

**CABINET – 18 NOVEMBER 2025****ANNUAL DELIVERY REPORT AND PERFORMANCE COMPENDIUM
2025****REPORT OF THE CHIEF EXECUTIVE****PART A****Purpose of the Report**

1. The purpose of this report is to present the draft Annual Delivery Report and Performance Compendium for 2025 which sets out the Council's progress and performance over the past year. The Delivery Report itself (attached as Appendix A to this report) focuses largely on delivery against the County Council's priorities as set out in the Council's main service strategies.
2. The Performance Compendium (attached as Appendix B) includes information on comparative performance and 2024/25 performance outcome results, low overall funding for Leicestershire and the current associated risks.

Recommendations

3. It is recommended that:
 - (a) The progress in delivering on the Council's service priorities as set out in the draft Annual Delivery Report 2025 be noted;
 - (b) The Council's low comparative funding, good performance outcomes position, and the financial pressures and risks now facing the Authority set out in the Performance Compendium be noted;
 - (c) In light of the pressure on the Council's financial sustainability arising from continued service demand, improvement and cost pressures, the Council continues to press its case for a fairer funding settlement, progresses plans for a fundamental Budget and Efficiency Review and its preference to secure c£40m efficiency savings and wider benefits from a new unitary authority for Leicestershire and Rutland.
 - (d) 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 for approval to the County Council on 3 December 2025.

Reason for Recommendations

4. It is best practice in performance management, implicit in the 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.
5. The National Audit Office has issued best practice guidance for annual reports, highlighting that the annual report is a key mechanism for transparent disclosure of an organisation's in-year performance and governance matters. The report should discuss how the entity has performed in the year, including areas where performance has deteriorated or is below expectations, and the other key risks.
6. The County Council is poorly funded in comparison with other local authorities and this, until addressed, will continue to affect delivery, performance, risks, and Council Tax levels. The Annual Performance Report will be a useful source of data for the Council's Efficiency Review which is due to start this month with the aim of identifying further opportunities to reduce costs, generate income and deliver services differently.
7. The draft Annual Delivery Report and Performance Compendium may be modified to reflect comments made by the Cabinet as well as to include any final national comparative data which becomes available prior to its consideration by the County Council.

Timetable for Decisions (including Scrutiny)

8. The draft Annual Delivery Report and Performance Compendium 2025 will be considered by the Scrutiny Commission on 10 November, and members will be updated on the comments from the Commission at the meeting.
9. The Annual Delivery Report and Performance Compendium is scheduled for consideration by the County Council at its meeting on 3 December 2025.

Policy Framework and Previous Decisions

10. The Annual Delivery Report and Performance Compendium form part of the County Council's Policy Framework. The information outlined in the report provides 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.

Resource Implications

11. The report has no direct resource implications.

Circulation under the Local Issues Alert Procedure

None.

Officers to Contact

Andy Brown, Business Intelligence Team Leader
Chief Executive's Department
Tel: 0116 305 6096
andy.brown@leics.gov.uk

Richard Wilding, Business Intelligence Team Leader (Corporate Services & HDRC)
Chief Executive's Department
Tel 0116 305 7308
richard.wilding@leics.gov.uk

Lydia Mitchell, Policy Officer (Service Planning)
Chief Executive's Department
0116 305 4120
Lydia.Mitchell@leics.gov.uk

PART B

Background

12. The draft Annual Delivery Report and Performance Compendium, appended to this report, cover County Council delivery over the last twelve months or so. They draw largely on 2024/25 data, although older data and benchmarking is included where more up-to-date information is not available. In some cases, the data is more recent.
13. The assessment of performance has been divided into two parts – the Annual Delivery Report (the first part) is narrative, describing delivery, progress with implementing service plans and strategies, and achievements over the last twelve months.
14. The second part is the 'Performance Compendium' which contains information on:
 - Current inequality in funding.
 - Comparative performance, cost, and service benchmarking 2023/24 including lower comparative performing areas.
 - 2024/25 end-of-year performance figures, where available.
 - Main service and corporate risks.
15. There is some comparative data still to be published, some of which is due to be published by December 2025. The overall Council benchmarking position for 2024/25 will also be updated at that point.
16. 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 3 December. The final Annual Report will be properly formatted and published on the County Council website (<http://www.leics.gov.uk>).

Delivery Summary and Efficiency Review

17. Overall, analysis of the narrative shows good examples of delivery across the service areas. There remain good planning arrangements, financial management and governance in place supporting delivery of the priorities.
18. A fundamental Efficiency Review and plans for Local Government Reorganisation to a single unitary County and Rutland Council are being progressed to help meet the significant financial challenges faced by the Council and council taxpayers. The data contained in the Compendium and the narrative progress report and improvement areas will be important elements considered by the Efficiency Review.

Performance Data Analysis

19. The Council's own detailed benchmarking shows that it was the fifth best performing county in England on a wide range of performance measures in 2023/24, despite being the lowest funded. The final position for 2024/25 will be confirmed early next year.
20. Initial analysis of 2024/25 end-of-year data shows that of 160 metrics, 73 improved, 34 showed no real change and 53 worsened. Direction of travel cannot be determined for 5 indicators, due to the absence of previous data or changes to indicator definitions. The impact of low funding and service demand pressures has continued to be felt, affecting outcomes in a number of areas, and some of these issues are flagged in the associated dashboards. A summary of progress on the indicators is set out in the Performance Compendium along with the actual detailed data and dashboards.

Areas for Continued Focus

21. Given the significant financial challenges, demand, and delivery pressures facing the Council, areas for focus include: -
 - Continuing to maintain awareness of Leicestershire's unfair funding position, pursue a significant Budget and Council Efficiency Review and savings initiatives and cost mitigation measures and seek more sustainable funding for local services.
 - Continuing progress on the Council's preferred option for Local Government Reorganisation which will deliver significant efficiency savings and wider benefits.
 - Continuing to progress improvements to SEND (Special Educational Needs and Disabilities) services and targeted improvements to Children's Social Care.
 - Implementing the Public Health Strategy and a refreshed Health and Wellbeing Strategy, and supporting public health services.
 - Pressing for an effective government solution to the challenges in Adult Social Care and implementing the Improvement Plan in response to the CQC Inspection of Leicestershire Adult Social Care services.
 - Implementing a refreshed Local Transport Plan (LTP 4) continued public transport improvements and measures to help support and grow the local economy.
 - Maintaining the focus on ensuring good local public services and customer satisfaction.

Views of the Scrutiny Commission

22. The Scrutiny Commission will consider the draft Annual Delivery Report and Performance Compendium at its meeting on 10 November 2025. Members will be updated on the Commission's views at the meeting.

Equality Implications

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

Human Rights Implications

24. There are no human rights implications arising directly from this report.

Background Papers

Report to the Scrutiny Commission on 10 November 2025 - Annual Delivery Report and Performance Compendium 2025

Local Government Association: LG Inform Benchmarking System

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

Institute for Government - Public Services Performance Tracker 2025.

<https://www.instituteforgovernment.org.uk/our-work/trackers/public-services-performance-tracker>

Appendices

Appendix A - Draft Leicestershire County Council Annual Delivery Report 2025

Appendix B - Draft Performance Compendium 2025