

## REPORT OF THE CABINET

### A. ANNUAL DELIVERY REPORT AND PERFORMANCE COMPENDIUM 2021

#### Introduction

1. This report presents the Annual Delivery Report and Performance Compendium for 2021.

#### Background

2. The County Council's Annual Delivery Report and Performance Compendium for 2021 is part of the Council's policy framework and, as such, requires the approval of the full Council. The documents provide performance data which will help the Council and its partners to ensure services continue to meet standards, provide value for money and that outcomes are being achieved for local people.
3. It is best practice in performance management, implicit in the Local Government Association (LGA) Sector-Led approach to local authority performance and part of the Council's Internal Governance Framework, to undertake a review of overall progress at the end of the year and to benchmark performance against comparable authorities. It is also good practice to produce an annual performance report and ensure that it is scrutinised, transparent, and made publicly available.
4. The draft Annual Delivery Report and Performance Compendium appended to this report cover County Council delivery over the last 12 months or so. They draw largely on 2020/21 comparative data, although older data is included where more up to date information is not available. In some cases, the data is more recent, particularly around the impact of coronavirus on services and outcomes.
5. The assessment of performance has been divided into two parts – the Annual Report, the first part, is narrative, describing delivery, progress with implementing agreed plans and strategies, and achievements over the last 12 months. It largely focuses on performance against County Council priorities for community outcomes as set out in its Strategic Plan 2018-22 and other main service strategies. The Report also includes information on the Council's significant ongoing response to the Covid-19 pandemic, the emergent implications for service demand and outcomes, higher levels of service and financial risk and work on service recovery
6. The second part is the 'performance compendium' contains information on:-
  - Current inequality in funding and the Council's Fair Funding campaign and proposals.
  - Current financial pressures and savings needs.
  - National and local service pressures and corporate risks.

- Comparative performance, cost, and service benchmarking 2019/20 including lower comparative performing areas.
  - 2020/21 end-of-year performance figures, where available, and a summary of progress towards the 2018/22 Strategic Plan outcomes.
7. Comparative data is sourced from a range of acknowledged data sources including the Local Government Association (LG Inform) national data system, Public Health and Adult Social Care Outcomes Framework data, OFSTED and Department for Education data sets, national highways survey, statutory returns, and Chartered Institute of Public Finance and Accountancy (CIPFA) data. There is some comparative data still to be published - notably some attainment and children's social care data, which are due to be published by December 2021. The overall Council benchmarking position for 2020/21 will be updated at that point.
8. The appended Annual Report is a draft document and will continue to be developed to incorporate points made by the Cabinet as well as the inclusion of any final national comparative data which becomes available prior to its consideration by the County Council on 1 December. The final Annual Report will be published on the County Council website (<http://www.leics.gov.uk>) together with a shorter summary version.

### **Delivery Narrative Summary**

9. Overall analysis of the narrative shows some strong examples of delivery across the theme outcome areas. The Report has substantial sections on economy and transport, housing, health and wellbeing, safer communities and children and families', environment and communities, reflecting a range of work going on to meet priority outcomes in these theme areas. A short selection of some of the highlights is set out in the paragraphs below.
10. In relation to the **economy** progress includes: -
- A new draft Economic Growth Strategy, longer term vision, priorities for the next ten years and short-term recovery measures.
  - Leading work to support progress towards establishing a Freeport based around East Midlands Airport, which could create up to 60,000 new skilled jobs in the region and bring significant investment.
  - Progress on infrastructure has resulted in the delivery of a range of modern science, technology and business sites including the Loughborough University Science and Enterprise Park, MIRA Technology Park, Charnwood Campus Life Sciences Opportunity Zone, SEGRO Logistics Park, and Leicestershire International Gateway.
  - Opening of the Access Group HQ, supporting progress on the Loughborough Town Deal, completing the letting of Apollo Court industrial park, progressing plans to expand Airfield Business Park and the continued roll-out of Superfast Broadband.
  - Skills support work includes the new Work and Skills Leicestershire and Kickstart Schemes, MoneyWise Plus, Work Live Leicestershire project, the Leicester Employment Hub and SEGRO and HS2 skills supply chain

support. Good skills delivery has also continued through the Adult Learning Service and apprenticeships programme.

- Business support includes £5.5m ERDF one-to-one business advice and £2.5m business growth grants, trading standards business advice and the Digital Growth Programme. The £750,000 Leicestershire Business Recovery Fund has supported small businesses to bounce back, Creative Leicestershire and Webinar have supported creative enterprises and the LEADER grant programme and Rural Partnership has supported projects and Small- and Medium-sized Enterprises to diversify. The Place Marketing Team, Inward Invest service and Tourism Campaign also seek to support investment and business growth.

11. In relation to **transport and housing** progress includes: -

- Additional major transport work includes new Transport Priorities and Network Management Plan including tackling poor air quality, and priorities for rail improvements. £21.7m on major transport projects in 202/21 including the Interim Coalville Transport Strategy, A511 Growth Corridor plans and Ashby Road, Coalville, Interim Melton Mowbray Transport Strategy, Melton North and East Distributor Road plans, Hinckley Junctions plans and Hinckley Road Improvements, M1 J23/A512, A46 Anstey Lane and design work for Lutterworth East.
- Implementing extra average speed cameras, rural speed reduction measures, school keep clear schemes and parking enforcement.
- Supporting the Transforming Cities Fund successful bid and Air Quality work including a new £5m fleet of electric buses covering the Park and Ride sites, personal travel planning in Glenfield/Anstey and plans to create a new Bus Service Partnership, e-bike scheme and new Cycling and Walking Strategy.
- £21.6m invested in highways maintenance and green highways innovations using carbon friendly and recycled products. An extra £5m for road and community investments including a new members highways and environmental fund. Flood response service, grass cutting and new biodiversity approach.
- Continued planning work to support implementation of the Strategic Growth Plan including £17m of developer contributions towards infrastructure with £45m secured over the next five years. Progressing the east of Lutterworth expansion project to comprise 2,750 homes and a number of other planning applications and schemes with potential to deliver 3,250 houses and employment space.
- Progressing the social care accommodation development plan, extra care housing, £10m social care investment plan, Markfield Supported housing and Leicestershire Warm Homes Fund.

12. In relation to **health, care and wellbeing** progress includes: -

- Implementing a refreshed Better Care Fund plan for 2020/21 worth c£62.4m including integrated neighbourhood teams, discharge and reablement, and home care. The new Adult Social Care Target Operating Model, unified prevention offer, progress on new Technology Enabled

Care arrangements, and First Contact. A redesigned domiciliary care service took effect in Autumn 2021.

- A new Adults and Communities Strategy, planning increasing use of digital solutions, progressing a renewed Carers' Strategy and carers passports scheme, support to providers on improving care quality and Inspired to Care team recruitment drive.
- Transforming Care programme implementation including specialist housing in Markfield completed in spring 2021, learning disabilities pooled budget supporting circa 200 people with a learning disability. Increasing supported living placements and new commissioning to improve provision for those with mental health needs including short breaks and services for families in Coalville and Hinckley and reviewing the Mental Health Wellbeing and Recovery Support Service. Refurbishing 'The Trees' social care facility for £1.1m. Adapting community life choices support to operate remotely due to covid-19 and then to reopen. Ongoing Shared Lives Service.
- Piloting greater dementia support through new assistive technology and recommissioned Dementia Support Service.
- Covid-19 support including through the winter plan securing £6.1m from the Infection Control Fund to allocate to social care providers, supporting the provision of PPE for key workers, supporting testing of staff in care homes to reduce transmission and a programme of rapid testing for front-line social workers, infection control advice to care homes.

In relation to Public Health: -

- The vital importance of local public health services was highlighted by our response to the Covid-19 pandemic. There has been a significant workload in communications and engagement, testing, enforcement and compliance, as well as supporting the clinically extremely vulnerable. Other work includes the local contact tracing services and detailed outbreak investigation and control and Incident Management Teams. A new health protection team was established to provide support to settings with outbreaks and two new teams to support contact tracing and provision of community support.
- The rolling out of testing for those without symptoms who are unable to work from home and then to all residents over the age of 12. Within the space of 4 weeks, seven sites were operationalised, and 44,000 tests carried out and 110,000 home test kits. Significant work has also been completed to support vaccine uptake.
- Continued First Contact Plus, developing the social prescribing model and offer, integrated healthier lifestyle services including weight management and stop smoking services, local area coordinators, NHS health checks, recommissioned Substance Misuse Service including detox and residential rehab and two new grants.
- Sexual health strategy, workplace health programme, homelessness prevention and housing related support. A new Wider Determinants of Health Action Plan was approved in June 2021.
- Child health services include the 0-19 healthy child programme, breast feeding and maternity support, early years and childcare service, healthy

schools and health tots programmes, including wellbeing for education recovery to support pupils' mental health.

- With regard to mental health the Better Care Together Mental Health work-stream, Healthier in Mind Strategy, Start a Conversation and RU OK websites and new self-harm reduction service, mental health first aid training, adult learning courses, emotional wellbeing curriculum pack, and routes to resilience approach and local suicide prevention plans. A successful bid will see the employment of Suicide Prevention Officers and development of mental health friendly communities.
- A challenging year for physical activity delivery due to Covid-19 has stimulated new ways of working including healthy at home activity videos and packs, live online sessions, holiday activity and food programme delivered at 28 school sites, £146,000 distributed to 31 organisations to support local clubs and groups, virtual schools games, Paralympic festival and sports challenges, 'This Girl Can' activity sessions, 45 clubs and organisations supported through the SOS fund and the Active Together Campaign.

13. In relation to **Environment and Climate Change** progress includes: -

- An Environment Strategy and £16m package of measures over 4 years to reduce carbon, supporting Clean Air Day, joining the UK100 and pledging net zero across the county by 2045, and agreeing an updated Energy Strategy to support the council become net zero by 2030 and reduce energy consumption by 30-50%, with £3.6m secured for decarbonisation. Successful electric vehicle trials have been completed for the Council's fleet.
- SHIRE environment grants, provision of litter picking equipment, Tree Strategy, commitment to see 700,000 trees planted in Leicestershire, and free packs of trees to landowners, new Biodiversity Plan in June 2021 and wildflower initiative.
- Waste education to schools, and free educational workshops and talks to community groups – largely online – and healthy eating and textile reuse classes. Food waste action week and online cooking course, cut-price compost bins, and environment action volunteers – largely online but moving back to attending events.
- Commencing procurement of additional waste treatment capacity to reduce waste to landfill, commenced building a new Waste Transfer Station at Bardon Business Park and improvement schemes at RHWS sites including Coalville, Whetstone, Somerby and applications to redevelop Bottesford and Kibworth RHWS.

14. In relation to **children, families and safer communities** progress includes: -

- A safeguarding sub-cell established to oversee safeguarding in the light of Covid-19 and weekly meetings of safeguarding leads, with a focus on domestic abuse; good rates of contact were maintained with children. The Vulnerability Hub has been focusing on domestic abuse, and child criminal and sexual exploitation.

- Implementing the children's social care improvement action plan, maintaining good performance levels and supporting circa 500 children through child protection plans which increased to 699 during the pandemic.
- Continued work through the Children's Innovation Partnership to support holiday activities and food programmes, advanced life skills for 11-14 year-olds and residential care redesign including redesignation of one property, purchase of 2 others and progressing a new build. There has been expansion of the specialist foster carers scheme and independent visitor scheme.
- Leading the regional Place to Call Home foster care project, support to more unaccompanied asylum-seeking children and work on launching a Regional Adoption Agency.
- Implementing the Special Educational Needs and Disabilities (SEND) Improvement Plan and SEND and Inclusion Strategy. Investing circa £30m to build new schools and specialist SEND resource bases in schools delivering over 500 new places and restructuring the Council's SENA service in May 2021 to increase capacity and reviewing the Educational Psychology Service to maximise support.
- Moving to online delivery for aspects of early help children and family wellbeing services to minimise risk, as well as some home visits. Launching a new school readiness campaign, £0.5m for free school meals and free holiday clubs for eligible children.
- Offering schools advice and support to ensure children could go to school if needed. Creating 860 additional school places with projects at 9 different schools, including the new Ashby Hastings Primary school and commencing the £17.5m Shepshed schools transformation.
- Progressing work to tackle violent youth crime through the advanced life skills programme and intensive family therapy, knife crime awareness, county lines drug dealing, and continuing to ensure those most at risk of offending were supported, especially during lockdown. Focused work on domestic abuse and new toolkit in September 2021. The Hope Project supported through £700,000 of government funding to support survivors of domestic abuse, including refuge provision and the Relationships Matter Project.
- Dealing with significantly more safeguarding adults referrals and reviews.
- Trading Standards continued to play an enhanced regulatory role as a result of a range of Covid-19 regulations affecting businesses. Seizing and recycling 305,000 items with a value of over £10m, with items checked the highest in the country. Providing an increase in requests from business for advice in response to EU exit. Work to protect the food chain and ensure accurate labelling. Identifying compliance with PPE and Covid-19 business restrictions and tackling scams and financial abuse including online trading. Considerable efforts by Registration Services to ensure compliance, new processes for death registration and meet demand backlogs.

15. In relation to **great communities**, progress includes: -

- The pandemic has provided many examples of community spirit, willingness to volunteer and help others, including neighbours and the vulnerable.
- The local Resilience Team has played a major role in coordinating and supporting the response to the pandemic including support for shielded residents and planning for the recovery phase. The team have also responded to flood events, avian flu, fuel shortages and planning for the EU Exit transition.
- The Council's Communities Fund has provided 379 grants totalling circa £2.6m and SHIRE Community Grants has so far awarded 74 grants totalling £397,000 for 2021/22 with 2 further rounds to come. Volunteers supported the pandemic response and new projects such as supporting mental health, children and country parks. VAL recruited over 1000 Covid-19 volunteers and 1250 county volunteers to support the vaccination programme.
- Communities support has continued through the Communities Website, social enterprise agency (CASE), community buildings, Citizens Advice and Signposting and Community Support Service and Local Area Coordinators.
- In addition, support for community managed libraries, parish councils, the new parish and community fund, Rural Partnership, rural pubs grant, time-banking, friendly communities' approach and work with equalities groups and to support the armed forces.
- Progressing use of click and collect, smart and e-library services with more than 5,000 e-books and e-audiobooks added. Reopening libraries by July 2021 with grants to community library running costs to help those affected by the pandemic. Poet Laureate tour, winter reading challenge, new reading friends initiative and festival of stories
- Securing circa £71,000 to help the heritage sector following the pandemic, opening the regenerated Snibston heritage site, trail and café and the new Covid-19 memorial at Watermead Park. Heritage sites also saw the Full Steam Ahead, Bosworth Medieval Medley, Charnwood Museum exhibition, Festival of Archaeology and two heritage commendations. The Council also backed the Leicester Cathedral's plan to create a heritage learning centre.

### **Significant Coronavirus Response**

16. The Report also sets out how Council services have adjusted operations, such as moving to online or safer delivery modes, to cope with the impact of Covid-19 during the year. Many service areas have had to continue to go above and beyond usual service expectations and workloads to support vulnerable people, communities, business, service users and staff during an extremely challenging period. At the same time as doing this the Authority has continued for large parts of the year with an online, working from home delivery model, for a range of staff groups, in line with national guidance. Some of the response work is highlighted in the sections above.
17. In relation to the Council's internal response, business continuity plans were enacted for Covid-19 with lower priority work paused. Resilience planning was

carried out through daily meetings with work focusing on supplies of PPE. 90% of staff were supported to work from home with IT support. Human Resources services also supported a range of staff to redeploy into new roles, together with enhanced wellbeing support, sickness advice and organisational communications. Interim recovery plans were developed to recover services following the initial lockdown with revisions to service plans, enhanced budget management and reprioritisation of revenue and capital spend.

18. There remain good planning arrangements, financial management and governance in place supporting delivery, and these are being kept under more regular review and adjusted, where necessary, to reflect the approach to both the pandemic and service recovery. The Council established Recovery Groups at both member and officer level in order to coordinate recovery planning activity to help manage the overall impacts.

### **Performance Data Analysis**

19. Initial analysis of 2020/21 end-of-year data shows that of 184 performance metrics, 80 improved, 51 showed no real change and 53 worsened. Direction of travel cannot be determined for 28 indicators, due to the absence of previous data or changes to indicator definitions. Clearly the pandemic has affected outcomes in a number of areas since last year, and some of these issues are flagged in the associated dashboards. A summary of progress on the indicators and these is set out in the Performance Compendium along with the actual detailed data and dashboards.
20. In late 2019 the Council was identified by the consulting firm IMPOWER as the **most productive council** using a range of performance and spend measures. The Council's own more detailed benchmarking shows that it moved up to **2<sup>nd</sup> best performing county** in England on a wide range of performance measures in 2019/20, despite being the lowest funded. The final position for 2020/21 will be confirmed early next year.

### **Fair Funding**

21. The report analysis identifies that low funding remains the Council's Achilles heel. Leicestershire remains the lowest-funded county council in the country with greater risks to service delivery as a result. If it was funded at the same level as Kensington and Chelsea it would be a massive £366m better off. London Boroughs are particularly prevalent at the top of the funding league table.
22. The list of authorities with serious financial issues continues to grow with some counties having moved towards providing services only at the statutory minimum level. The Council has published a new simplified funding model based on factors that drive demand for local services. It allocates money fairly based on need and narrows the gap between the highest and lowest funded councils. If implemented, the model would unlock up to an extra £47m for Leicestershire. The extent of service reductions made has already affected most areas of service delivery and some areas of performance, and further cuts will put other areas at risk.



23. Rising demand means that over the period of the Medium-Term Financial Strategy, growth is required due to pressures related to responding to Covid-19 demands and costs, child placements, school places, learning disabilities, support for children with SEND, waste disposal, and the ageing population. As a result, the Council has a funding gap of circa £23m in 2024/25 plus £56m savings requirements. There will need to be an increased drive to identify savings initiatives and income sources. Whilst the focus will be on efficiency and productivity, inevitably there will be a need for additional reductions, and this will require difficult decisions.

### **National and Local Financial and Service Demands/Pressures**

24. In November 2019 the Institute for Fiscal Studies (IFS) reported that social care was swallowing up such high proportions of council spending that other services had suffered cuts of 40%. In its first annual report on local government finance, the IFS said budgets were increasingly focused on meeting statutory duties, with 57% of councils' non-education service budgets consumed by adults and children's care services.
25. In May 2019 the County Councils Network (CCN) reported analysis by PwC on the financial sustainability of councils up to 2025. The analysis showed a funding black hole of more than £50bn over six years as a result of rising costs and demand for services, which would mean yearly council tax rises, new charges for services and, notwithstanding these, more cuts. Unless extra funding was provided only the bare minimum of services would be possible with many vital services all but disappearing.
26. In July 2021 the LGA warned that local authorities across England must find a combined average of £2.5bn extra funding next financial year simply to maintain services at their current levels following the impact of the pandemic. Adult social care is the largest cost pressure accounting for an additional £1.1bn with children's social care requiring £0.5bn, excluding costs incurred by the impact of the pandemic. In June 2021 the Public Accounts Committee reported that residents faced paying higher council tax bills for fewer services unless the government mended the broken local authority finance system.
27. CIPFA/Institute for Government Performance Tracker – published by the Institute for Government (IFG) and CIPFA, *Performance Tracker 2019* looked at performance, demand and spending on nine public services for the next five years including GPs, hospitals, adult social care, children's social care, neighbourhood services, police, prisons, courts, and schools. The report found that all public services analysed had seen some decline in performance – either in their quality (the standard of public service provided and how satisfied users are) or scope (the range of services provided and the number of people able to access them). Demand was rising particularly quickly for health and care services because of the ageing population, an increase in the number of people with multiple health conditions, and rising life expectancy for people with physical and learning disabilities.

28. In October 2021, CIPFA and the Institute for Government published an updated *Performance Tracker for 2021*. The report highlights backlogs in crucial public services following the pandemic including in referrals to children's social care and school learning. Highlighting the immense pressure that Covid-19 has placed on public services on top of the cost and demand pressures from previous years. Some services notably schools and local authorities did not receive enough extra money to cover their extra costs and entered the recovery in a worse financial position. The report recommended that government allocate extra funds to help tackle the backlogs and gathering of more evidence of how changes adopted during the pandemic have affected service users and to monitor how services perform as the pandemic eases.
29. The service pressures and risks section of the Compendium highlights a number of reports this year that identify heightened pressures on services, residents and continued good outcomes. This includes a report by the Care Quality Commission on the state of health and care in England. These have been exacerbated by the Covid-19 pandemic and a range of areas are now subject to stronger monitoring.

### **Areas for Continued Focus**

30. Given the significant financial challenges, demand, and delivery pressures facing the Council and the need to maintain both continued pandemic support and a strong recovery, areas for focus include: -
- Continuing to support communities, vulnerable people, business and staff and maintain a strong public health, resilience and regulatory response to the Covid-19 pandemic and its impact and to progress service recovery plans.
  - Implementing a new Strategic Plan and Outcomes Framework, Medium Term Financial Strategy and updated Strategic Change Programme, including more digital delivery and a new Workplace Strategy.
  - Taking forward actions arising from the Climate Emergency Declaration, the Environment Strategy and Net Zero commitment.
  - Continuing to maintain the Fair Funding Campaign, pursue savings initiatives and cost mitigation measures and seek more sustainable funding for local services.
  - Progressing the continued delivery of improvements to support vulnerable children and families and meet demand pressures on children's social care and SEND.
  - Maintaining the good progress on health and care integration, implementing a new Health and Wellbeing Strategy and public health preventative measures, and pressing for an effective government solution to the challenges in Adult Social Care.

- Implementing enhanced economic recovery and skills plans and measures to support the economy and those affected.
- Continuing partnership work with the Police and Crime Commissioner to pursue targeted crime areas such as domestic violence.
- Maintaining the focus on supporting workforce health and wellbeing.

### **Views of the Scrutiny Commission**

31. The report was considered by the Scrutiny Commission at its meeting on 17<sup>th</sup> November. The Commission found the report informative but raised some concerns regarding its length, which was felt to obscure the key issues that members and the public should concentrate on. The Commission also suggested that future reports should redress the balance between national issues and pressures and Leicestershire pressures, with a greater focus on the County Council's direct areas of responsibility, to enable members to see where the County Council was having an impact and identify better those areas which may benefit from closer scrutiny in the future.

### **Equality and Human Rights Implications**

32. There are no equality and human rights implications directly arising from this report. The draft Annual Delivery Report and draft Performance Compendium incorporate the progress of the County Council against key equalities commitments and indicators.

### **Decision of the Cabinet**

33. The Cabinet on 19 November decided as follows:-
- (a) That the overall progress in delivering on the Council's Strategic Priorities and responding to the Covid-19 pandemic and issues arising, as set out in the draft Annual Delivery Report 2021 be noted and welcomed;
  - (b) That the significant and ongoing impact of the Covid-19 pandemic on outcome delivery, services and communities across a range of areas be noted, together with the strong local response from the Council and partners to support vulnerable people, communities, business, the voluntary sector, staff and others throughout the pandemic;
  - (c) That the Council's current low comparative funding, good performance position, and escalated service pressures and risks now facing the Authority set out in the Performance Compendium be noted;
  - (d) That in light of the pressure on the Council's financial sustainability arising from continued service demand and cost pressures, that have been compounded by the Covid-19 crisis, the Council continues to press its case

for a fairer funding settlement and other major savings and funding initiatives such as a new County Deal, noting that the delay in implementation has created significant uncertainties as to how the Council can now address the many service challenges and priorities it faces; and

- (e) The Chief Executive, following consultation with the Leader, be authorised to make any amendments to the draft Annual Delivery Report and Performance Compendium prior to its submission to the County Council on 1 December 2021 for approval.

**(Motion to be moved:-**

**That the Annual Delivery Report and Performance Compendium 2021 be approved.)**

**19<sup>th</sup> November 2021**

**Mr N. J. Rushton CC**

**Background Papers**

Report to the Scrutiny Commission – 17 November 2021 - Annual Delivery Report and Performance Compendium 2021

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=137&MId=6178>

Report to the County Council – 8 July 2020 - Leicestershire County Council's Revised Strategic Plan 2018-22

<http://politics.leics.gov.uk/documents/s154181/LCC%20Strategic%20Plan%202020.pdf>

Institute for Fiscal Studies Report on Local Government Finance - 2019

<https://www.ifs.org.uk/publications/13814>

Price Waterhouse Coopers Report – Sustainability of Local Authorities to 2025

<https://www.countycouncilsnetwork.org.uk/local-government-finance/>

CIPFA/Institute for Government Performance Trackers 2019 and 2021

<https://www.instituteforgovernment.org.uk/publications/performance-tracker-2019>

<https://www.instituteforgovernment.org.uk/publications/performance-tracker-2021>

The State of Health and Adult Social Care in England 2020/21.

<https://www.cqc.org.uk/publications/major-report/state-care>

Local Government Association: LG Inform Benchmarking System

<https://lginform.local.gov.uk/>

**Appendices**

Appendix A - Draft Leicestershire County Council Annual Delivery Report 2021  
Appendix B - Draft Performance Compendium 2021

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