

# Working together for the benefit of everyone

Leicestershire County Council's  
Strategic Plan 2018-22





## Foreword by Nick Rushton, Leader of Leicestershire County Council

Leicestershire County Council remains one of the best performing Councils in the country, despite its very low funding position. We have changed the way we do things: we've employed new technology and more commercial approaches, made great strides against our commitments as a green council, kept tight control of our finances, in a time of reducing resources and increasing demand for our services, whilst maintaining good relationships with our partner organisations to deliver the best outcomes for the residents of the County. The future remains uncertain but brings with it challenges and exciting opportunities for all of us.

The County Council declaration of a climate emergency and the commitments it has made to achieve carbon neutrality for its own operations by 2030 and to work with others to reduce the County's emissions to keep global temperature rise to below 1.5°C, present a significant challenge and opportunity. We want to lead the way in creating a clean and green future which will bring economic, social and environmental benefits.

The County Council has developed this Strategic Plan by focussing on the things that will make life better for people in Leicestershire. We have developed a "shared vision" across the Council that we want people to experience in their daily lives. A clear vision for our place and its people will strengthen the Council's leadership role. It will enable the Council to have a more joined-up approach to service delivery.

In developing this vision, we have made a commitment to working together across different services and with other agencies, to make best use of all the resources available. By investing in local priorities, we aim to deliver real and lasting benefits for Leicestershire and its residents and the best value for the Leicestershire pound.

The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire. The Council alone cannot deliver all the change that will be needed. We will need to work together to make life good for everyone in Leicestershire. We need our residents to share responsibility for their communities and take care of themselves and plan for their future – some people can do this by themselves, others will need help from the Council. Through collaboration with our partners to coordinate and integrate our plans, we hope to make the maximum impact on the most pressing problems that we face and celebrate and build upon what is good about this great county.

This Strategic Plan describes the Council's overall policy framework and approach. As well as outlining the Council's vision and priorities for the County and the organisation, it also includes a high-level overview of several strategies which provide the detail on how we plan to deliver positive change for Leicestershire, in line with these high-level commitments.

This vision has been informed by evidence of the current baselines and trends for Leicestershire, what residents and businesses have told us is important to them. It also reflects existing partnership commitments and national statutory requirements and measures.

I welcome your engagement with and support to meet these challenges. If you wish to feedback any improvement suggestions or ideas on how we can deliver services differently and more efficiently to reduce costs, then please let me know at [leadersoffice@leics.gov.uk](mailto:leadersoffice@leics.gov.uk)

*Nicholas Rushton*

# Introduction

This Strategic Plan describes the Council's overall policy framework and approach. As well as outlining the Council's vision and priorities for the county and the organisation it also includes a high-level overview of a number of strategies which provide the detail on how we plan to deliver positive change for Leicestershire in line with these high-level commitments.

The County Council has developed this Strategic Plan by focussing on the things that will make life better for people in Leicestershire. We have developed a shared vision across the Council of the County we want people to experience in their daily lives.

A clear vision for our place and its people will strengthen the Council's leadership role. It will enable the Council to have a more joined up approach to delivery.

In developing this vision, we have made a commitment to working together across different services and with other agencies to make the best use of all the resources available. By investing in local priorities, we aim to deliver real and lasting benefits for Leicestershire and its people and the best value for the Leicestershire pound.

The outcomes are aspirational and seek to outline the end results that we want to see for the people of Leicestershire. The Council alone cannot deliver all the change that will be needed. We will seek to understand in depth the issues where it is the lead organisation or has significant influence to drive positive change. Through collaboration with our partners to coordinate and integrate our plans and outcomes we hope to make the maximum impact on the most pressing problems that we face and celebrate and build on what is good about this great county.

This vision has been informed by evidence of the current baselines and trends for Leicestershire, the council's declaration on climate change and commitment to be a green council, existing partnership commitments and national statutory requirements and measures.



## The Council's Vision: Working together for the benefit of everyone

**The Council is here to make a positive difference to the lives of Leicestershire people. This vision captures what the Council wants for Leicestershire and what type of organisation it strives to be over the next 20 years.**

We want Leicestershire's economic prosperity to support resilient clean growth that creates the best life chances for all. Leicestershire is a place where people are well and safe, living in a healthy environment as part of great communities where people enjoy life and work together enhance their local area. There is a good supply of quality, sustainable homes that provide maximum independence and are affordable to own and run.

The Council wants to remain a sustainable and successful organisation leading modern, highly effective services.

We will be a carbon neutral organisation by 2030, use natural resources wisely and contribute to the recovery of nature. We are a green council and as a key place leader, we will work with our partners, to deliver our ambitious environmental goals. We will nurture strong, transparent, and trusting relationships with our partners, customers and communities to improve people's lives - now and in the future.

# The vision: Great outcomes for Leicestershire

The Council has developed **strategic outcomes** that we think are essential for good quality of life in Leicestershire. These set out our aspirations for our people and place, describing the results we want people to see and experience in their daily lives. These outcomes are drawn from conversations with stakeholders inside and outside the Council to shape the priorities.

Taking an outcomes approach will mean focusing on the difference the Council wants to make, rather than on the things we do as an organisation. Successfully achieving these outcomes will require close and effective partnership working with individuals, business, other organisations, communities and national government.



## Strong Economy

Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth



## Wellbeing and Opportunity

The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.



## Keeping People Safe

People in Leicestershire are safe and protected from harm.



## Great Communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.



## Affordable and Quality Homes

Leicestershire has a choice of quality, sustainable homes that people can afford.

The Council will focus on some more specific areas to deliver its contribution against these wider aims for the County. These are the issues where we have a statutory responsibility, leading role or where we can act as a key influencer or coordinator to support and enable activity across the county by providing local leadership. These **supporting outcomes** provide more detail on where the Council is targeting its resources.

# The Vision: What success looks like

**This section describes the results we want to see in Leicestershire and the focus for the Council.**

## Strong Economy

**Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth**

- Leicestershire has a highly skilled and employable workforce
- Leicestershire has the right infrastructure for sustainable clean growth
- Leicestershire is an attractive place where businesses can flourish

This outcome will focus on ensuring there is a thriving, balanced and inclusive economy in Leicestershire that manages resources sustainably, provides employment, business opportunities and clean growth that works for everyone. We want an economy that recognises, values and protects our natural assets; one that works with the environment.

Ensuring that people have the skills and aptitudes to access employment will help businesses to grow and provide a more inclusive economy that supports a good quality of life for everyone. Leicestershire is well placed to become a centre for innovation, science, technology and engineering.

People and businesses need infrastructure that provides excellent connectivity that meets their every-day needs. Transport infrastructure is a key enabler providing access to opportunity and opens up sites for development. Leicestershire needs to be ready for a future that will have a greater focus on mobility and on smart and autonomous technology. Access to the latest digital infrastructure and the development of the skills to support wider uptake and use can provide different ways to stay connected.

We need to ensure that we support the move to a low carbon circular economy to avoid the worst effects of climate change and to address concerns about resource scarcity and security. We also need to ensure the sustainable management of our natural resources to protect us from the effects of ecological decline.

Attractive market towns, villages and the surrounding countryside enhance the profile of Leicestershire as a place to visit, live, work and do business which encourages investment and creates the right environment to attract businesses which can grow and flourish now and in the future.

## Wellbeing and Opportunity

**The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.**

- Every child gets the best start in life
- Every child has access to good quality education
- Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities
- Everyone is able to aim high and reach their full potential
- People are cared for at home, in their own community, whenever possible, and for as long as possible

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

We want to break down intergenerational cycles of deprivation and poor outcomes, preventing problems from escalating and reducing the need for the involvement of statutory services; this is critical to improving people's quality of life throughout each life stage. The Council has a key role in ensuring good life chances for all by reducing inequalities in educational attainment and health and wellbeing by raising standards for those with poorer outcomes. We want parity for emotional and mental health and wellbeing.

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

A clean, green environment is good for health. Air pollution can impact on health and cause preventable deaths, particularly for people with existing heart or lung conditions or other breathing conditions. People who have close access to green space live longer than those without it – having open space to exercise alleviates stress and depression and has been shown to aid mental health. Planning and developing an environment that supports and encourages active lifestyles can deliver physical and mental health benefits from birth right through to later years. It is often those who are the most vulnerable who suffer the most from poor environmental quality reinforcing health inequalities.

The Council can also support the wider population to stay well through prevention and early intervention and through its services that affect the wider determinants of health and wellbeing such as the environment, housing, employment and education.

## Keeping People Safe

**People in Leicestershire are safe and protected from harm.**

- People at the most risk or in crisis, are protected and supported to keep them safe
- All children are living in stable environments and have secure attachments
- Families are self-sufficient and able to cope
- People in Leicestershire are safe in their daily lives

This outcome covers people feeling secure and being safe and protected from harm. Within its scope are the Council's statutory responsibilities for safeguarding adults with care needs and children. People need to feel safe in their daily lives to enjoy good quality of life, both at home and whilst out and about in the county and their community.

The most vulnerable populations are nearly always the most severely affected by the effects of weather-related hazards such as flooding, droughts and heatwaves and we recognise that our response to climate change should be inclusive and fair.

## Great Communities

**Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.**

- Diversity is celebrated in Leicestershire communities
- People feel welcome and are included in their communities
- Communities participate in the design and delivery of initiatives and plans for the future
- Cultural and historical heritage and the natural environment are enjoyed and conserved
- Leicestershire communities are resilient to emergencies
- People act to protect and enhance the environment for current and future generations

This outcome reflects the importance of good quality, thriving communities. The Council must be responsive and reflect the assets and needs of communities to ensure services build on local strengths - helping communities to help themselves. We want communities that embrace diversity where everyone feels included and valued, communities with a strong sense of place, celebrating culture and heritage and where people take action for the protection and enhancement of the environment.

Communities provide social contact and support networks, particularly for those who find it hard to leave home. It is important that communities are involved in shaping and providing local opportunities for involvement.

Our communities are a big part of the solution in the move to a low carbon, circular economy and are key to addressing ecological decline to avoid the worst effects of climate change. Preparing for emergencies and responding to and recovering from incidents such as flooding and other threats is also important for preventing harm to Leicestershire's communities.



## Affordable and Quality Homes

**Leicestershire has a choice of quality, sustainable homes that people can afford.**

- Leicestershire has the right number and type of homes in the right places to meet existing and future needs and support a sustainable economy
- There is enough suitable housing to support independence for those with social care needs
- Development contributes to the health and wellbeing of existing communities
- Both existing and new homes will be low carbon and environmentally sustainable

Housing is a key enabler to delivering the other outcomes as a secure, quality, appropriate and affordable home in the right location is essential for good quality of life. The planning and design of developments should support and enhance existing infrastructure and links with the wider community whilst also providing homes that are affordable to own or rent and run. The areas surrounding people's homes need to be vibrant spaces that provide opportunities for economic prosperity, physical activity, social connection and active travel.

Housing matters – it influences people's security, health, access to education and employment and can enable the effective provision of care and support prolonged independence.

This outcome addresses the need for sufficient housing of a range of types and tenure, including for those in need of care, either in specialist care or within their own home.

Quality housing should ensure sustainability in terms of the environment and in mitigating and adapting to climate change. Energy and water efficient housing is cheaper to run whilst also reducing the impact on the environment.



# Achieving the Vision

## Our principles

These **principles** will shape our approach and define how we work as an organisation to achieve the vision.

- **Good value:** We make the best use of all the resources available to get the best return for Leicestershire
- **Informed:** We make good decisions, based on evidence, and try new things to drive innovation in public service
- **High expectations:** We have outstanding staff who aim high to make a real difference – focusing on the outcomes for people not just the delivery
- **Collaborative:** We work together with partners, communities and residents to share responsibility, build our strengths and find solutions
- **Open:** We listen to and empower local people; keep them informed and involve them in our plans
- **Responsible:** We will fulfil our leadership role for the environment; taking action to be carbon neutral by 2030 and reverse the decline in biodiversity
- **Fair:** We are committed to equality of opportunity, celebrating diversity and inclusion for all

## Our approach

The following priorities are vital for us to realise our vision for Leicestershire and cut across the themed outcomes. They reflect the current context in which the Council is operating, particularly the need to deliver the best outcomes for all of our residents whilst actively managing demand for services at a time of increasing financial pressures.

- **Tackling climate change and ecological decline:** The Council has declared a climate emergency and recognises that action needs to be taken on global ecological decline. Everything that the council does has an impact on the environment and many services will be impacted by the effects of climate change and ecological decline. We also recognise the pressing need to protect and enhance the environment for the people we represent now and for future generations and have embedded our commitment to the environment across all of our strategic outcome goals. Therefore, it is vital that we embed climate change and ecological assessments into all our decisions and actions, including those that we take as a council and those that we have influence over when working with others. We believe the move to a low carbon circular economy also provides opportunities for the council to be entrepreneurial and generate income at the same time as reducing carbon emissions and protecting the environment as a leading green council.
- **Fair and sustainable finance:** The County Council has maintained tight control on its finances and balanced the need to raise income against limiting council tax rises. The Council plans to place itself at the forefront of any new opportunities for increased funding. Leicestershire remains the lowest-funded county in the country and the Council is making renewed calls for fair funding. Now, with budget pressures intensifying, the County Council is stepping up its campaign and saying the time is right to make fair funding a reality and has drawn up and proposed a new funding formula.

- **Local decision making:** The County Council wants to strengthen local decision making by working even more closely with partners. This will be important for attracting investment for infrastructure, the co-design of innovative, green, integrated service solutions and presenting a united voice to get the best for Leicestershire from Brexit, the Midlands Engine and central government deals.
- **Self-care - personal and community responsibility:** The Council wants to help people to help themselves, to be self-sufficient and able to cope. Rather than building a culture of service dependency we want to support people to maintain as much independence as possible and avoid problems becoming more serious. We will help people to recover quickly after a crisis and facilitate solutions by working with people, families and communities. The way we design and deliver all our information and services will promote self-sufficiency and early intervention.
- **High aspirations for everyone:** We want the best for Leicestershire by ensuring access to good opportunities that can provide a good quality of life for all. Although some people can fulfil their potential by themselves, others are more vulnerable and will need help, sometimes throughout the whole of their lives so this is where we will target our support.
- **A more commercial approach that maximises social benefits through the adoption of new ways of working:** The Council understands the need to be efficient and effective, to save money and generate extra income. We need to be entrepreneurial and ensure that the Council's many assets and resources are working to deliver the Council's vision. We want the Social Value of Council contracts to contribute to better outcomes by working closely with our suppliers.
- **Striking a balance between early help, prevention and meeting need:** In Leicestershire we see a focus on early help and prevention as fundamental in tackling the root causes of problems as they arise. In doing so, we can reduce avoidable spend in acute services where early intervention would have prevented or reduced the need for them, and hence provide better value for public money.
- **Whole family; whole life:** Many families have emerging or complex needs which often require support to enable their children to achieve good outcomes in life and make a successful transition into adulthood. Early identification of problems, joined up working practices between agencies, and working together with families to meet their specific needs, is at the heart of providing an effective response.

## Working with others in partnership

We have not developed this Plan in isolation. The Council's priorities are shaped by its statutory duties, national policy and evidence of local need. Similarly, we do not work in isolation and recognise that working in partnership in a joined-up way can often offer the best value solution to the challenges the County is facing. We want to provide a better coordinated experience for the customer, especially in situations where multiple agencies need to be involved in offering support. To this end, the Council is committed to working together in key partnerships to deliver joint strategy commitments and towards joint outcomes. These are included in the summary table below.

The County Council is uniquely placed to provide local leadership, to encourage collaboration between organisations, and share our learning and good practice with other partners, for the benefit of Leicestershire and its people. The Council will continue to play a significant role in working with other organisations in partnership and through integration to ensure the best use of all the resources available.



## Our vision: Working together for the benefit of everyone

### Strategic outcomes



#### Strong Economy:

Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth



#### Wellbeing and Opportunity:

The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.



#### Keeping People Safe:

People in Leicestershire are safe and protected from harm.



#### Great Communities:

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.



#### Affordable and Quality Homes:

Leicestershire has a choice of quality, sustainable homes that people can afford.

### Supporting outcomes

- Leicestershire has a highly skilled and employable workforce
- Leicestershire has the right infrastructure for sustainable clean growth
- Leicestershire is an attractive place where businesses can flourish

- Every child gets the best start in life
- Every child has access to good quality education
- Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities
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- People at the most risk or in crisis, are protected and supported to keep them safe
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- People in Leicestershire are safe in their daily lives
- People act to protect and enhance the environment for current and future generations

- Diversity is celebrated in our communities
- People feel welcome and are included in their communities
- Communities participate in the design and delivery of initiatives and plans for the future
- Cultural and historical heritage and the natural environment are enjoyed and conserved
- Leicestershire communities are resilient

- Leicestershire has the right number and type of homes in the right places to meet existing and future needs and support a sustainable economy
- There is enough suitable housing to support independence for those with social care needs
- Development contributes to the health and wellbeing of existing communities
- Both existing and new homes will be low carbon and environmentally sustainable

### Achieving the vision: Working with others in partnership

- Midlands Engine: Vision for Growth & Midlands Connect Strategy (Midlands Engine Partnership)
- Transport for East Midlands
- Strategic Economic Plan (Leicester and Leicestershire Enterprise Partnership - LLEP)
- Strategic Growth Plan (Members Advisory Group)
- Strategic Transport Plan
- (Strategic Transport Board)
- Leicester & Leicestershire Rail Strategy (partnership between Leicester City & Leicestershire County Council and the LLEP)
- Leicestershire Local Broadband Plan (Strategic Management Board)

- Leicestershire Joint Health and Wellbeing Strategy (Health and Wellbeing Board)
- Leicestershire Health and Care Integration Programme (Leicestershire Integration Executive and the Unified Prevention Board)
- Leicestershire Educational Excellence Partnership
- Leicester, Leicestershire and Rutland Sustainability and Transformation Plan (STP) Workstreams (e.g. Home First)

- Leicestershire & Rutland Safeguarding Adults Board (SAB) Business Development Plan (Leicestershire & Rutland SAB)
- Leicestershire & Rutland Local Safeguarding Children Board (LSCB) Business Development Plan (Leicestershire & Rutland LSCB)
- Leicestershire Safer Communities Strategy Board
- Corporate Parenting Board
- Leicester, Leicestershire & Rutland Road Safety Partnership

- Leicester, Leicestershire and Rutland (LLR) Prepared – the Local Resilience Forum
- Leicestershire Safer Communities Strategy Board
- Leicestershire Rural Framework (Leicestershire Rural Partnership)
- Leicestershire Municipal Waste Management Strategy (Leicestershire Waste Partnership)

- Strategic Economic Plan (Leicester and Leicestershire Enterprise Partnership)
- Strategic Growth Plan (Members Advisory Group)
- Housing Services Partnership

Children and Families Plan (Children and Families Partnership)

### Achieving the vision: Working together across the Council

#### Principles and approach

These will define how we will work as an organisation

#### Commissioning

Medium term **commissioning strategies** will be developed against the outcomes

#### Service planning

Detailed annual plans will be created to direct the work of our service areas with a supporting performance management framework

#### Transformation

Ensuring we make the most of the resources available to us and that we operate as a modern, effective and efficient organisation

# Working together across the Council

In order to determine how a focus on outcomes will affect the services the Council provides, medium term **commissioning strategies** will be developed against the priority themes. Detailed annual **service planning** will be created to direct the work of our service areas with a supporting performance management framework in place to help us understand the progress we are making and to measure the impact we are making on our outcomes.

This outcomes-based approach will also require us to change the way we work as an organisation. A new approach to our **transformation** effort will see us align our change priorities under a broader Strategic Change Portfolio. This new approach will ensure a continuing, collective emphasis on ensuring financial sustainability whilst enabling other change priorities to be progressed such as the Council's commitment to Carbon Neutrality, our focus on Digital Value and our ongoing focus on improving our Ways of Working. The Strategic Change Portfolio will help to ensure we make the most of the resources available to us and that we operate as a modern, effective and efficient organisation.

Our work will be guided through effective engagement and communication, working closely with customers and communities. The Council's equality and environment strategies explain the detailed approach to our social responsibilities which are part of everything we do.

## Measuring and Reporting Progress

The Council will build on its existing performance reporting to develop a robust performance management framework supported by the datasets and tools set out within the business intelligence strategy. This will allow us to monitor progress against the outcomes for the population of Leicestershire, the effectiveness of our programmes of work and how we have performed as an organisation in deploying our resources to achieve the change we want to see. This will include benchmarking the Council against other comparable areas and analysing integrated data, where relevant, with our partners.

The following tables by theme provide an outline framework of the key indicators based on existing data reporting arrangements. The measures reflect many areas where the Council does not have direct control and elements that 'tell the story' of what life is like in Leicestershire. This framework will be reviewed and developed annually to ensure it reflects the outcomes and will be backed up by more detailed frameworks measuring Council operational and service performance.

In addition to these measures we will continue to use qualitative information to help evaluate our success. This will include feedback from our consultation and engagement with residents, customers, suppliers, staff and partners, as well as inspection reports and other insights.

Regular reports will be delivered to County Council members, Chief Officers and other senior managers. An integrated annual performance report against the outcomes will also be made publicly available.



## 1. Strong Economy: Leicestershire's economic prosperity benefits everyone and supports resilient, clean growth.

| Supporting Outcome                                                                     | Some of the measures that we will use to monitor progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Leicestershire has a highly skilled and employable workforce</b></p>             | <ul style="list-style-type: none"> <li>• % working age population with no qualifications/qualified to Level 2+/3+/4+</li> <li>• % achieving a level 2 qualification by the age of 19</li> <li>• % 16-17 year olds who are not in Education Employment or Training</li> <li>• Unemployment/employment rates and out of work claimant rate</li> <li>• Take up of apprenticeships</li> <li>• % businesses with recruitment difficulties due to skills issues</li> <li>• Median wage levels – LLEP area/residents – earnings growth</li> <li>• FE performance/funding per head</li> <li>• Graduate jobs/retention rates</li> <li>• % of adults with a learning disability in paid employment</li> <li>• Gap in the employment rate for those in contact with secondary mental health services</li> <li>• Adult Learning Service metrics</li> </ul> |
| <p><b>Leicestershire has the right infrastructure for sustainable clean growth</b></p> | <ul style="list-style-type: none"> <li>• % of road network where maintenance should be considered</li> <li>• Overall satisfaction with condition of highways</li> <li>• Average vehicle speeds - weekday morning peak on locally managed 'A' roads</li> <li>• Satisfaction/concerns about traffic levels and congestion</li> <li>• CO2 emissions from transport within LA control</li> <li>• NOx/NO2 emissions</li> <li>• Overall satisfaction with local bus services</li> <li>• Electric vehicle charging locations per 1000, electric vehicle ownership</li> <li>• % premises with access to high speed broadband and % take-up</li> <li>• Private and government funding secured to deliver infrastructure e.g. Section 106/278 funds</li> </ul>                                                                                           |
| <p><b>Leicestershire is an attractive place where businesses can flourish</b></p>      | <ul style="list-style-type: none"> <li>• 3/5 year business survival rates</li> <li>• Number of new and existing enterprises per 10,000 population</li> <li>• Research and Development spend and as share of GVA</li> <li>• Gross Value Added (GVA) per head and productivity gap</li> <li>• Business confidence</li> <li>• % employed/growth in professional/managerial/technical/scientific groups and LLEP priority sectors</li> <li>• Air/river quality, CO2 emissions per capita and business waste</li> <li>• Indices of multiple deprivation (IMD) and affecting children (IDACI)</li> </ul>                                                                                                                                                                                                                                             |



**2. Wellbeing and Opportunity:** The people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing.

| Supporting Outcome                                                                                                           | Some of the measures that we will use to monitor progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Every child gets the best start in life</b></p>                                                                        | <ul style="list-style-type: none"> <li>• Smoking at time of delivery and breastfeeding prevalence</li> <li>• % of all childcare providers rated good or outstanding.</li> <li>• % of eligible 2/3/4year olds taking up free early education</li> <li>• % achieving a 'Good' level of development' at ages 2-2½ and 5</li> <li>• Attainment gaps for vulnerable groups at early years stage</li> <li>• % five-year old children free from dental decay</li> <li>• % with excess weight at age 4-5 years and 10-11 years</li> <li>• Under 18 conceptions</li> <li>• Chlamydia detection rate (15-24 year olds)</li> <li>• % school pupils with social, emotional and mental health needs</li> <li>• % of patients that received treatment in CAMHS within 4 weeks (urgent)/13 weeks (routine)</li> <li>• Infant mortality</li> <li>• Health visitor and school nursing KPIs</li> </ul>                                                                                                                                                           |
| <p><b>Every child has access to good quality education</b></p>                                                               | <ul style="list-style-type: none"> <li>• % of pupils offered first choice primary/secondary school</li> <li>• % schools rated Good/Outstanding and % pupils in these</li> <li>• School persistent absence and exclusion rates</li> <li>• Measures covering pupils missing education</li> <li>• SEND high needs development plan metrics</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Leicestershire has a healthy population with increased healthy life expectancy and reduced health inequalities</b></p> | <ul style="list-style-type: none"> <li>• Life expectancy, healthy life expectancy and health inequality rates</li> <li>• Age standardised mortality for preventative causes for age &lt;75</li> <li>• Excess weight in adults</li> <li>• % of physically active/inactive adults</li> <li>• Healthy eating/food metrics</li> <li>• Smoking Prevalence in adults (including Vaping)</li> <li>• Substance misuse/treatment metrics</li> <li>• New STI rate per 100k</li> <li>• Estimated diabetes/diagnosis rate</li> <li>• Admission episodes for alcohol related conditions</li> <li>• Air pollution and mortality attributable to particulate matter</li> <li>• Self-reported wellbeing metric, mental health/depression, suicide rates</li> <li>• Adults completing learning for wellbeing programmes</li> <li>• Excess &lt;75 mortality rate for adults with serious mental illness</li> <li>• Excess winter deaths</li> <li>• People on GP MI/LD register receiving health checks</li> <li>• Number receiving social prescribing</li> </ul> |

*continued*



| Supporting Outcome                                                                                                 | Some of the measures that we will use to monitor progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Everyone is able to aim high and reach their full potential</b></p>                                          | <ul style="list-style-type: none"> <li>• % of pupils achieving expected standard in Reading, Writing and Mathematics at Key Stage 1 and Key Stage 2</li> <li>• Attainment 8 score and Progress 8 score (Key Stage 4)</li> <li>• 'A' Level average points score (per entry)</li> <li>• Attainment gaps for vulnerable groups and FSM at Key Stages</li> <li>• SEND Inspection Rating, outcomes for young people with SEND including SEND attainment rates/gaps</li> <li>• School leaver destinations/NEETs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>People are cared for at home, in their own community, whenever possible, and for as long as possible</b></p> | <ul style="list-style-type: none"> <li>• % service users/carers who find it easy to find information about support</li> <li>• Permanent admissions to residential/nursing care homes age 65+</li> <li>• Permanent admissions to residential/nursing care homes aged 18-64</li> <li>• Reliance on NHS inpatient care – Learning Disabilities</li> <li>• % of people aged 65+ still at home 91 days after discharge from hospital into reablement/rehabilitation services</li> <li>• Delayed transfers of care from hospital</li> <li>• Non-elective admissions to hospital</li> <li>• Injuries from falls in people aged 65+</li> <li>• Dementia diagnosis rate</li> <li>• Social care related quality of life score</li> <li>• Carer reported quality of life</li> <li>• % people who use services who have control over their daily life</li> <li>• Care Home and Home Care - Good/Outstanding Ratings</li> <li>• Integrated Locality Team Metrics</li> <li>• % carers with long term condition who feel supported to manage it.</li> <li>• Psychological Therapy access and % people with psychosis treated within 2 weeks of referral.</li> <li>• People completing MH reablement services and with recovery plans</li> </ul> |



### 3. Keeping People Safe: People in Leicestershire are safe and protected from harm.

| Supporting Outcome                                                                                         | Some of the measures that we will use to monitor progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>People at the most risk or in crisis, are protected and supported to keep them safe</b></p>          | <ul style="list-style-type: none"> <li>• Number of safeguarding adults' alerts raised and % assessed</li> <li>• Child Sexual Exploitation and Criminal Exploitation Referrals</li> <li>• % service users who say services have made them feel safe</li> <li>• % referrals/re-referrals to children's social care within 12 months</li> <li>• % children subject to child protection plan and for 2+ times</li> <li>• % child protection cases reviewed and % children visited within required timescales</li> <li>• Ofsted Inspection Rating for Safeguarding</li> <li>• % episodes of children missing from care</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>All children in Leicestershire are living in stable environments and have secure attachments</b></p> | <ul style="list-style-type: none"> <li>• Looked after children's placement stability and attainment</li> <li>• Ofsted Rating for looked after children services</li> <li>• % looked after children placed out of county</li> <li>• Physical/emotional health of looked after children metrics</li> <li>• % of care leavers in suitable accommodation</li> <li>• % of care leavers in education, employment and training</li> <li>• % children who wait less than 14 months for adoption</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Families are self-sufficient and able to cope</b></p>                                                | <ul style="list-style-type: none"> <li>• Number of individuals/families worked with by Early Help</li> <li>• Attendance/exclusions improvements</li> <li>• SEND family support cases</li> <li>• Family Star positive progress – education and work</li> <li>• Family Star – home, money and housing</li> <li>• Reduced anxiety, stress and depression</li> <li>• Supporting Leicestershire Families claimed for as % of target</li> <li>• Looked After Children Number/Rate</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>People in Leicestershire are safe in their daily lives</b></p>                                       | <ul style="list-style-type: none"> <li>• Total crime rate and key crime metrics</li> <li>• % that agree Anti-Social Behaviour has decreased/stayed same</li> <li>• Domestic abuse incident rate and number supported in DA groups</li> <li>• Hate incident rate and Prevent monitoring metrics</li> <li>• % Multi Agency Risk Assessment Conference re-referrals</li> <li>• Number of first-time entrants to criminal justice system age 10-17</li> <li>• Rate of re-offending by young offenders</li> <li>• Number of casualties/killed or seriously injured on our roads</li> <li>• NHT road safety satisfaction indicator</li> <li>• Detriment to consumers prevented by Trading Standards</li> <li>• Consumer scam victims identified/supported, and money saved</li> <li>• % feeling safe following trading standards intervention</li> <li>• Unsatisfactory business - interventions to achieve compliance</li> <li>• Counterfeit and unsafe goods removed from supply chain</li> <li>• Breaches to food standards legislation</li> <li>• Environmental risks managed</li> </ul> |



#### 4. Great Communities: Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.

| Supporting Outcome                                                                                | Some of the measures that we will use to monitor progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Diversity is celebrated in our communities</b>                                                 | <ul style="list-style-type: none"> <li>• % of respondents agreeing their area is a place where people from different backgrounds get on well</li> <li>• Reported hate incident rate</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>People feel welcome and are included in their communities</b>                                  | <ul style="list-style-type: none"> <li>• % of service users who reported they had as much social contact as they would like</li> <li>• % of carers who reported that they had as much social contact as they would like</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Communities participate in the design and delivery of initiatives and plans for the future</b> | <ul style="list-style-type: none"> <li>• % willing to work with others on improving their neighbourhood</li> <li>• % agreeing they can influence decisions affecting their local area</li> <li>• % stating they are satisfied with their area as a place to live</li> <li>• % who had given some unpaid help in the last 12 months</li> <li>• Volunteer conversion rate (from enquiry to volunteering) for enquiries supported by Voluntary Action Leicestershire</li> <li>• Volunteer Hours - libraries/heritage</li> <li>• Number of Neighbourhood Plans adopted</li> </ul>                                                                                                                                                                                                                       |
| <b>Cultural and historical heritage and the natural environment are enjoyed and conserved</b>     | <ul style="list-style-type: none"> <li>• Library total visits, issues, e-downloads and community use</li> <li>• Number of communities running their own library</li> <li>• Number of visits to heritage sites</li> <li>• Tourism Visitors</li> <li>• % satisfied with access to country parks</li> <li>• Biodiversity and Tree Planting/coverage metrics</li> <li>• River quality/pollution</li> <li>• Overall satisfaction with rights of way network</li> </ul>                                                                                                                                                                                                                                                                                                                                   |
| <b>Leicestershire Communities are resilient to emergencies</b>                                    | <ul style="list-style-type: none"> <li>• Flooding incidents/support and extreme events</li> <li>• Winter gritting/incidents/support</li> <li>• % of high flood risk areas with flood wardens</li> <li>• % emergency management plans in place/tested/updated</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>People act to protect and enhance the environment for current and future generations</b>       | <ul style="list-style-type: none"> <li>• % of waste sent to landfill or for reuse, recycling, composting</li> <li>• Total household waste per household/per head</li> <li>• Diversion from landfill at household waste sites</li> <li>• Renewable Energy Capacity/Generation in the area</li> <li>• Renewable heating installations per 10,000 households</li> <li>• % adults using sustainable travel modes</li> <li>• CO2 emissions per capita</li> <li>• Community insight question on whether individuals are changing behaviours to help reduce climate change/support environment</li> <li>• Residents' perception of whether the Council is doing enough to help protect the environment (including reducing carbon and helping tackle climate change) (Community Insight Survey)</li> </ul> |



### 5. Affordable and Quality Homes: Leicestershire has a choice of quality, sustainable homes that people can afford.

| Supporting Outcome                                                                                                                                          | Some of the measures that we will use to monitor progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Leicestershire has the right number and type of homes in the right places to meet existing and future needs and support a sustainable economy</b></p> | <ul style="list-style-type: none"> <li>• Status and end date of Local Plans adopted in the area</li> <li>• Supply of land for five year deliverable sites and number of housing units</li> <li>• Land released by County Council for housing development</li> <li>• Number of new dwellings completed and net additional homes (strategic/non-strategic sites)</li> <li>• Number of affordable homes delivered</li> <li>• Number of affordable rented homes</li> <li>• Housing affordability - ratio of lower quartile house price to lower quartile earnings</li> <li>• Number of households living in temporary accommodation, homelessness and rough sleeping metrics</li> <li>• Council housing waiting lists</li> <li>• Empty homes</li> <li>• Non-decent housing that is local authority owned</li> <li>• % agreeing that local housing meets local needs</li> </ul> |
| <p><b>There is enough suitable housing to support independence for those with social care needs</b></p>                                                     | <ul style="list-style-type: none"> <li>• Units of supported accommodation for working age adults</li> <li>• Units of specialist accommodation/extra care housing per 1000 population aged 75+</li> <li>• % of adults with a learning disability who live in their own home or with their family</li> <li>• % of adults in contact with secondary mental health services living independently, with or without support</li> <li>• Lightbulb Service performance measures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Development contributes to the health and wellbeing of existing communities</b></p>                                                                   | <ul style="list-style-type: none"> <li>• % of new residential addresses on sustainable urban extensions</li> <li>• Sites with positive health and wellbeing features</li> <li>• Air quality/NOx</li> <li>• Congestion metrics</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>Both existing and new homes will be low carbon and environmentally sustainable</b></p>                                                                | <ul style="list-style-type: none"> <li>• % domestic properties with Energy Performance Certificate rating C+ (new/existing)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## Corporate Enablers: A sustainable and successful organisation leading modern, highly effective services.

| Supporting Outcome                  | Some of the measures that we will use to monitor progress                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Customers</b>                    | <ul style="list-style-type: none"> <li>• Customer satisfaction monitoring</li> <li>• Complaints and Commendations analysis</li> <li>• Internal Services Satisfaction Survey</li> </ul>                                                                                                                                                                                                                                                                                                    |
| <b>Communications &amp; Digital</b> | <ul style="list-style-type: none"> <li>• Resident perceptions survey</li> <li>• Web usage and performance – google analytics</li> <li>• Media monitoring</li> <li>• Information security monitoring</li> </ul>                                                                                                                                                                                                                                                                            |
| <b>People</b>                       | <ul style="list-style-type: none"> <li>• Staff levels, turnover and sickness absence</li> <li>• Mandatory training compliance</li> <li>• Equality and Diversity monitoring</li> <li>• Health and Safety monitoring</li> <li>• Staff perception/satisfaction survey</li> </ul>                                                                                                                                                                                                             |
| <b>Finance</b>                      | <ul style="list-style-type: none"> <li>• Impower Productivity Ranking</li> <li>• CIPFA Resilience Index</li> <li>• Outcomes vs Spend County Benchmarking</li> <li>• Budget/Capital Programme Delivery</li> </ul>                                                                                                                                                                                                                                                                          |
| <b>Commissioning and Commercial</b> | <ul style="list-style-type: none"> <li>• Procurement savings/efficiencies achieved</li> <li>• Contract exceptions</li> <li>• New income/streams</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| <b>Transformation</b>               | <ul style="list-style-type: none"> <li>• Programme &amp; project metrics – savings and project delivery</li> <li>• Carbon Programme delivery metrics</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| <b>LCC Environmental Specific</b>   | <ul style="list-style-type: none"> <li>• Total CO2 emissions from LCC operations (excluding schools)</li> <li>• Carbon emissions from LCC buildings/street lights/signs</li> <li>• CO2 emissions from LCC fleet</li> <li>• Waste produced and % recycled from LCC sites</li> <li>• Renewable energy generated as % of total consumption</li> <li>• Electric car miles/business miles</li> <li>• % staff who say the council is doing enough to reduce its environmental impact</li> </ul> |

