



**CABINET – 26 OCTOBER 2021**

**STRATEGIC PLAN 2022-26**

**REPORT OF THE CHIEF EXECUTIVE**

**PART A**

**Purpose of the Report**

1. The purpose of this report is to seek the Cabinet's approval to consult on the draft Strategic Plan (2022-26), a copy of which is appended to this report.

**Recommendation**

2. It is recommended that
  - a. The draft Strategic Plan, appended to the report, be approved for consultation.
  - b. A further report be presented to the Cabinet in March 2022 regarding the outcome of the consultation and seeking approval for the revised draft Strategic Plan to be submitted to the County Council for approval.

**Reasons for Recommendation**

3. The current Strategic Plan is due to expire in 2022 and therefore a revised draft Plan, covering 2022-26, has been developed.
4. It is intended that a 12-week consultation exercise on the Plan be undertaken between 1 November 2021 – 21 January 2022. This will include consideration by all of the Council's Overview and Scrutiny Committees and the Scrutiny Commission, in addition to residents, community groups and partners. Following the consultation, it is intended that a final version be presented to the Cabinet in March 2022, followed by the County Council in May.

**Timetable for Decisions**

5. The public consultation will run for 12 weeks from 1 November 2021 – 21 January 2022 and will involve residents, community groups and partner organisations.
6. All Overview and Scrutiny Committees will consider the draft Strategic Plan as part of the consultation at their meetings in November. The Scrutiny

Commission will review the Plan and report at its meeting on 17 November 2021.

7. In March 2022, a report will be presented to the Cabinet regarding the outcome of the consultation and seeking approval for the revised draft Strategic Plan to be submitted to the County Council for approval in May 2022

### **Policy Framework and Previous Decisions**

8. The Strategic Plan is complemented by the Medium Term Financial Strategy which sets out a financial plan supporting the priorities in the Strategic Plan, as well as by the Strategic Change Portfolio which outlines how the Council will transform local services in response to national and local drivers for change whilst seeking to maintain or improve outcomes. The Plan is also underpinned by departmental business plans and strategies which provide further detail on how the Council will deliver the aims and actions in the Plan. This includes, for example, the Council's Communities Strategy 'Our Communities Approach' (which is also on the agenda for the Cabinet meeting on 26 October 2021) which sets out in detail the Council's approach to collaborating and working in partnership with communities.
9. On 6 December 2017, the County Council approved the current Strategic Plan (2018-22). This Plan was based on five aspirational outcomes which described the County Council's vision for Leicestershire. On 15 May 2019, the County Council declared a climate emergency and the Strategic Plan was revised to reflect this. This was approved by the County Council on 8 July 2020 (version expires in 2022) and this reflects the Council's declaration of a climate emergency, with recognition that it would need to be revisited as a result of the coronavirus pandemic.

### **Resource Implications**

10. All actions within the Plan are from existing service/business plans and strategies. As such, there should not be any additional resource investment required to deliver the Plan beyond that which has already been approved.
11. However, as referenced in Section 11 of the Plan ('Monitoring Outcome Delivery'), officer resources will be required to monitor delivery of the Plan and to ensure that the strategic outcomes are consistently reflected in and supported by all relevant underpinning Council plans and strategies. These tasks will be carried out by Outcome Boards, consisting of representatives from internal departments. As delivery of the Plan will require continued collaboration with partners, representatives from the Outcome Boards will interact with relevant partnership boards to monitor outcome delivery and to coordinate and integrate strategies.

12. The number of Outcome Boards has been reduced following a review of outcome delivery arrangements. Therefore, fewer resources will be required than have been utilised to monitor delivery of the current (2018-22) Plan.
13. The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of the Plan.

#### **Circulation under the Local Issues Alert Procedure**

14. A copy of this report will be circulated to all members of the County Council.

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## **PART B**

### **Background**

15. The Strategic Plan sets out the Council's ambitions and priorities for the next four years. It outlines what it aims to achieve and how it intends to do it.
16. The current Plan is due to expire in 2022. This, along with the need to re-assess the Council's strategic priorities in response to the impact of the pandemic, has led to work during 2021/22 to review and refresh the Plan.

### **Plan Structure and Contents**

17. The draft Plan (2022-26) is based on five strategic outcomes which describe the Council's vision for Leicestershire. Each outcome includes four to five sub-outcomes which will need to be achieved to deliver the outcome.
18. The outcomes are broad and aspirational, reflecting the County Council's significant and wide-ranging responsibilities and capacity to influence. Therefore, to ensure that the Plan provides a clear strategic direction for the Council, it also includes specific aims and actions to deliver each outcome over the next four years.
19. The Plan also includes a section on 'enabling services' which is intended to highlight the contributions of corporate functions to outcome delivery as well as sustaining good governance. This is followed by a section on the Medium Term Financial Strategy (MTFS) which highlights the Council's aims and actions to maintain a balanced budget whilst protecting frontline services and weathering the coronavirus crisis. Finally, there is a section on the Strategic Change Portfolio, summarising the aims and actions of the four key pillars of this internal transformation programme.

### **Strategic Outcomes**

20. The five strategic outcomes in the Plan are intended to broadly reflect the remit of internal departments and portfolios of lead members. However, successful delivery of the Plan will rely upon departments sharing ownership of the outcomes in addition to the outcomes being reflected in all relevant Council plans and strategies. Outcome Boards, consisting of representatives from all Department Management Teams in addition to corporate services, will review and inform the development of Council strategies to ensure that they reflect the aims of their respective outcomes.
21. The outcomes are:

- i. 'Clean, Green Future' Outcome: *Reflects the need to protect and enhance the environment and tackle climate change, biodiversity loss and unsustainable resource usage.*

Sub-outcomes:

- People act now to tackle climate change
- Nature and the local environment are valued, protected and enhanced
- Resources are used in an environmentally sustainable way
- The economy and infrastructure are low carbon and environmentally-friendly

- ii. 'Great Communities' Outcome: *Aims to ensure Leicestershire has thriving, inclusive communities in which people support each other and take responsibility for their local area*

Sub-outcomes:

- Diversity is celebrated and people feel welcome and included
- People participate in service design and delivery
- Communities are prepared for and resilient to emergencies
- Cultural and historical heritage are enjoyed and conserved
- People support each other through volunteering

- iii. 'Improving Opportunities' Outcome: *Aims for all children to get the best start for life and to have access to a good quality education. Also aims for everyone to have the opportunities they need to fulfil their potential.*

Sub-outcomes:

- Every child gets the best start for life
- Every child has access to good quality education
- Families are self-sufficient and enabled to be resilient
- Everyone is able to aim high and reach their full potential

- iv. 'Strong Economy, Transport and Infrastructure' Outcome: *Aims to ensure that we build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering. Also reflects the need for our infrastructure to meet the demands of a growing population and economy.*

Sub-outcomes:

- There is close alignment between skills supply and employer demand
- Leicestershire has the infrastructure for sustainable growth
- Leicestershire is an attractive place where businesses can flourish
- Economic growth delivers increased prosperity for all
- Leicestershire has the right homes in the right places to meet needs

- v. 'Keeping People Safe and Well' Outcome: *Aims to ensure the people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing. Also reflects the need to ensure people are safe and protected from harm.*

Sub-outcomes:

- People are safe in their daily lives
- People enjoy long lives in good health
- People at the most risk are protected from harm
- Carers and people with care needs are supported to live active, independent, and fulfilling lives

### Progress and Performance Monitoring

22. The Council's progress in delivering these outcomes will be monitored by the Outcome Boards, which will provide six-monthly reports to the Corporate Management Team to highlight key achievements, challenges and priorities. The Overview and Scrutiny Committees will receive quarterly updates on performance.

### Consultation

23. Subject to approval by the Cabinet, there will be a 12-week consultation on the Plan from 1 November 2021 – 21 January 2022. This will include all Overview and Scrutiny Committees and the Scrutiny Commission (with meetings held from 1 -17 November), key partnership boards such as the Children and Families Partnership and the Health and Wellbeing Board (meeting on 17 and 25 November respectively) in addition to residents, community groups and partners.
24. The consultation will include an online survey in addition to meetings and workshops with community groups and partners. It will be promoted through the Council's social media channels and website. The aim of the consultation will be to gauge respondents' views on whether the sub-outcomes, aims and actions in the Plan are appropriate and reflect public opinion.
25. Findings from the consultation will be used to inform development of the final Plan and in March 2022, a report will be presented to the Scrutiny Commission for consideration and then to the Cabinet presenting the outcome of the consultation and seeking approval for the revised draft Strategic Plan to be submitted to the County Council for approval on 18 May 2022.

### Equality and Human Rights Implications

26. A screening assessment of the draft Strategic Plan concluded that a full impact assessment is not required. The Strategic Plan is a high-level document which reflects the content of existing Council plans and strategies in order to set out a clear summary of the Council's overall ambitions and

delivery approach; it does not include new actions which could have Equality and Human Rights Implications.

27. The Plan will, however, have a positive impact as it promotes Equality and Human Rights, primarily by including, within the section on the 'Great Communities' outcome (see sub-section 6.1 of the appendix), specific aims and actions to deliver the sub-outcome: 'diversity is celebrated, and people feel welcome and included'. This sub-outcome highlights issues around community cohesion and hate crime along with specific actions which the Council will deliver over the next four years to address these issues. Equality and Human Rights are also embedded throughout the Plan.

### **Crime and Disorder Implications**

28. There are no direct crime and disorder implications arising from this report. The Plan promotes community safety by including, within the section on the 'Keeping People Safe and Well' outcome (see sub-sections 9.1 and 9.2 of the appendix), specific aims and actions to deliver the sub-outcomes 'people are safe in their daily lives' and 'people at the most risk are protected from harm'.

### **Environmental Implications**

29. The Plan raises the profile of environmental issues by including, within the section on the 'Clean, Green Future' outcome, aims and actions to tackle climate change and biodiversity loss and promote sustainable resource usage. Aims to ensure infrastructure supports the transition to net zero carbon emissions are also reflected in the section on the 'Strong Economy, Transport and Infrastructure' outcome (see sub-section 8.2 of the appendix).

### **Partnership Working and Associated Issues**

30. Delivery of the Plan will require continued collaboration with partners. Outcome Boards will therefore liaise with relevant partnership bodies to monitor outcome delivery and support the integration of plans and strategies. All of the partnership actions within the Plan are from existing strategies.

### **Background Papers**

Leicestershire County Council Strategic Plan (2018-2022) **(Previous Plan)**  
<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>

### **Appendix**

Leicestershire County Council Strategic Plan (2022-26) **(Revised Plan)**

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