



SCRUTINY COMMISSION: 2 SEPTEMBER 2026

STRATEGIC PLAN (2027 – 2031)

REPORT OF THE DIRECTOR OF PUBLIC HEALTH, COMMUNITIES, LAW AND GOVERNANCE

Purpose of report

1. The purpose of this report is to seek the views of the Commission on the Council's draft Strategic Plan (2027 – 2031) as part of the consultation.

Policy Framework and Previous Decisions

2. The Cabinet approved the draft Strategic Plan and consultation arrangements on 21 July 2026, enabling a period of engagement and feedback before the Plan is finalised.

Background

3. The Council's current Strategic Plan was approved in 2022 to cover a four-year period to 2026. The Strategic Plan forms part of the Council's Policy Framework as set out in the Constitution and provides the overarching framework for decision making and service planning.
4. As the current Strategic Plan (2022 – 2026) approaches the end of its lifecycle, the Council has undertaken development of a new Strategic Plan covering 2027 – 2031. A refreshed Strategic Plan provides an opportunity to establish a revised vision, outcomes and priorities that maintains a focus on delivering positive outcomes for Leicestershire residents.
5. The draft Strategic Plan (2027 – 2031) acknowledges that Local Government Reorganisation presents a period of significant change. The Strategic Plan aims to provide a clear and stable foundation during that transition, setting out priorities for maintaining strong day-to-day services and ensuring the County continues to be well governed. It maintains a focus on stability and resilience, while supporting the organisation to adapt and prepare for the future.

Strategic Plan (2027 – 2031)

6. The Strategic Plan (2027-2031) sets out the Council's long-term vision and strategic direction for Leicestershire. It provides the overarching framework for decision-making and service planning and has been developed through discussions with Cabinet, the Corporate Management Team and Departmental Management Teams to establish the draft vision, outcomes and priorities.
7. The draft Strategic Plan establishes a clear vision statement, supported by four strategic outcome areas and associated priorities. The strategic outcomes include:
 - Better Leicestershire for residents – We care by supporting people to live well and achieve their full potential
 - Better Leicestershire for communities – Leicestershire is safe, connected and our communities look out for one another
 - Better Leicestershire economy – Our economy is innovative and thriving
 - Better Leicestershire County Council – We are a forward-looking council that is efficient, responsive and ready to meet future challenges.
8. The Strategic Plan will be supported by KPIs to monitor performance and track progress against the strategic outcomes. A Strategic Implementation Plan will set out the work activity to deliver the outcomes. Governance arrangements will be developed alongside the finalisation of the Plan to ensure effective oversight and implementation.

Consultation

9. The consultation on the draft Strategic Plan (2027 – 2031) began on 27 July 2026 and will end on 9 October 2026. Consideration of this report by the Scrutiny Commission forms part of the consultation.
10. The consultation will provide residents, local business leaders, community groups, partner organisations and staff members an opportunity to contribute to the key elements of the Plan. Feedback will support the development of the Plan to ensure the Plan deliver the outcomes that matter most to residents and communities.
11. The consultation is utilising multiple communication channels, including a webpage, video explainer, media release and social media activity. A survey can be found on the County Council's website, seeking feedback on the vision, outcomes and priorities.

Resource Implications

12. As a high-level strategic framework, the Strategic Plan does not create new resource or financial commitments. The costs to develop the new Strategic Plan will be met within current budgets and resources. Any specific resource, financial or staffing implications arising from future programmes delivered under the Strategic Plan will be considered through the Council's business planning and budget-setting processes.

Timetable for Decisions

13. The results of the consultation, and final version of the Strategic Plan, will be presented to Cabinet on 17 November 2026.
14. The Strategic Plan will be considered by Full Council on 2 December 2026.

Conclusions

15. The draft Strategic Plan (2027-2031) sets out the Council's vision, outcomes and priorities for the next four years and provides the framework to deliver positive outcomes for residents. It also provides a stability and transparency as Leicestershire transitions to new local authority structures. The report seeks the views of the Scrutiny Commission on the draft Plan.

Background papers

Cabinet Report 21 July 2026 – Strategic Plan (2027 – 2031) Consultation

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=8309&Ver=4>

Leicestershire County Council Strategic Plan (2022 – 2026)

<https://democracy.leics.gov.uk/documents/s168909/Appendix%20A%20-%20LCC%20Strategic%20Plan%202022-26.pdf>

Circulation under the Local Issues Alert Procedure

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

Equality Implications

17. The Equality Impact Assessment (EIA) indicates that the draft Strategic Plan is expected to have a positive impact on all residents across Leicestershire by promoting improved wellbeing, opportunity, inclusion and stronger communities. No significant adverse equality impacts have been identified at this stage.
18. As the Strategic Plan provides a high-level framework rather than detailed service proposals, further EIAs will be undertaken as part of implementation and delivery planning to ensure any potential impacts are identified and mitigated appropriately.

Human Rights Implications

19. There are no human rights implications arising from the recommendations in this report.

Appendices

20. Leicestershire County Council Draft Strategic Plan (2027 – 2031)

Officer(s) to Contact

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