Scheme - a 'warm homes' service is helping vulnerable people across the county to save hundreds of pounds on their fuel bills. Living in a cold home can affect people's health and well-being and the Council offers advice through Warm Homes, part of the council's First Contact Plus advice and information hub. Warm Homes Officers visit vulnerable people to show how to reset heating and hot water controls and provide easy-to-follow instructions. They can also help in updating energy supplier. Other advice which can be offered includes understanding boiler and heating controls; debt relief support; and energy efficiency and grants. In its first year the Warm Homes Service has provided more than 1,000 Leicestershire households with free, impartial advice to help them stay warm and keep their energy bills down. Many of the households have benefited from support to switch energy supplier. 664 households were helped to access grants, benefits and energy discounts to help make heating their home more affordable.

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

Homelessness Prevention – being homeless has significant negative impacts on both physical and mental health. We currently commission services to support people at risk of becoming homeless in Leicestershire. This includes a 30-bed hostel in Loughborough and an outreach service. In May 2019 we began consultation on proposals to replace the current outreach provision with a redesigned in-house community-based service which will enable us to provide a range of specialist, holistic support to individuals and families most in need. The 30-bed hostel in Loughborough will not be affected by the plans.

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

Health, Wellbeing and Opportunity

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

Health and Care Integration

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

Better Care Fund - our Better Care Fund (BCF) plan, spanning both the NHS and local government, supports the joining up of health and care services so that people can manage their own health and wellbeing independently in their communities for as long as possible. This involves providers and commissioners of health, care and housing services to ensure integrated services are planned and delivered effectively in partnership. We have agreed a refreshed BCF plan for 2019/20 worth c£61m, setting out our approach to integrating care around the person; integrating services at county and neighbourhood level, effective use of disabled facilities grants to help meet housing needs and changes to the wider health and care system.

Leicestershire's vision for health and care integration is to create a strong, sustainable, person-centred and integrated health and care system which improves outcomes for our citizens. Our model of care is designed to deliver more care outside hospital, provide integrated and holistic services and work in partnership to maintain health, wellbeing and independence for as long as possible.

Integrating Care Around the Person – our approach includes integrated neighbourhood teams, integrated teams for hospital discharge and reablement, a new target operating model for adult social care, redesigned NHS community services, 'Lightbulb' housing service, unified prevention offer, easy access to urgent care, and technology enabled care.

Person Centred Approaches – our integrated reablement and crisis response service has a joint holistic person-centred assessment which directs care planning across community nursing and adult care. The jointly commissioned domiciliary care service 'Help to Live at Home' has integrated, person centred approaches built into the process of assessment, placing and review of care packages. The operating model of integrated teams is focused on person-centred care planning for patients who are frail, multi-morbid or who have high health needs. Investing further in care coordinators for this cohort of patients is a key development in 2019/20. The multiagency frailty check has been adopted into assessment and care planning in the acute sector and integrated teams.

Leicestershire's model of personalised care includes the 'home first' philosophy, LLR Carer's Strategy, supporting learning disabilities through the LLR Transforming Care Programme and council's accommodation strategy, and personal budgets and direct payments. There is also the Unified Prevention Board, Local Area Coordinators, First Contact prevention hub and approach to social prescribing.

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

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

Integrated Housing Support – Leicestershire residents who may need help to remain independent in their own homes will continue to benefit from the successful 'Lightbulb' project for a further three years. The centralised, integrated housing support service is hosted by Blaby District Council, in partnership with Leicestershire County Council, district councils, the county's Clinical Commissioning Groups, Leicestershire Partnership Trust and University Hospitals of Leicester. Since its full launch in October 2017, Lightbulb has helped over 4,000 people across the county. The project has resulted in a reduction in waiting times, and an increase in efficiency of how requests are handled. 96% of service users answered yes to the question: 'Has the service achieved everything you wanted.' It has saved an estimated £360,000 for the local economy, with medium to long-term savings estimated at around £2.1 million. During 2018/19 the pioneering project has been recognised with a number of awards, including 'Best Collaborative Working Initiative' by the Association for Public Service Excellence; best Public/Public Partnership at the 2018 Local Government Chronicle Awards and has been Commended at the Home Improvement Agency Awards.

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

Hospital Discharges and DTOC – health and care partners across LLR are working hard to deliver improvements to transfer patients out of hospital and reduce delayed transfers of care. In Leicestershire, through focused efforts across partner agencies we have seen a significant reduction in delayed transfers of care (DTOC) from hospitals – helping reduce pressure on hospital beds. An LLR-wide action plan is in place which has been based on analysing LLR's position against the high impact

changes framework for hospital discharge, including key initiatives to help maintain reduced DTOC levels (see below). This includes the Integrated Discharge Team (see below), a daily assessment system, reducing the complexity of current discharge pathways, and the provision of 14 beds to assess onward care needs outside of a hospital setting.

The occupation of inpatient beds by patients who are ready to be discharged means patients are no longer in the best place for their onward recovery and care, which puts a significant strain on NHS inpatient resources. The Government's mandate to the NHS for 2018/19 set an overall ambition for reducing delayed bed days nationally. Leicestershire was required to achieve a rate of no more than 7.88 delayed bed days 100,000 population, by September 2018, and maintain that rate through to March 2019. During 2018/19, Leicestershire successfully achieved this target for 11 of the 12 months, only narrowly missing the target in October 2018. Overall during 2018/19, there were 13,012 days lost to delayed transfers of care for Leicestershire residents, a 27% reduction when compared with 2017/18.

Home First – the Home First programme focuses on services designed to provide rehabilitation and reablement. The programme has supported the development of an integrated discharge team (see below) at University Hospitals of Leicester and has developed a blueprint for integrated intermediate care services. Work to implement the integrated health and care reablement offer including referral and access points, skill mix, triage and service delivery commenced in 2018, and aligned to the redesign of community nursing and therapy services. The integrated approach is offered to adults when they have a change in need, requiring additional or new interventions that if not met, will result in admission to hospital or care home, or the person having to remain in hospital when they are medically fit for discharge.

Integrated Discharge Team – the Integrated Discharge Team (IDT) encourages and promotes an integrated way of working across all organisations to ensure smoother and faster resolution of delays to discharge. There has been a significant improvement to multi-agency working with a discharge hub where all professionals working on discharge can be co-located.

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

Integrated Data – through the LLR Digital Roadmap, care staff have access to a summary care record that will ultimately be linked, viewed and edited by both the NHS and Council staff, helping all professionals involved in patient care to have access to the most up to date information. This is currently being assessed to shape future development.

Community Services Redesign and Integrated Services – in February 2019 we supported the development of new models of integrated community-based health and social care services as well as noting NHS plans for NHS Community Services Redesign. The development of the new service models aims to help support people on discharge from hospital, enhance health and wellbeing, and avoid admissions to hospital. The new model is based around neighbourhood community nursing, home first services, integrated locality teams and community bed-based care.

Health and Wellbeing - Adult Social Care

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

Enabling Choice and Control – our Personal Budgets Service offers advice and guidance to direct payments recipients in being an employer and managing their budgets. We encourage people who use our services to take an active role in their assessment and support planning. We have one of the greatest take-up rates for direct payments in the country.

Improving Adult Care Information – we reviewed all key areas on our website and content to reflect our strategy to provide residents with the choice and information to self-serve and developed new online tools. We have developed an online service directory with Children and Family Services - the Leicestershire Information and Support Directory. In December 2018 we were shortlisted in the Driving Efficiency through Technology category in the LGC Awards for our work to improve online self-service opportunities for residents in need of adult social care services. The changes have already demonstrated benefits to people and will also save c£50k a year.

Technology Enabled Care – ‘Care TEC’ is emerging as an inclusive term to describe a range of IT and digital solutions that can be used to support service user outcomes across the care pathway. It includes assistive technology, aids and adaptations, telecare and telehealth. We are planning to modernise and increase the utilisation of digital solutions that help service users achieve their planned outcomes. Work is being undertaken to better understand the positive impacts on outcomes, and potential digital partners in this area of work.

LLR Carers’ Strategy – unpaid carers have a vital role to play in the community, and it is imperative they are supported, particularly with their own health and wellbeing. We aim to ensure that carers receive appropriate support wherever possible to help them carry out their caring role, while maintaining their own health and wellbeing. In October 2018 we agreed a new plan to improve help, information and support available to the thousands of unpaid carers across Leicester, Leicestershire and Rutland. The LLR Carers’ Strategy focusses on how partners work with unpaid carers of all ages so that are they are identified early and feel valued, respected and supported.

Support for Carers – we are encouraging unpaid carers to come forward for an assessment of their support needs, and we have developed a new online facility to allow carers to submit their assessment online at any time of day. The process for carers already assessed as eligible for a one-off carers’ personal budget and requiring a review of their needs has been improved. The carers’ assessment form has been amended, with carer input, to make the assessment process simpler and easier for carers. We have also appointed dedicated carer support officer resource within our Customer Service Centre to provide focused support and guidance to carers. We

provide an information and advice service for carers in Leicestershire through a commissioned carers support service. 'Support for Carers' offers telephone advice, telephone befriending, local carer support groups, support to complete carer assessments, news and information website, and online directory of local services for carers.

Single Handed Care - our single-handed care team has reviewed 550 care packages across the county where two care workers are required. 35% of service users assessed were transitioned to single handed care, saving over £1m and releasing 87,000 care hours back to the care market. In August the project was listed in Personnel Today's awards shortlist in the health and innovation category.

Strengthening the Social Care Workforce – we have created the 'Inspired to Care' team to support the resilience and growth of the sector by offering expert advice to care providers on attracting a high-quality workforce and developing and retaining the current workforce. The initiative also promotes social care careers to members of the public by actively improving the image of careers within the sector, through engagement activities and the Inspired to Care website, as well targeting the future workforce by working with education establishment and students across the county.

Improving Care Quality – ensuring that high quality care and support is being delivered by care homes is a priority, providing important reassurance to relatives and friends. We monitor all contracted services to ensure they are compliant with their contract, and seek feedback from people who use the services, staff and family members. We monitor information from a range of other sources including staff, whistle-blowers, council services, and from partners such as the Care Quality Commission and health bodies. Officers within our Quality Team support providers with areas of non-compliance as well as areas where they want to improve the quality of the service. The team offers training in falls management and positive behaviour support, and providers can receive best practice support in any area of care delivery including the Mental Capacity Act, medication, support planning, health and safety and auditing. The team is currently running a pilot with care homes on improving care for people who are living with dementia.

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

Learning Disabilities – Transforming Care - the LLR joint health and social care Transforming Care Programme continues to work with providers of social care and housing to support individuals with complex learning disability and/or autism spectrum disorder, with behaviour that is challenging, to resettle within the community from an in-patient setting. Through co-ordinated work across statutory, non-statutory, third sector and local community provision, individuals are enabled to live as independently as is possible for them and be a tenant in their own home.

Whole Life Disability Strategy – in May 2019 we launched a new plan to support people with disabilities to live as independently as possible, access support and develop skills. The plan, shaped following engagement with more than 1,000 people, aims to help prevent and reduce the need for long-term care services and support people to lead independent and fulfilling lives. The plan also focuses on young people who have an EHCP, with the aim of achieving a smooth transition from school to further education, training and work, together with continuation of support to meet health and care needs.

Disability Services in North West Leicestershire - in June 2019 we agreed plans for the re-development of short breaks services, supported living accommodation and Community Life Choices at a site in Coalville. The development responds to demand analysis which suggests an additional 39 supported living units are required in the area by 2027. Plans include a new £3.7m adult social care facility in Coalville involving supported living properties for up to 16 adults with learning disabilities to live as independently as possible as well as a six-bed short breaks building. The plans will also see suitable space used on the site to provide the council's Community Life Choices service. Work is planned to start in November 2019 and complete in summer 2021.

Supported Living - we continue to support around 360 individuals within supported living across the county. Providers work with individuals in an enabling way with household and community experiences, to promote the opportunity to live a more independent lifestyle within their local community. We are also committed to supporting those people who can to move out of residential care into supported living or other independent accommodation. To meet the growing demand for Supported Living, in June 2019 we committed to a Social Care Investment Plan (SCIP) 2019-2037, which proposes major capital investment in Leicestershire into accommodation-based support options, including supported living.

Community Life Choices - community life choices supports around 750 individuals to maintain and build on existing roles and skills, natural support and community involvement, through the delivery of tailored support activities. Delivered via group-based or individualised support, individuals are encouraged to gain more independence, actively engage within their local community and develop confidence and skills to move into employment, education, training or volunteering. Through community life choices support, individuals are currently working within social enterprise schemes, volunteering at local charity shops, taking part in land-based activities, singing and disability sport.

Shared Lives - shared lives involves a carer using and sharing their home and their family (or community) life with the person using or living in a shared lives arrangement. It can be offered to any adult with any type of care and support needs; during 2018/19 between 105 and 116 service users were benefitting from shared lives. Support for all shared lives carers now includes manager visits to all carers within their own home, an ongoing training programme, a quarterly carer network meeting, telephone advice, local carer support groups, support to complete carer assessments and signposting to other useful services,

Changing Places – over the last five years more than £170,000 in Shire Changing Places grants has been allocated to local businesses and organisations to ensure enhanced toilet facilities are available to residents and visitors to the County. To date twelve Changing Places have been installed in public spaces and attractions across Leicestershire. Three more are due to be opened by March 2020, bringing the total number in Leicestershire to fifteen. The existing Changing Places toilets in Leicestershire are in Charnwood (three), North West Leicestershire (one), Melton (two), Blaby (two), Oadby and Wigston (two) and Hinckley and Bosworth (two).

Helping Older People to Stay Well and Independent – 65+

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

Dementia Services and Strategy - there are 9,458 people over the age of 65 years with a diagnosis of dementia, and 184 people between the ages of 30 and 64 diagnosed with early onset dementia in Leicestershire. The number is predicted to rise to 17,028 by 2035. In October 2018 we adopted a new strategy aimed at improving the quality of care, access to information and advice and training for staff. The joint LLR Living Well with Dementia Strategy 2019-2022 uses the guiding principles developed by NHS England named the 'Well Pathway for Dementia'. The five principles of the pathway are Preventing Well, Diagnosing Well, Supporting Well, Living Well and Dying Well. A jointly commissioned Dementia Support Service began in October 2017, offering a single point of access for people with dementia, carers and professionals. Other support includes advice, information, training and carer respite. Advocacy and safeguarding services are in place, assistive technology solutions are widely offered, and a variety of social opportunities such as activity groups and memory cafes are available to support people and carers to live well with dementia.

Extra Care Housing - our social care investment strategy includes opportunities to extend our extra care offer in Leicestershire. We are also continuing to work on our advice and information offer for prospective extra care applicants and existing tenants, to promote extra care as a positive alternative to residential care in later life. We work in partnership with community health and hospital discharge teams to avoid hospital admissions, offer reablement within extra care, and speed up discharges for those returning to extra care following a period of treatment or ill-health.

Public Health and Wellbeing

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

Online Health and Support Information Hub - we want people to get support as quickly as possible when they need it. Our online information hub provides an access point for immediate support. First Contact Plus enables people to search from their own home through a broad range of wellbeing information, all in one place. The service includes information and links to organisations which provide support around topics such as health, falls, feeling safe, living independently, debts and benefits, work, learning, volunteering and families and relationships. First Contact Plus also signposts people to community groups, national charities and public health services.

Unified Prevention – our Unified Prevention Board (UPB) oversees the development and delivery of Leicestershire’s prevention offer, a key part of the Health and Wellbeing Board’s Joint Health and Wellbeing Strategy. The UPB coordinates activities across a wide range of partners, ensuring everyone collaborates to deliver our prevention priorities, services and communication plans. The UPB has continued to develop links between the prevention/social prescribing offer and the new Integrated Teams across Leicestershire. Work has focussed on strengthening engagement between partners and Integrated Teams in each locality. District Council and Public Health representatives are now part of each Integrated Team’s board, helping shape the prevention focus in each area. Hinckley and Bosworth was chosen as an early implementer site to test integrated multi-disciplinary team working at a neighbourhood level. Existing Local Area Co-ordinators (LACs) have provided care coordination within the Hinckley pilot period, supporting delivery of the Leicestershire prevention offer, using the social prescribing model. Early indications show that around 80% of the patients identified required non-clinical interventions which the LACs have been ideally placed to deliver.

Social Prescribing - the board has worked on developing the social prescribing model for Leicestershire. In January 2019, further work began to develop the social prescribing model as the wrap-around prevention offer to support Integrated Teams. This initially focussed on the needs of 3 cohorts of people, those who are frail, those who have multiple long-term conditions, and those with high health and care costs. The UPB partners are focusing on achieving a joined up social prescribing model across Leicestershire that supports the framework for social prescribing in primary care in the NHS 10-year plan. Continuing the development of the wrap-around prevention offer for Integrated Teams is one of the core activities of the UPB with Social Prescribing Link Worker roles starting to be established within the new Primary Care Networks.

Integrated Healthy Lifestyle Services – helping people live healthy lifestyles is vital. In June 2018 we commenced consultation on changes to lifestyle service delivery which would see the development of a new service for adults aimed at preventing diseases caused by smoking, physical inactivity and poor diet. Currently services such as weight management support, First Contact Plus and Quit Ready are run separately. However, around 25% of adults engage in combinations of 3 to 4 unhealthy behaviours. The new approach would mean that people accessing one service could also be offered other lifestyle advice where appropriate, improving access, avoiding duplication and providing a more focused service. The weight management element of this integrated approach was brought in house and started on 1st October.

Local Area Coordinators (LACs) – LACs support vulnerable people by developing networks of community-based support and utilising existing community assets. They operate in local neighbourhoods, closely linked to housing and community health services and to recreational and social opportunities. There are now 20 LACs covering 26 locations. By improving the quality of life and independence of individuals and building stronger community links, LACs help to prevent people from reaching crisis point and reduce demand for health and social care services.

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

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

Good Food Charter and Plan – food is important for Leicestershire's health, economy and sustainability. In December 2018 we approved a new Good Food Charter and Plan for Leicestershire. The Food Plan provides a strategic approach that values and prioritises sustainability, local provenance and health food in policies and procurement, whilst also developing community capacity and assets in relation to food growing, cooking and eating. The Good Food Charter provides an over-arching ambition to drive the future of food in Leicestershire. The plan includes supporting Melton Borough Council and Harborough District Council in the national Sustainable Food Cities scheme by promoting healthy and sustainable food and alleviating food poverty and diet-related ill health and improving access to affordable healthy food. It will mean Leicestershire can become a member of the Sustainable Food Cities network which would open up funding opportunities and support from national experts.

School Food - in July 2019 our LTS Catering Service which serves more than 230 schools across the Midlands picked up a top award for the food they serve. The team were given the Soil Association's Gold catering mark, which is the highest currently presented to caterers across the country. The quality mark reflects the good food

culture and the pride staff take in serving food that is healthy, nutritious and where possible direct from local suppliers. Last year the service also contributed income generation for the council which helps to offset reductions in government funding.

Substance Misuse Strategy – we are committed to reducing the harms caused by alcohol and drug misuse. In June 2019 we agreed a new Substance Misuse Strategy 2020-23 for consultation. Key priorities include raising awareness of the harms of drug and alcohol misuse, developing a coordinated approach to identify individuals exposed to the effects, a suitable approach to provision of drug and alcohol treatment and recovery services and ensuring a stronger partnership approach to respond to substance misuse issues. In January 2019, 'Turning Point', the integrated substance misuse treatment service for Leicestershire, received an 'Outstanding' ranking from independent regulator the Care Quality Commission. The service works with anyone who is affected by drugs or alcohol and wants support to make a change. The award recognises the hard work, expertise and dedication of all the staff and peer mentors.

Smoking Cessation - smoking is still a leading cause of premature death and quitting smoking is often the single most effective way of improving health and preventing illness. In October 2018 we encouraged smokers to quit as part of the Stoptober campaign, which supports people to stop smoking for 28 days from 1 October. People signing up with our Quitready Service received support from a stop smoking adviser who offers free tailored advice and support, including free stop smoking medication. Over 330 people were supported to quit during the month. In the last two years the County Councils QuitReady service has helped more than 5,000 Leicestershire residents to stop smoking. Smokers are four times more likely to quit for good with the support of a stop smoking service.

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

Workplace Health Programme - the top priorities for our workplace health programme include poor sleep management, low physical activity levels and poor fruit and vegetable consumption. As the work continued into 2019, the programme is addressing these priorities with organisations to achieve better outcomes for the Leicestershire workforce with a workplace health tool being developed for use by partners and staff within their organisation and the workplace charter.

Children Get the Best Start – Child Health

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

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

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

Early Years Support - in spring 2018 we brought together our Early Years Special Educational Needs and Inclusion Service, our Early Learning and Childcare Service and our Early Years Autism Team into a single Early Years and Child Care Service in order to pool our early years expertise. The single service provides support to ensure that young children get the best start in life and that their health, development and learning are the best they can be. The service works directly with children and families as well as with early years’ providers and schools. Continuing good progress has been made to secure sufficient high-quality childcare provision across the county with currently 96% of providers judged by Ofsted to be good or better. More 3 and 4 year olds are also now accessing their entitlement to Early Years Pupil Premium, which can help accelerate progress.

Parents across Leicestershire were encouraged to ensure that children starting school for the first time were school ready. The Campaign forms a part of a shared view of school readiness developed by the new Children and Families Partnership to ensure the best start in life for young children. A leaflet explains what it means for a child to be ready for school and includes practical suggestions as to how families can get involved. The percentage of children achieving a good level of development at the end of reception year was an increase compared to 2018.

Healthy Tots and Healthy Schools – the Leicestershire Healthy Schools and Healthy Tots programmes launched redesigned websites last year. The sites which help schools and early years setting promote health and wellbeing to children and young people have both been given a brand-new look and updated with fully refreshed content. In February 2019 a Greystoke Primary School pupil won £500 of sports equipment for the school by designing a ‘quorn superhero’ as part of a scheme to encourage healthy eating in schools. LTS Catering worked with Quorn Foods to deliver sessions promoting healthy eating as part of their commitment to healthy eating. Pupils were taught about the importance of eating healthily through interactive sessions on the main food groups, benefits of a balanced diet and cookery demonstration of meat free meals.

Oral Health Promotion – the Oral Health Promotion Team moved in house to the Public Health Department in August 2018. The service provides oral health training in supervised tooth brushing for pre-school settings, training for frontline staff, oral health

resource library and advice and displays. The service works with professionals to promote oral health and prevent tooth decay.

Teenage Pregnancy - in April 2019 new figures showed that teenage pregnancy for under 18s across Leicestershire were down for the tenth consecutive year. Latest figures show the annual rate has decreased to 12.3 per 1,000 aged 15-17, a 12.9% decrease since 2016 figures and a reduction of just over two-thirds since 1998. Work over the past year has included commissioning a modern and integrated sexual health service in the Haymarket shopping centre, high quality school training on relationship and sex education and the provision of support for teenage parents through children's centres, and meetings for teenage parents.

Mental Health

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

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

Children's Mental Health - the Future in Mind plan is progressing improved support across LLR. £8m is being invested in child and adolescent services to support measures including mental health awareness training and healthy schools' advisers to support pupils. As part of our approach to supporting mental health a toolkit has been launched for schools and an emotional wellbeing curriculum pack developed by the young people on our County Youth Council for Leicestershire. The pack has been launched to Leicestershire Secondary Schools as part of their Mental Health Awareness campaign and includes a variety of activities for work with young people aged 11 to 18. Through 'routes to resilience' we are supporting an evidence-based approach to helping schools and families in their work developing the character, resilience and emotional wellbeing of children and young people. The programme is being offered to all state maintained and state funded primary schools, secondary schools and colleges across the county over the next three years.

Self-Care Campaign – mental health is something that can affect people at any age. In August 2018 we launched a new campaign to encourage people of all ages to look after their mental health and wellbeing. The 'selfcare' campaign aims to raise awareness of the steps people can take to improve their mental health and wellbeing and signpost to advice, support and information. The scheme is based on five evidence-based steps which should enable people to feel happier, more positive and get the most from life. Information and support on self-care will be shared using social media channels to support people and prevent illness.

Suicide Prevention – covering Leicester, Leicestershire and Rutland and working in partnership with a number of organisations from a variety of sectors from the community, the 'Start A Conversation' campaign launched on World Suicide

Prevention Day on 10 September. The aim is to make sure that people are aware of the warning signs of suicidal behaviour and have an open and honest approach to conversations. The site offers advice on how to maintain good mental health and support others in need. The site hopes to break the stigma around suicide by encouraging people to be more open about their worries and showing them where to seek help. Since its launch the website has received more than 30,000 hits. The programme has also reached out and engaged with a number of different individuals and groups including universities, primary care, rural communities, survivors of bereavement by suicide and armed forces veteran groups. A suicide bereavement support service was launched on 1 October 2019. A 0.5 FTE suicide prevention coordination post has also been funded in the public health team.

Dementia – in May 2018 a Leicestershire woman, whose husband has Alzheimer's, praised a dementia support group for 'making a difference' to their lives. The 'Forget me Not' group, which was set up with the help of our local area coordinators, offers support and advice to people living with dementia and their carers, helping them adapt to living with the condition. The group is run by volunteers twice a month. We are committed to supporting the lives of everybody affected by dementia, including families, carers and groups. Groups across the county such as 'Forget me Not' give people in similar situations a chance to meet and take part in activities and trips. Doing this not only helps those that take part, but also raises awareness of the condition.

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

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

Physical Health, Sport and Physical Activity

The role of physical activity in improving our health and wellbeing is increasingly acknowledged, helping to reduce the major causes of premature death and illness, as well as the prevention and management of chronic diseases. Leicester-Shire and Rutland Sport (LRS), working closely with Leicestershire County Council, play a key role to deliver sport and physical activity opportunities which support communities in achieving the UK Chief Medical Officers physical activity guidelines.

Getting People Active – during 2018/2019 £580,292 was invested into county Locality Sport and Physical Activity Plans, generating 436,809 attendances recorded at Physical Activity and Sport sessions. In March 2019 220 women and girls came together to attend the This Girl Can 'Charity Night Out' and 40 women attended the first 'This Girl Can' Positive Pause event. £118,000 was secured from Clinical Commissioning Groups to deliver a falls prevention programme from October 2018 – March 2019. 22 care homes with 225 participants have taken part in the Twilight

Games Programme and 8 care homes came together to take part in the first Inter Care Home Twilight Games Challenge Day. In addition, 16 volunteers were trained to deliver Twilight Games through Age UK, Alzheimer's Society and the Co-op staff volunteering programme.

2018/2019 has seen 240 Health Professionals access the Public Health England Clinical Champion Training. Over 250 Early Years Practitioners have also accessed training to support them to create an active setting. 104 practitioners attended the first Early Years Physical Activity and Wellbeing Conference in May 2018. 142 Head teachers and Senior Leaders attended the School Physical Activity and Health and Wellbeing Conference.

Staying Active - £57,131 has been invested in the development of 23 new Satellite Clubs and has seen 50 Satellite Clubs sustained across Leicestershire. Over 7,700 young people participated in School Games and Team Leicestershire county finals, of whom 511 were disabled young athletes. £25,750 was invested from the Go Gold funding programme to support 58 talented athletes. 53 community clubs and organisations were supported to make successful funding applications, generating £703,718 of external resources. 50 beginners running groups were developed and sustained across the county.

Active Places – the Active Places Forum is now successfully operating as the local strategic steering group. This is delivering close collaboration between county, city, borough and district councils to support the effective delivery of active places across the area. LRS has worked with over 30 clubs, organisations and community groups to support facility developments across LLR. £443,267 has been secured for 10 local clubs and organisations from the Sport England Community Asset Fund.

Active Economy - 6 Business of Sport Networking sessions have been held at key sporting venues, attracting 127 attendances. The new Business of Sport Network has supported 72 businesses to connect with business support and/or other businesses to help them grow and develop their products and services. A Sector Skills Survey was completed by 44 organisations and this has shaped a Skills Plan to address some of the challenges faced. 362 coaches, volunteers and club members have accessed the 2018/19 LRS Workforce Education Programme. Over 500 clubs, coaches and volunteers were consulted to build LRS's understanding of the development needs of the workforce. 56 people have accessed the 2018/19 LRS Raising Awareness Programme.

Over 140,000 users visited the LRS website, an increase of 42% (41,800 users) from 2017/18. Over 11,500 people connected to LRS through social media platforms. The Get Active Search Engine, which features local activity sessions and clubs/organisations, was accessed by over 55,000 users, an increase of 65% from 2017/18. Over 11,900 individuals, ranging from partners to young athletes, school and community settings, benefitted from 148 LRS organised events and courses.

Opportunity

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

Educational Quality

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

Education Effectiveness – in 2018 we completed a review of our school improvement functions and created a new Education Effectiveness Team. The team supports our strategy to work collaboratively and productively with schools and academies across Leicestershire for the benefit of Leicestershire learners.

High Standards in Primary - provisional data indicates that the percentage of children reaching a good level of development at the end of the reception year is 72.1%, a rise of 1.3% on 2018. The figure has risen every year in Leicestershire since the measure began in 2013, when a score of 46.3% was recorded.

At the end of Key Stage Two provisional data shows that 66.8% of Leicestershire children reached the expected standard for Reading, Writing and Mathematics, an improvement on the 2018 figure of 65.6%. Unvalidated data suggests that Leicestershire performance is likely to be higher than the national figure by around 2%. Provisional data also suggest that progress between the key stages has also improved in the county in each core subject of Reading, Writing and Mathematics, with positive progress in Mathematics and Writing.

High Standards in Secondary - tbc

Education of Vulnerable Groups – our Oakfield Short Stay School continues to support children that are at risk of exclusion or have been permanently excluded from primary school. Provisional data indicates that the percentage of children eligible for Free School Meals achieving a Good Level of Development is slightly higher than 2018 with a rise of 0.3% to 48.7%. Data for pupils eligible for Free School Meals at Key Stage Two suggest an increase of 2.9% to 39.8% in children achieving the expected standard in Reading, Writing and Mathematics compared to 2018. 100% of our special schools continue to be rated as good or outstanding.

Education Inclusion – we have appointed an Inclusion Manager to bring together all our education inclusion functions and capacity to support inclusion in mainstream schools. The Pupil Services Team, who lead work with children missing education, electively home educated and pupils with medical needs moved into the Inclusion Service in September 2018, to develop our support for these children. The Pupil Services team has been working to support children who are not able to attend school due to their medical needs. These numbers have increased significantly over the last few years and last year we provided education to around 78 students. Our numbers of pupils who are electively home educated has been rising and is now around 593.

Information Advice and Guidance - information advice and guidance services moved into the council from the careers agency Prospects and are now part of our Inclusion Service. The team provide support to vulnerable young people who are at risk of, or not in, education employment and training. Latest NEET data shows a Leicestershire figure of 2.1%, in the second quartile of local authorities.

School Place Planning – we provided an additional 154 new First Time Admission (FTA) places for September 2019 across the County and will be providing a further 1,102 primary places from the 2019/20 capital programme. In March we confirmed that 9 out of 10 young people across the county had secured a place at their first-choice secondary school. 7350 applications were received – an increase of 0.49%. In April figures confirmed that 9 out of 10 children had secured a place at their first-choice primary/infant school. The year saw 7,500 applications received – an increase of 3.9%. 86% of Leicestershire schools are rated as Good or Outstanding and 84% of Leicestershire pupils attend such schools.

New Lubbethorpe School – in August work was completed on a new £7m state-of-the-art primary school in New Lubbethorpe. The 420 place school in Tay Road will serve the 4,250 home estate and started to take pupils from September 2019. We have appointed the OWLS Academy Trust to run the school. The school has spacious and light classrooms, additional learning spaces, food technology room, creative arts room, library, soft play, garden area and outdoor spaces. The estate will ultimately have further primary schools, a secondary school and community facilities.

Newlands Community Primary School - in November 2018 Newlands Community Primary School celebrated the opening of its new building in Belle Vue Road (formerly Heathfield Academy). The new £5million state-of-the-art facility has been built to replace the old building on Moore Road in Barwell and will cater for up to 420 pupils, increasing the school's capacity to meet demand.

Keeping People Safe

Our aim is that people in Leicestershire are safe and protected from harm. In particular that people at most risk or in crisis are protected and supported to keep safe and that people are safe in their daily lives.

In September 2018 the Leicestershire Children and Families Partnership was officially launched to work together to improve the lives of young people and their families. The partnership has a vision to ensure that young people are safe and living in families where they can achieve their full potential. We have agreed a Children and Families Partnership Plan to 2021 setting out our shared vision with partners for children and families and our priority outcomes. Delivery is progressing against the priority action plans.

Safeguarding

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

Ofsted Improvements - in Leicestershire we are ambitious for our children and young people and aspire to provide high quality services that improve children's outcomes. We have been implementing our 'Road to Excellence' Continuous Improvement Plan to help drive change. 13 of the 17 original recommendations have been fully completed. We have supported staff to deliver good quality practice by creating a learning environment and culture of high challenge and support. A strong Quality Assurance framework helps to demonstrate progress. The establishment of the Children and Families Partnership has cemented the vision for work across key partners to deliver services for children and families. Last year OFSTED spent two days looking at the councils work on the front door to social care and early help services and reported it had seen steady and realistic improvements to first response services. The most recent Ofsted visit and peer challenge noted that the leadership approach was having impact and driving cultural change.

New Multi-Agency Safeguarding – in June 2019 we agreed new arrangements for safeguarding children, with the creation of a new Leicestershire and Rutland Safeguarding Children Partnership. The approach includes clear governance, a sharpened focus on a small number of critical identified priorities, scrutiny of multi-agency frontline practice, serious incident notification, rapid review and case reviews.

Child Exploitation - we have seen an increased number of young people become involved in drug dealing and movement for organised crime groups. There is increasing evidence of county line activity, incidents of stabbing and young people being harmed. The new children and family wellbeing service has identified the need to support children by the recruitment of three staff skilled at establishing engagement with young people most at risk. The YOT Knife Crime Group has also bid for additional funding to support a new knife crime intervention programme.

Safeguarding Adults Plans - in March 2019 we agreed priority work for safeguarding adults through a new development plan. Priorities include effective multi-agency meetings, that people without capacity to consent are safeguarded, improved recognition of adult exploitation and work with young people transitioning to adult services.

Keeping Children Safe and Cared For

Our aim is that all children are living in stable environments and have secure attachments and that families are self-sufficient and able to cope. Like other local authorities we have seen the number of children in care increase significantly over the last few years. Leicestershire had 617 young people in care in October 2019.

Barnardo's Innovation Partnership – one of our priorities is providing support to young people on the edge of care and in improving sufficiency for those in care. In November 2018 we announced that we were partnering with children's charity Barnardo's in a project to help improve the lives of children and families. The partnership is one of the first of its kind in the UK. It brings together the council's skills with those of a key partner to design and deliver support for vulnerable children and families. The Partnership, which started on 1st December 2018, will provide cost effective outcome focused solutions for Leicestershire children. We were highly commended in the National Go Award in the development of the partnership. In July 2019 it was announced that the council, Barnardos, and Leics and Rutland Sport had been awarded £800,000 to help more than 2,500 children in the county access sport and healthy meals during the summer.

Care Placements Support - as part of the Care Placement Strategy, MISTLE, a wraparound therapeutic support project, has been developed and implemented with Action for Children to support our most challenging young people in care to successfully experience family-based placements and support their stability moving forwards. The dedicated placements support team has been instrumental in targeting improving placement stability for young people living in foster care who present the most challenging behaviour. There has been an expansion of the specialist foster carers scheme and increase in capacity of the independent visitor scheme. Providing children with additional support, mentoring and role models.

Fostering – we aim to ensure that Leicestershire children in care remain locally in the county and to recruit more in-house foster carers. We have been working hard to increase the number of foster carers, recruiting carers for specific groups and to retain carers once they foster.

Adoption - in November 2018 we encouraged people to become adopters and provide children in care with 'forever homes'. 18 children in the county were actively family finding through adoption. In January 2019 we went family finding for 21 children. Our Find out about Adoption event provided an opportunity to learn about the adoption process and talk to current adopters and the team. Events were also scheduled on a monthly basis throughout 2019. On average it takes us 517 days from entering care to adoption – less than the neighbour average of 549 days. Last year we saw a net increase of 9 mainstream and 2 specialist carers and impressive adopter recruitment. Retention of carers remained good.

Unaccompanied Asylum Seeking and Refugee Children - in July 2019 we pledged to offer support to more than 100 child refugees in the next 10 years. We have already taken in 70 young people from Syria.

Corporate Parenting – in June 2019 we agreed a number of recommendations to strengthen the Council's Corporate Parenting Offer following an in-depth review by a Scrutiny Review Panel. The approach includes a new promise to children in care and care leavers. Young people have been central in helping design the document which includes information about the support offered to children looked after by the local

authority, and those who have left care. The development of the promise accompanies a series of measures agreed by partners to support young people in, or who have left, the care system. These include granting council tax relief for all care leavers up to the age of 25 as of April 2019, meaning they now have zero charge, rolling out independent living qualifications for care leavers, which cover valuable life skills such as the management of money, maintenance and cooking, and ring-fencing a number of apprenticeships within the council for care leavers. The authority is talking to local businesses to see if they can offer employment opportunities, such as work experience, apprenticeships and training for young people who have left its care.

Care Leavers – the Leaving Care Team is established and has been working hard to support Care Leavers. In March more than 400 children and young people were presented with a series of accolades at a special celebration of achievement awards at the King Power Stadium. The events recognise individual achievement amongst children in care and care leavers. The events recognise academic success, personal attainment, sporting achievement, community involvement and other individual triumphs. The event included performances by Beacon Voices, the Children in Care Choir.

Homelessness – we provide timely responses to young people who are 16/17 and homeless to support them to remain in their friends and family network. We have worked with housing commissioners to improve the range of options available to ensure individual needs of young people can be flexibly met and to assist transition to adulthood.

Support for Vulnerable Children

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

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

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

EHC Plan Assessments - over the last year we have supported over 4,200 children with Education Health and Care (EHC) plans. This is a significant increase in numbers compared to last year. We have been congratulated by the Parliamentary Under-

Secretary of State for Children and Families on converting all of our statements to Education Health and Care Plans.

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

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

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

Investing in SEND Provision – in December 2018 we agreed to consult on ambitious plans and significant investment to expand existing special schools and units and create up to 15 new SEND specialist hubs. These are small specialist facilities with specialist staff where children benefit from smaller teaching groups and extra help, while still having access to the mainstream school. In addition, the proposals include building four new special schools for pupils with communication, social, emotional and mental health needs. We are expecting a 22% rise in demand for SEND provision in the next five years and don't have enough local specialist facilities. These ambitious plans aim to ensure specialist provision as close as possible to the child's community. A list of the mainstream schools being considered to host the specialist units was published in March 2019. The plans form part of the council's commitment to invest up to £20m in improving SEND provision in Leicestershire.

New Shepshed Special School – in March 2019 we announced that a new special free school would be built in Leicestershire. The Council bid for the 50-place school for children with social, emotional and mental health needs in Shepshed. We are committed to ensuring that SEND provision is available to families across the county, both in the form of special schools and in mainstream schools and as close to their homes as possible.

New Barwell Interaction School - in May 2019 we noted the positive views arising from the SEND development consultation, as well as being updated on work on the creation of a new 80-place communication and interaction school on the site of the former Newlands Primary School in Barwell. We invited expressions of interest from local academy trusts to operate the new school with four received. A shortlist of Academy Trusts will be recommended to the Regional School Commissioner for a final say. Once approval of the successful trust is confirmed, work will start with a September 2020 target date for opening.

Anti-Bullying – we are fully committed to working closely with schools to ensure they have the skills and approaches in place to tackling bullying. In June 2019 special awards were presented to more than 20 schools to recognise their commitment to tackling bullying. The Council presents the award to schools who can demonstrate

that anti-bullying work is carried out throughout the year. Since the Beyond Bullying Awards were launched more than 100 schools across the county have received accreditation. The schools have been supported by the council's anti-bullying team throughout the academic year. The anti-bullying team has also been working in partnership with the City Council to pilot 'No Outsiders' in 8 primary schools. The scheme provides schools with a curriculum promoting equality for all sections of the community. Feedback from schools, parents and pupils has been very positive with plans to roll this out further. Our beyond bullying team has also been busy launching a trans inclusion toolkit in collaboration with the Transgender Centre of Excellence.

Supporting Families and Early Help

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

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

New Children and Families Wellbeing Service – in April 2019 we launched the new Children and Families Wellbeing Service. The new style service focuses on supporting the most vulnerable families in Leicestershire and brings four existing services into one. The new integrated service is delivered from 21 family wellbeing centres across the county and provides targeted support to families in need in a more joined up way. Making the best use of staff and resources. The new 0-19 service will be delivered through drop in clinics, group work and/or casework. We earmarked an extra £2m meaning six more centres would remain open than originally proposed.

Early Help Cases – cases that have an early help family star are tracked, monitoring progress of families across 10 domains. During 2018/19 428 cases were assessed – 74% showed positive progress across 3 or more domains and 55% improved related to wellbeing and 47% related to education and learning. 91% of families who provided feedback scored their support worker 10 out of 10 for doing what they said they would.

Supporting Leicestershire Families (SLF) - SLF helps people tackle a range of issues including drugs, truancy, unemployment, domestic violence, health problems and anti-social behaviour. It is on course to support 3,300 families by 2020 - last year it helped 954 of the families it supported to make positive progress and is in the top 5% of councils nationally. 642 SLF families achieved sustained employment.

30 Hours Child Care – working parents of three and four-year olds across Leicestershire were encouraged to apply for 30 hours funded child care per term. More than 3650 children in the county received the childcare in the autumn and spring terms. More than 6,140 children in the county received 30 hours of funded childcare over the summer term.

Safer Communities

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

Youth Offending – first time entrants to the criminal justice system aged 10-17 was 100 at the end of 2018/19, lower than the 2017/18 figure of 104. The rate of re-offending per young offender was 1.1 offences per offender, higher than in 2017/18 of 0.71. Two young people were sentenced to custody during quarter 4. In June we agreed a new Youth Justice Plan to 2020. Performance against national indicators remains good compared to regional and national trends. In relation to YOS performance the service is 16th out of 141 services nationally.

IMPACT Project – the IMPACT project continues to work with young people involved in Anti-Social Behaviour. The IMPACT team carries out street-based work with young people in areas where ASB has been identified as a problem. The teams undertake work in relation to drugs, knives, sexual health, risks of exploitation on line and on the street. YOS has also worked with the Police and other partners to develop a response to knife crime. A knife crime awareness programme has been developed and is being delivered in schools. Multi-agency work has also progressed to seek to tackle ‘county-lines’ drug dealing activities.

Domestic Violence and Abuse – in November 2018 we joined forces with partners to take a stand against domestic violence. We pledged, to mark White Ribbon day, to campaign against sexism and gender-based violence. Victims of abuse have a number of groups available to offer help and support. In February 2019 we approved a revised delivery model for domestic abuse and sexual violence services following a review of need across the area. The revised delivery model aims to meet increased demand on services. In relation to our First Response Services a specialist resource is in place to deal with domestic abuse notifications since October 2017 and is successfully delivering Operation Encompass through a joint approach with the police. The Partnership arrangements have been strengthened by co-location. The Ofsted focused visit found that the resource had resulted in tangible improvements to the speed and quality of response to domestic abuse concerns and better safeguards for children.

Hate Incidents and Crime – in October 2018 we were involved in a number of awareness raising events across the area to help tackle hate crime. The council operates alternate reporting centres for hate incidents through local libraries. There is also a ‘Stamp IT Out’ website which has online reporting. Leicestershire Police has a dedicated hate crime officer who provides advice and support to those dealing with hate crime and incidents.

Prevent – our Leicestershire Corporate Prevent Group delivers our responsibilities for stopping people becoming involved in or supporting terrorism, in support of the Government’s national Prevent Strategy. The group leads on the departments work on Prevent and associated counter terrorism under the national counter-terrorism strategy Contest3.

Celebrate Safely – the Celebrate Safely campaign aims to reduce complaints about anti-social behaviour, promote better fire safety and encourage people to celebrate Halloween respectfully. By working with partners, we are able to share simple safety messages and help people celebrate safely.

Ask for Angela Safety Scheme – in December 2018 we announced that the Ask for Angela initiative had extended to over 150 locations across the county and Rutland, with increased numbers of pubs and clubs signing up to the scheme. The scheme provides reassurance for members of the public if they are feeling unsafe while out on a date.

Consumer Protection

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

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

Safer Consumer Goods - in July 2019 our Trading Standard's team secured a national level award for their work alongside the Border Force in seizing 683,000 items worth more than £21m of counterfeit and unsafe goods coming into East Midlands Airport over a three-year period. The seizures included electrical goods, toys and cosmetics. The work was recognised with a commendation at the national Regulatory Excellence Awards.

Enforcement of Tobacco, Nicotine and Aerosol – in May 2019 we approved enforcement programmes for the underage sales of tobacco, nicotine and aerosol paint, to reduce the risk of age-restricted products being supplied to children and its impact on health and anti-social behaviour. Activities in 2018/19 included investigation of 54 incidents alleging sales of age restricted products, and compliance visits to 9 retailers regarding tobacco. Test purchase exercises resulted in the seizure of c10,000 illicit products and criminal proceedings in respect of 13 defendants. A series of tobacco roadshows also took place across the county in an attempt to crack down on counterfeit cigarettes. More counterfeit and illicit tobacco products were seized aided by a team of sniffer dogs.

Money Scams – we are at the forefront of local support for the national Friends Against Scams initiative to protect and prevent people from becoming victims of scams. The scheme rolled out by the council's Trading Standards Service aims to inspire action and highlight the scale of the problems of scams. The council signed up to be a Friend Against Scams organisation in a bid to encourage more people to take a stand against scams. In April 2019 residents browsing for holidays were urged to be wary of falling victim to scams. Our trading standards team warned would-be holidaymakers to be on the lookout for holiday scams. Every year the service receives complaints from people who have been scammed. The service also published a range of tips to help would be holiday makers.

Great Communities

We want Leicestershire communities to be thriving and integrated places where people help and support each other and take pride in their local area. Our priority outcome reflects the importance of good quality, thriving communities. We want to support communities to continue to embrace diversity and maintain a strong sense of place, celebrating culture and heritage.

Communities Strategy – in December 2017 we launched an updated version of our Communities Strategy, which sets out our commitment to working together with and supporting communities to make a difference to peoples' lives. We have made significant progress since our first Communities Strategy was adopted in 2014. Thirty local libraries are now being run by community groups and volunteers, and 300 projects have been funded through our SHIRE Grants scheme and our voluntary sector partners have supported a significant number of voluntary sector organisations to deliver projects, services and activities that improve the wellbeing of people in our communities.

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

Social Isolation – there is increasing evidence that loneliness impacts health, wellbeing and independence. In September 2018, we embarked on a project, with our partners in the public, voluntary, private and education sectors, to understand the impact of loneliness and how we can work together to reduce this. In November 2018, a highly successful Loneliness Summit was held, which provided an opportunity to share ideas and good practice, as well as taking steps to develop effective solutions to addressing the challenges associated with loneliness. We have also held various promotional campaigns, including the 'Within Your Gift to Give' campaign in December 2018, which was delivered through a variety of social media channels, encouraging people to take simple steps to reduce feelings of loneliness. More recently, we have undertaken a loneliness needs assessment, which has given us a more in depth understanding of the issues, along with helping us to develop proposals for how we can respond accordingly to the challenges associated with loneliness, by helping people to make connections in their communities.

Oasis Café - wellbeing hub – we have worked with Renew 37 in Hugglescote to bring communities together to reduce isolation. Based at the Oasis Café the project enables people to talk and listen to each other and seek support and guidance.

Social Value – in October 2018 we agreed a new approach to ensure that businesses vying for contracts demonstrate extra benefits they can deliver to local communities. The new Social Value policy approach takes account of a range of social, economic and environmental added value in relation to contracts worth over £50,000. Importantly this will secure wider community benefits for the people of Leicestershire by enabling us to maximise our spending power by leveraging additional resources from our suppliers and providers.

Shire Community Grants - the County Council's SHIRE Grants Scheme awards funding of up to £10,000 for eligible community projects which support those most in need. In 2018/19 78 community projects were awarded SHIRE Community Grants, with a total of £368k allocated. This comprised 44 large grants totalling £311k and 34 small grants totalling £57k. The Well, a community outreach café which offers friendship, warmth and safety and runs monthly dementia cafes and free legal advice and counselling sessions was awarded a SHIRE community grant to help continue their work into 2019. Hospice Hope, a North West Leicestershire based charity opened a new café supporting people with life-limiting conditions, thanks to a SHIRE grant. The new café in Castle Donington will support those suffering from life-limiting conditions in the local area. Local, accessible amenities and support are important in building strong communities.

Soft Touch Arts received a grant to run a series of creative arts workshops for young people at risk of or currently involved in anti-social behaviour. Blaby Mind Matters was offered funding towards the running costs, activities and room hire for a community-based, user-led mental health support group. Helping Hands, a debt advice agency in South Wigston, was awarded funding to host a Specialist Welfare and Debt Advice Outreach Worker, to provide advice and support specifically for people attending foodbanks in South Leicestershire. The number of visits to the Leicestershire Communities website has increased significantly over the past 3 years, reaching 10,932 during 2018-19.

Carillon Wellbeing Radio – March 2019 saw the launch of a new radio station, Carillon Wellbeing Radio. The station is a new community radio station for Health and Social Care in Leicestershire and takes hospital radio out of the wards and into people's homes and NHS premises. County Council support has focused on stakeholder engagement, communications and grant aid.

Changing Places - a grant scheme has seen 12 enhanced toilet facilities installed in public spaces and attractions across Leicestershire to meet the needs of people with multiple and profound disabilities. Over the last five years more than £170,000 in Shire Changing Places grants has been allocated to local businesses and organisations to ensure enhanced toilet facilities are available to residents and visitors to the county. The 12 facilities can be found in various locations including leisure centres and museums. The county's latest Shire Changing Places grant funded toilet was opened at Twycross Zoo earlier this year. Changing Places toilets are designed to meet the needs of people with profound and multiple learning disabilities, as well as other serious impairments such as spinal injuries, muscular dystrophy, multiple sclerosis or an acquired brain injury.

Social Enterprises – the Cooperative and Social Enterprise Development Agency (CASE) provide a social enterprise support service across Leicestershire. In 2018-19 CASE supported over 60 existing and emerging social enterprises to develop their businesses through help with: strategic planning; partnership links; developing robust income streams and accessing other sources of funding. As a result of CASE's input, 148 jobs were created or saved in the social enterprise sector.

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

and more effective delivery of services by community groups. The service brings together commissioners and sector groups in information, advice and learning events (attended by over 600 delegates in 2018/19), provides advice and support around topic such as governance, group development and funding and promotes, develops and supports volunteering (helping develop and promote over 1,000 volunteer opportunities in 2018/19).

Volunteering – we continue to encourage and support people to volunteer, to help their communities, meet new people and learn new skills. We have supported Volunteer 4 Good which aims to get people aged 50+ more involved with local environmental projects. Our volunteering officer supported more than 500 volunteers of all ages and has been a pioneer in developing new opportunities for people with hidden disabilities. In February 2019 volunteers from across Leicestershire were recognised by the Chairman of the Council. Community groups and organisations were asked to nominate their outstanding volunteers who were invited to receive an invitation to a reception at Beaumanor Hall. Organisations including the British Red Cross, Century Theatre and the Samaritans had their efforts recognised.

Parish and Town Councils - the Council, in partnership with Leicestershire and Rutland Association of Local Councils, has continued to support Parish and Town Councils in their role as community leaders and as providers of community managed services and activities. At our annual Conference in July 2018, delegates had the opportunity to have early discussions about the development of a 'devolution framework', to cement our future working relations with the sector. Three further workshops have taken place, which have informed a set of principles for future working arrangements.

Our quarterly meetings with Parish Clerks continue and have been strengthened with input and attendance from Environment and Transport staff. 'Highways Surgeries' were offered immediately after the February 2019 meeting, giving Clerks an opportunity to speak with staff about specific issues they were experiencing in their Parishes.

Snow and Flood Warden Schemes – working with parish and town councils we encourage people to sign up to our Snow Warden Scheme to help keep the county moving. The Snow Warden Scheme provides an arrangement for clearing key local footpaths during prolonged severe weather. The volunteers are an invaluable resource who make a difference in their communities. We also have a similar flood warden scheme helping communities prepare for and respond to flooding incidents.

Neighbourhood Planning - Neighbourhood Plans are unlike other formal planning policy documents in that they are designed to be prepared by communities. Neighbourhood Plans vary in content and detail and are able to cover a range of planning issues or focus on a single topic of importance to the community. These planning policies are then used to assess planning applications. In Leicestershire there are now 123 active neighbourhood planning groups which have produced 36 Adopted Plans and 65 Designated Areas. There are 236 members signed up to the County Council's Neighbourhood Planning Network and the neighbourhood planning pages of the Leicestershire Communities website are a popular source of information.

Equalities - the Council has performed well in equality benchmarking schemes. In February 2019, the Council was named as one of the best local authorities for tackling anti-LGBT+ bullying and celebrating difference in schools. Leicestershire was ranked third in Britain in the Stonewall Education Equality Index – the highest ranking to date. The index benchmarks success in tackling homophobia, biphobia and transphobia in schools and supporting LGBT young people and reflects the hard work put in by the Council's anti-bullying team including supporting schools to achieve the Beyond Bullying Award.

Also, in February 2019, the Council was listed in the Stonewall Workplace Equality Index Top 100 for the 10th consecutive year and improving its position by 17 places since 2018 to 62nd as the fifth highest local authority overall, second highest local authority in the region and second top county council. Both the Education and Workplace indices are promoted by Stonewall, Britain's leading lesbian, gay, bi and trans equality charity. The Council developed a Trans Equality Policy in July 2018 to give managers and Trans employees practical information on support processes available to them in the workplace as well as promoting Trans inclusivity and protection from discrimination when delivering services.

Work to support other equality strands included a 'Valuing Differences' engagement and staff survey in July 2018 to improve the experience of staff with disabilities. Following the survey, a working group was established to identify relevant actions including collaborating with local organisations that support people with disabilities into work, providing targeted disability awareness training and guidance materials for managers and an accessibility audit of County Hall facilities which was carried out by an independent disability charity.

Equalities Challenge Group - Leicestershire Equalities Challenge Group (LECG) is a partnership of organisations and individuals across Leicestershire who have a strong commitment to equalities. The key purpose of LECG is to support the Council to comply with its Public Sector Equality Duty and enhance understanding of how Leicestershire communities of interest perceive the impact of service development and changes. The Group has recently been involved in reviewing proposals for the Fee Review in Adult Social Care, chapters of the Joint Strategic Needs Assessment and the proposals for a Unitary Authority in Leicestershire.

Leicestershire Inter Faith Forum - through the Leicestershire Inter Faith Forum, which is affiliated to the Inter Faith Network (UK), the Council is working with local faith organisations to facilitate inter faith dialogue and enable action within local faith organisations to support community inclusion. Meetings were held in December 2018 and April 2019 with Forum members to identify topics and work for future collaboration including an annual conference planned for October 2019. The Forum was also represented by the Council at a Local Practitioners' Day hosted by the Inter Faith Network (UK) in Bradford in October 2018; these events enable sharing of best practice between local faith and belief communities, local authorities and bodies of interest.

Holocaust Memorial Day - in January 2019 we hosted a public event to mark Holocaust Memorial Day, an internationally recognised day of remembrance for victims of the Holocaust, as well as for the loss of life in subsequent genocides in Cambodia, Bosnia, Rwanda, Darfur and elsewhere. It is also an occasion where the Council affirms its commitment to tackling prejudice, racism and discrimination in all its forms.

Lord Lieutenant's Awards - in May 2019, a group of remarkable young people joined the Lord-Lieutenant of Leicestershire at his annual awards ceremony. The awards event, hosted by the Lord Lieutenant at County Hall, Glenfield, celebrates the achievements of young people across Leicester and Leicestershire. The finalists, shortlisted in each of four categories, were recognised for showing remarkable levels of dedication, going above and beyond to help others and for outstanding personal achievements. The awards are sponsored by a variety of organisations offering services to young people, including Leicestershire County and Leicester City Councils, together with universities and the business community. They seek to identify and reward the very best examples of achievement by young people locally.

Emergency Management - our aim is that Leicestershire communities are resilient to emergencies. In October 2017 a series of free virtual events were held to encourage people to prepare for a crisis. The events allowed people to put questions to emergency planning experts. 30-minute sessions tackled topics ranging from preparing your family home to protecting your business from cyber-crime. This was part of a week-long campaign run by LLR Prepared, the local forum which brings together police, fire, councils and other agencies across Leicester, Leicestershire and Rutland to protect residents and businesses in an emergency. The number of Community Response Plans established increased to 28 during 2018/19, and a further 22 communities have expressed an interest in developing a plan.

Great Communities – Libraries, Heritage and Culture

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

Smart Libraries – smart library technology was introduced in April 2019 at libraries at Ashby de la Zouch, Birstall, Blaby, Broughton Astley, Coalville, Earl Shilton, Glenfield, Hinckley, Loughborough, Lutterworth, Oadby, Shepshed, Syston and Wigston. This enables customers to access and use library services without staff being present and has increased public access across the venues by over 400 hours per week. Loughborough library has also been refurbished and seen additional adult learning classrooms installed.

Community Managed Libraries – over 30 sites continue to be managed by local communities. A celebratory event was held in September 2019 to recognise the valuable work that local communities have undertaken to sustain the Counties library network, and to enable best practice to be shared.

Record Office of Leicestershire, Leicester and Rutland – work has begun on plans to re-site the current archive in Wigston Magna to a new location on the County Hall Campus. This will enable the storage capacity of the archive to be sustained over the next 25 years and create a new public space for people to explore their own past together with researching the archival riches of the County. ROLLR achieved the newly introduced National Archive Accreditation in 2018 making it one of 4% nationally to have achieved this.

Watermead Country Park - we have worked closely with the City Council to develop stronger links to raise the profile of Watermead Country Park as a top visitor attraction. More than 50 new signs including interpretation boards are in place on the site which covers more than 350 acres. We have a shared vision for Watermead which attracts significant numbers of visitors, boosting the local economy and health and wellbeing. In November 2018 we launched an initiative to build a footbridge and cycleway across the River Soar near Thurmaston. The project would be a significant step in the quest to connect the south section of Watermead with the north section. Improving cycling and footpath access will also encourage more sustainable transport. Construction is aimed to be completed by Summer 2020.

Beacon Hill Park Café – in July 2019 we released images of how the new café at Beacon Hill Country Park would look. Work started on the new café in February 2019 and a Leicestershire-based building firm worked over the six months to design and build a café that compliments the park's natural surroundings and landscape. The café opened in July 2019 and aims to become a plastic-free, zero waste hub for community events and recreational activities.

Snibston Park Plans and Open Day – in September 2019, as part of the Hello Heritage Festival, the public had access for the first time in 4 years to Snibston Mine, a scheduled monument of national importance. This included guided tours, former miners telling their stories of life as a miner and a display of local heritage. There was also the chance to see and discuss the future plans for Snibston Park. The plans aim to redevelop the park and make it an asset for the community which is rooted in the site's mining heritage.

Bosworth Battlefield Heritage Centre – in October 2018 an exciting new family zone opened at Bosworth Battlefield Heritage Centre. Aimed at children between the ages of 0 to 8 the Discovery Zone has been designed to make history fun and entertaining. The zone also offers a relaxing space for children with a range of disabilities. In December Bosworth was presented with the nationally-recognised Sandford Award for its outstanding education programme. The award acknowledges excellence in educational provision.

Bosworth Medieval Festival - in August 2019 an action packed medieval festival was held where visitors were able to recreate the Battle of Bosworth. New additions included falconry displays, medieval cooking and food tasting, roving jester, king's executioner and medieval puppet show. Bosworth was named as one of the 10 most important sites in England's history as part of a national campaign.

Ashby Canal – in May 2019 we began consultation on proposals to transfer part of the Ashby Canal route to a charity. In September 2019 we agreed to the transfer of part of the Canal route between Snarestone and Measham to the local charity. The plans need the approval of Defra and we are submitting the necessary business case. We are looking to transfer ownership so that further restoration of the canal can be progressed in the future.

Harborough Highlights – in December 2018 an online interactive resource was launched allowing people to browse through Harborough Museum's fascinating collection of photographs and audio clips. The project also gives visitors the chance to contribute to the collection by sharing stories, photos, comments and videos. The online resource is based on an interactive mapping project created by volunteers. An exhibition at Harborough Museum on the world of Ladybird Books in the 1970s and 1980s also proved a big hit pulling in 2400 visitors in its first few weeks of opening.

Melton Carnegie Museum – in June staff at Melton Museum were celebrating after being praised in a Visit England assessment under its Attraction Quality Scheme. The mystery shopper singled out several areas for praise including the Palitoy exhibition, new map and top 10 things not to miss and new museum website. The assessment found that the quality of interpretation was commendable and aimed at a wide audience with sensory experiences enlivening the interpretation to enhance the overall experience. The museum has seen a 13% increase in visitor numbers in the last year.

Tourism Awards – three county attractions were shortlisted for tourism awards in November 2018. Bosworth Battlefield Heritage Centre, the 1620s House and Garden and the Century Theatre, all run and managed by the Council were selected for the Tourism and Hospitality Awards 2018. This recognises the quality of the venues and the events they host and the hard work put in by staff and volunteers. Bosworth Medieval Festival was recognised as the Best Festival and Century Theatre as Best Team at the awards.

1620s House & Garden – saw an initiative for young volunteers aged 11-16 who are on the autism spectrum shortlisted for a prestigious national museum and heritage award. The scheme was developed by the council's heritage volunteering team. The site also secured 2 years of funding from Arts Council England for Project Enlightenment. This project will enable collaborations between the historic house, local schools, young people, families and artists to draw on the arts and sciences to create exciting new activity and learning programmes for the house.

Green Plaques – our green plaque awards recognise and celebrate people and places which have made an important and enduring contribution to the county. In September 2018 a green plaque was unveiled at Ravenstone Hospital Almhouses in honour of a Crimean war nurse. A green plaque in honour of Melton's Drill Hall where troops departed to fight in the First World War was unveiled in November 2018. The site where a Loughborough lace factory once stood was honoured in February 2019. The Heathcote and Boden lace factory stood in Market Street and played a vital role in the development of the lace industry through new bobbinet machines, but also has a place in history after it was attacked by a group of Luddites in 1816, destroying 55 machines. In June 2019 a plaque was unveiled in Kibworth in honour of John Kenney, a Leicestershire artist who created illustrations for Thomas the Tank Engine books and more than 30 Ladybird titles. In August a soldier from Hugglescote who also wrote poetry in the trenches was honoured. Following his return, he became headmaster at Snibston Primary School and continued to write and publish poetry.

Armed Forces Covenant – the Council continues to be committed to the Armed Forces Covenant which works to make sure that current and former armed services personnel their families, reservists and veterans get the same access to services as the civilian population. Last year we launched an Armed Forces Network to provide support to council employees who are members of the armed forces family.

World War 1 Centenary Remembrance Events – our Environment and Transport Department supported numerous organisations holding Remembrance Parades and other events in the centenary year. We provided support to over 60 events with everything from signs and cones, to advice sessions for volunteer traffic marshals. In addition, over 300 Council vehicles proudly displayed a poppy in support of the British Legion to help raise public awareness of all those who have served. The County Council paid its own tribute in November 2018 at a short service at the Stand Easy Memorial. There was also a special service at Leicester Cathedral with more than 400 in attendance which concluded work to mark the centenary.

Great Communities – Environment and Waste

Our aim is to ensure that we protect our environment by sustainably managing our natural resources. We also aim to enhance the environment across the county and improve the quality of life of residents.

Environment Strategy – in July 2018 we approved a new Environment Strategy covering the period to 2030 and an associated three-year Action Plan. To date over £21m has been invested in significant projects across the county which have direct and indirect environmental benefits including converting the street lighting to LED bulbs, installation of solar panels and the installation of a biomass boiler at County Hall. Under the new strategy we aim to minimise our environmental impacts and contribute to the improvement of the wider environment through local action. We will also continue to play a significant role in protecting and enhancing the environment of Leicestershire, meeting the challenges of climate change and seeking to embed environmental sustainability into both social and economic development in the county.

The Strategy consists of 15 aims, and a number of high-level targets, covering climate change, waste, water, energy, transportation and environmental performance. Key aspects of the Strategy include empowering communities, residents, the public sector and businesses to become resilient to climate change alongside the council's commitment to reduce its own impact on the environment. Targets include a 38% reduction in carbon emissions by 2030 (against a 2016/17 baseline), an increase in the level of low carbon and renewable energy generated on council land and properties to 15% by 2021 and increasing the proportion of less polluting and more efficient vehicles in our fleet and reducing business mileage. As part of the UK100 campaign we have pledged to use 100% clean energy by 2050.

Climate Emergency Declaration – in May 2019 we declared a climate emergency and committed to become carbon neutral by 2030 for our own operations, to work with others and to lobby government to make the wider 2030 target possible and to limit global warming to less than 1.5 degrees. In September 2019 we agreed new proposals to begin to implement our commitment to become carbon neutral by 2030. Rolling out a 'green' fleet, running electric park and ride buses and creating one of the first zero-carbon industrial estates in the UK are among our plans to tackle climate change. We are investing £450,000 of seed funding to kick-start work on wide-ranging plans. Switching to a green electricity tariff, launching a major tree planting programme and working with developers and others to build 'green' new homes are also being considered. We will be updating our Environment Strategy and Action Plan to reflect these new commitments.

Reducing Greenhouse Gas Emissions – through our Corporate Energy Strategy we have seen £0.2m extra investment this year in upgraded lighting, boilers and heating controls at county council premises. We have seen real change and initiatives such as LED street lights and solar panels have enabled us to cut our CO2 emissions by over 60%, reduce our wider greenhouse gas emissions by 55% and halve the amount of office waste we produce.

100% Clean Energy – in May 2018 we committed to using 100% clean energy by 2050 by becoming signatory to the UK100 campaign. Aiming to ensure that energy will come from renewable sources such as wind, water and solar power and not from fossil fuels. We will be changing to a 100% renewable electricity tariff from October 2019. Pledging our support to the campaign means we can work with communities and businesses in the county to change to a low carbon economy, which will help to secure an environmentally sustainable future.

Green Energy and Solar Farm - in April 2018 we unveiled innovative proposals for a solar farm and industrial units to generate green energy and almost £1m a year for council services. The plan involves creating a renewable energy facility and 14 workspaces for businesses on land off the A6 north of Quorn. Each year the site would produce 10 megawatts of electricity - enough to power 3000 homes – and generate £940,000 for the council to invest in frontline services.

Fosse Energy – we want to ensure that people in our communities can easily heat their homes using a sustainable source that's affordable. From November 2018 county and city residents were able to sign up to buy green energy from a not-for-profit company that aims to provide some of the cheapest gas and electricity. Customers selecting Fosse Energy's green energy tariff get electricity that is certified as being sourced from UK-based wind and solar generators. All four tariff options provide for 100% renewable electricity. In July the service had 677 customers with 1212 meters on supply. For customers who have not changed supplier recently there is likely to be a considerable saving. A new marketing campaign has been launched with poster sites, Leicestershire Live and park and ride buses. Promoting the services 100% renewable energy and not for profit status.

Electric Vehicle Charging – electric vehicle charging points have been installed at five locations – County Hall, Croft and Mountsorrel Highways Depots, Loughborough Technology Unit and Coalville Business Unit. The charging points are available to visitors and staff, providing cheap charging rates for electric vehicles.

Climate Change Grants – in September 2018 we encouraged community groups to apply for the latest round of Shire Climate Change grants. Grants of up to £5,000 are available through the scheme to help groups and organisations reduce their carbon emissions by improving the energy efficiency of community buildings. Groups which have already been supported include Syston Town Council and Fearon Hall community centre in Loughborough, which received funding to install LED lights and a new boiler. Funding can not only improve energy efficiency but also improve facilities for local residents. From November 2019, this grant scheme will be replaced by the Shire Environment Grant scheme which will provide funding to projects that not only reduce carbon emissions in the community but also projects that tackle climate change, improve and protect biodiversity and prevent and reduce waste.

Tree Planting – trees make a huge contribution to keeping our air clean and providing habitats for wildlife. In November 2018, farmers and landowners were urged to apply for free trees to help improve Leicestershire's landscapes. The trees aim to replace those that have been removed or under threat from disease. Up to 15 new trees along with planting items were available. The Free Tree Scheme shows commitment to enhancing the county's landscapes.

Landscape Study Prize – in the Landscape Institute Awards 2018 the Leicestershire Landscape and Green Infrastructure Study was highly commended. The study provides a robust evidence base to allow planning authorities to be proactive in maximising green infrastructure opportunities in future development.

Clean Air Day – air pollution can have serious negative effects on people’s health. In June 2019 we pledged to support Clean Air Day as part of the council’s commitment to become carbon neutral by 2030. We have already made changes across our operations to reduce carbon emissions by 69% but there’s more to do and we want to lead the way when it comes to improving air quality in the county. We continue to support park and ride sites, bike-ability course, travel planners and an active travel reward app to help reduce emissions as well as active travel activities and initiatives for staff.

Waste Management

Resources and Waste Strategy – the National Resources and Waste Strategy was released in December 2018 and sets out how the Government will preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. During 2019, we have responded to a number of government consultations including consistency in household and business recycling collections in England, a Deposit Return Scheme and Extended Producer Responsibility for packaging.

Waste Education - in January 2019, we provided theatre sessions to schools with the aim of inspiring the next generation of recyclers to think about reducing, reusing and recycling and to encourage more sustainable behaviours. We offered 50 two-hour sessions to all primary schools in Leicestershire who received an interactive and fun workshop. We also offer free educational workshops, activities and talks to community groups in Leicestershire.

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

Food Waste Prevention – we continue to promote the Love Food Hate Waste campaign in association with WRAP (Waste Resources and Action Programme) and its national campaign, including the #Spoiled Rotten campaign which is encouraging people to buy only what they need to help reduce the 7.1 million tonnes of food wasted every year in UK homes.

Community Kitchens - the community kitchen project is designed to get people thinking about the food they throw away and how this can be prevented. Led by local volunteers the sessions teach residents new cookery skills. In addition to cutting waste and saving money, the project aims to improve nutritional awareness and healthy eating. The classes also provide a safe space to socialise with others. During 2019 we continued to provide funding to 3 kitchens in Barwell, Earl Shilton and Wykin and continue to seek new kitchens to support.

Recycling – in September 2018, the Council teamed up with Recycle Now as part of Recycle Week to build awareness of and encourage increased participation in recycling behaviour. The council's waste initiative team joined with district councils across the county to provide recycling tips and advice. In August 2019 we launched a new campaign focusing on reducing the amount of contamination in recycling bins. During 2018/19, 5,500 tonnes of material placed in recycling bins in Leicestershire were rejected due to the presence of incorrect items such as disposable nappies and food waste spoiling good quality, recyclable material. We want to recycle as much as we can and aim to increase the 45% recycled to 50%. The council is working with the district councils to improve recycling output with the help of clear information and advice as part of our new campaign.

Shire Recycling Grants – in September 2018 and June 2019 organisations were encouraged to apply for a recycling grant of up to £3,000 for community-based projects to deliver local waste prevention, recycling or composting activities. The grants aim to help to reduce household waste, divert waste from disposal and make the best use of recycling, re-use and composting in a cost-effective way, while bringing Leicestershire communities together. From November 2019, this grant scheme will be replaced by the Shire Environment Grant scheme which will provide funding to projects that tackle climate change, improve and protect biodiversity and prevent and reduce waste.

Real Nappies – the average child will need 5,000 to 6,000 nappy changes before potty training is complete. We offer a free reusable nappy trial kit to Leicestershire residents to reduce the amount of disposal nappies which make up approximately 6% of the household waste bin. The kit contains a variety of different nappies along with wraps and liners and allows the opportunity to see which nappies suit best over a period of four weeks.

Recycling and Household Waste Sites – the Council provides 14 sites across the county. A programme of works at the Recycling and Household Waste Sites and Waste Transfer Stations (WTSs) has continued to ensure ongoing environmental compliance and efficient service provision. This includes improvements at Loughborough WTS and a range of preparatory work for future projects. In December 2018 our Loughborough site reopened ahead of schedule following essential maintenance work.

Waste Treatment - the authority has become a shareholder in an Energy from Waste (EfW) facility. As a shareholder we have secured increased waste treatment capacity which will increase the resilience of the waste management service, allow us to treat more waste rather than landfill it and realise a significant financial saving of over £0.5m by 2020. A 'bulk haulage' contract has also been procured which aims to increase flexibility for the haulage service by moving waste from the County Council's WTSs more efficiently, allowing us to react to changes in service provision and to realise further savings in the future.

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

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

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

Corporate Asset Investment Fund – in September 2018 we approved a new Corporate Asset Investment Fund Strategy. The Strategy sets out the basis on which we propose to invest some of our financial resources with the aim of generating income to support front line services. The Strategy was updated in 2019 to reflect the Declaration of a Climate Emergency by the Council and so future developments will be energy efficient with a low carbon impact. In September 2019 we reported on the progress of our Corporate Asset Investment Fund. Figures show that we generated £6.9m over the last 12 months – an increase of £4m in two years. Our property portfolio now totals £145m, compared to last year’s £102m – a 42% increase. It includes LUSEP, Apollo Business Park, Airfield Business Park and plans to build a 62-acre solar farm producing clean, green energy. Money raised through the fund is used to support the provision of front-line services.

Commercial Services – given the scale of the financial challenges facing the Council we approved a new Commercial Strategy in June 2018 and considered progress against the strategy in June 2019. Leicestershire Traded Services contributed a surplus of £1.6m in 2018/19 against a £2m target. With better than expected sales performance in school food, HR, health and safety, soft facilities management and traded premises officers but lower performance than target for sites development and Beaumanor Hall and Activity Park. However, the growth and acquisition of new customers continued in most areas. Significant commercial support has been given to the establishment of the Children’s Innovation Partnership and the Social Care Investment Programme and the opening of the new café in Beacon Hill.

Strategic Property – our Strategic Property Services continue to proactively manage all property and land to ensure that the council has the property it needs to support service delivery in the most effective and efficient way, supporting performance improvements and increasing productivity. Recently the role played by the council’s asset investments has increasingly supported housing, infrastructure and economic development.

Workplace Strategy – our Workplace Strategy sets out how the Council will maximise the use of its property portfolio and reduce operational property costs. Savings are progressing through the rationalisation of our use of satellite offices and increasing usage of County Hall, as well as the potential to rent out further areas of the building.

Digital Strategy and ICT - we aim to provide more efficient and effective services and better outcomes by promoting innovation and digital ways of working. We launched a range of innovation pilots in summer 2018 and created a new 3i environment for innovation, Digital Academy and Incubation Team. Recent developments include 'Eventbrite' automated booking for 273 events supporting income of £185k, new helpdesk automated tech tips driving channel shift, testing of RPA virtual workers which identified the need for point solutions rather than a strategic platform, testing of chatbot technology, tech on demand project, and new digital collaboration meeting rooms and Office 365 collaboration space. The pilot Incubation Team is now established and a more agile approach to digital improvements implemented. Feedback from Gartner shows Leicestershire is well placed digitally with a stable platform to build on.

Investment in the ICT infrastructure of £2m has been made, including replacement of the Geographical Information System, wireless area network and introduction of public wi-fi at county hall, new storage area network and rollout of Windows 10 and Microsoft Office 365 to all council users. The Oracle 'Fit for the Future' replacement project is also progressing.

Business Intelligence – our Business Intelligence Strategy sets out our vision for making the best use of our data assets and for embedding evidence-based decision making throughout the organisation. Good progress has been made in delivering the strategy and we have improved both our data management and visualisation of data through Tableau dashboards. We now provide daily data to support the delivery of front-line services as well as producing insight to inform strategic decision making, planning and commissioning. We are now refreshing the BI Strategy to set out our aspirations for the next three to four years building on the strong foundations that are in place.

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

Every two years we undertake a staff survey. Over the past few years we have seen satisfaction in most areas improve with a rise in the numbers filling in the survey. 2019 saw a 54% response rate. 94% said that the Council is a good employer – a rise of five percentage points since 2017. There were also very positive responses to 'I believe the council is committed to equality and diversity' 93% and 'I feel trusted to carry out my job effectively' 92%. Those who agreed that stress at work is not a problem rose again to 63%, but this still highlights that there is a high percentage of staff that don't agree. The results will feed into a variety of actions for improvement.

Earlier in the year the Council launched a new support programme for all employees. The Employee Assistance Programme (EAP) provides confidential telephone counselling and self-help. The EAP works alongside the current counselling service and provides free services 365 days a year.

Staff Wellbeing - the number of days lost to sickness absence during 2018/19 was 9.59 per FTE. This is a small improvement on the previous year but remains higher than our target. Work continues on the implementation of an Attendance Management

Action Plan. The number of referrals to the staff counselling service has also increased with 1,585 counselling sessions provided during 2018/19.

Financial Planning and Strategy – our strong financial management and budget planning and control continue to underpin our delivery arrangements. In December 2018 major plans to help unlock an extra £14m for public services across the city and county were announced with the area one of 15 chosen to pilot 75% business rates retention – rather than the current 50%. The money is contributing to reducing demands on children’s social care, developing more online and redesigned services, reducing the cost of homelessness and boosting new jobs and the economy through contributing to road infrastructure and improvements to town centres. The pilot unlocks an extra £6m for the County Council.

Investments in this year’s budget include £5m to support the rise in people needing adult social care, £6m to support the growing number of children in care and increased assessment and support for SEND and £1m to improve transitions between children’s and adult’s social care. Our capital programme includes investments in a relief road for Melton and other highways schemes, creating new school places, developing supported living for adults with disabilities and rolling out superfast broadband.

The annual audit process found that the Council continued to face financial uncertainty, but, having tested the risk management process and considering the level and management of reserves it was regarded as being in a strong position to withstand such uncertainties in the short to medium term.

Productivity – in November 2018 the Council was named as the most productive council in the country for the second year in a row. The council retained top spot in the 2018 table compiled by consultancy firm iMPower. This shows that the Council is delivering value for money for residents.

Overview and Scrutiny - our cross-party Overview and Scrutiny function has been busy scrutinising issues across the whole range of services we provide. The level of public interest in its work has been positive and on a number of occasions it heard representations from members of the public. The Scrutiny Commission’s agenda included the review of the County Council’s proposals for a unitary structure of local government for Leicestershire. It also sought to influence proposals for growth such as the Strategic Growth Plan and the bid to the Housing Infrastructure Fund. With regard to social care, we supported proposals to develop a capital investment plan for adult social care accommodation-based support services and considered proposals to decommission the Care Online Service.

The Children and Families Overview and Scrutiny Committee monitored progress against the Ofsted Continuous Improvement Action Plan, considered an evaluation of the ‘Family Wellbeing Service’ and challenged over issues relating to school admissions and appeals. The revised Environment Strategy, Waste Disposal Authority Plan and Passenger Transport Policy have also been considered by the Environment and Transport Overview and Scrutiny Committee.

In relation to health, we reviewed the provision of community health services in both Ashby and the Hinckley and Bosworth area. We also considered the impact of winter on the health service and scrutinised a number of initiatives led by the Director of Public Health including the new model for an integrated lifestyle service, the suicide prevention programme and the ‘RUOK Today?’ programme.

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