

APPENDIX 2



Working Together to Build a Great County

Leicestershire County Council Medium Term Delivery Plan to 2013

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Foreword

I am pleased to present the County Council's Medium Term Delivery Plan which outlines our priorities to 2013. We want Leicestershire to be the best place to make the most of your life - to bring up a family and build a business. To help do that we will provide great public services that offer outstanding value for money, look after the vulnerable and give our children the best start in life.

We have pride in our history and ambition for the future but public services must change as we face up to the three key challenges of tight finances, environmental sustainability and demographic changes. Meeting these challenges means an even sharper focus on our priorities to make sure we deliver things that Leicestershire people - from hard working families to pensioners, communities and businesses - need to reassure them that we are defending their interests and are seeking to make the County better for them. It remains essential for us to show leadership and to speak up outside our boundaries to assure others of Leicestershire's ambition and to help win investment and resources for the County.

Many of the outcomes in this Delivery Plan rely on us working together effectively through a range of successful partnerships if we are to provide outstanding value for money. By working together we can make the most of our resources, better protect our natural environment and offer opportunity to young and old to make our County the leading place to live for quality of life.

This Delivery Plan sets out what we will do as our contribution to outcomes in Leicestershire's Sustainable Community Strategy which outlines the things that we, along with local people and our partners, see as most important in improving Leicestershire. The Sustainable Community Strategy is at the heart of our Delivery Plan. It is also at the core of our performance management activities to make sure we deliver.

We delivered nearly our entire previous Plan successfully and our overall achievements over the last few years are impressive. Particular highpoints include the award of 'Council of the Year' 2009 and the Audit Commission has consistently rated us as a 4 star council with their 2009 organisational assessment rating us as performing excellently – the highest possible category. Tributes for these achievements are due to our staff and, increasingly, their effective work with partner agencies.

Within the Council, all those who lead, manage and deliver what we are seeking to achieve in securing the future, providing opportunity for all and delivering great local services expect significant new challenges in the years ahead. In meeting those challenges we remain committed to low council tax increases and will join the scheme proposed by any new conservative Government to ensure a zero increase.

Leicestershire is a great County. The way we organise our limited resources to work together to keep it that way is central to building an outstanding quality of life, providing great public services and maintaining our natural environment.

Comments on this plan and any aspect of the Council's performance can be sent to me at:

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[Signature]

David Parsons
Leader of Leicestershire County Council

About This Plan

This Medium Term Delivery Plan lets everyone know what we are doing to help make a positive difference to the lives of Leicestershire's people and the communities we serve. The Plan brings together the key priorities for the County Council in one place to show how we are working to secure the future, provide opportunity for all and deliver great local services.

Delivering what we are seeking to achieve involves us facing the three challenges of financial, sustainability and demographic change. The outcomes in the Plan reflect:

- ◆ Leicestershire's changing social, economic and environmental context
- ◆ what the public say needs improving
- ◆ Leicestershire's strong record in building successful partnerships and their shared priority outcomes
- ◆ the need for public services to work together effectively and provide great value for money and,
- ◆ the national public service improvement agenda from Government.

In particular, the outcomes in Leicestershire Together's Sustainable Community Strategy and its supporting Local Area Agreement and Multi Area Agreement improvement targets are at the heart of business and budgetary planning for the County Council.

The Delivery Priorities

This Delivery Plan sets out the improvement and delivery priorities on which we are focussing in the period to 2013, often in partnership with other agencies under the umbrella of Leicestershire Together – the local strategic partnership for Leicestershire. The Plan targets will be renewed and updated at the end of the current Local Area Agreement in March 2011 and the outcomes of the current Sustainable Community Strategy.

Within the Plan there are three delivery programmes – 'Securing the future', 'Opportunity for all' and 'Great local services'.

Part 1 – 'Securing the Future' – has an emphasis on things like the environment, economic development, improvements to the places where we live and work with a focus on joined up delivery with the citizen at the heart of the change.

Part 2 – Opportunity for all – shows the things we are doing to look after vulnerable people, give children the best start in life and build Leicestershire as the best place to make the most of living.

Part 3 – 'Great Local Services' - explains what we are doing to improve our efficiency and effectiveness with a focus on customer services to provide services that offer outstanding value for money.

Working Together Effectively

For the Council to deliver better outcomes for Leicestershire people the whole organisation and its partners must work together effectively and successfully. Increasingly the linkages between services and agencies are becoming stronger as people see the benefits of service integration to tackle together the complex challenges society faces. This encourages a better and more co-ordinated approach to local service delivery within communities. It also responds to our wish to put the customer and service user at the heart of service design and make services more personalised to their needs.

The outcomes in this Plan cover a wide range of services that the Council and its partners provide. We have set ourselves stretching targets that we want to deliver for Leicestershire. However, we recognise that different communities have different needs and that sometimes we will need to target greater improvements in some geographic areas, or for some groups of people facing particular issues, to raise the quality of life for all.

Leicestershire Together

The way we do this is through Leicestershire Together – which is the local strategic partnership for Leicestershire and includes the key organisations and partnerships that deliver services in the County. It is a partnership of partnerships for the County and provides the over-arching framework within which other service and area-based partnerships operate.

Sustainable Community Strategy

Leicestershire Together produces the Sustainable Community Strategy for the County which outlines the things local people and agencies see as most important in improving the area. It identifies the outcomes for Leicestershire's people and places over 5 years to 2013 and sets out what Leicestershire Together partners are going to do and the difference that they will make. It draws on a strong evidence base of research and consultation such as 'This is Leicestershire' and 'Places in Leicestershire'.

There are 49 main outcomes. These 'headline' or top level outcomes are, in most cases, supported by sub-outcomes which set out in more detail what needs to be achieved. There are also specific outcomes for places in Leicestershire that have been developed by District based local strategic partnerships which coordinate delivery at District level.

Local Area Agreement and Multi Area Agreement

Leicestershire's second Local Area Agreement (LAA2) takes the main outcomes and focuses them through a set of 35 targets based on national indicators along with 12 local targets and 10 specific mandatory targets covering children and young people's issues. Targets in the LAA2 help to focus delivery of the outcomes in the Sustainable Community Strategy. The targets are covered in full in this Plan despite some being led by other agencies.

The Local Area Agreement is a formal agreement between Leicestershire (through Leicestershire Together and the County Council as the accountable body) and the Government (through the Government Office for the East Midlands) on priorities for the County area and targets for improvement.

The LAA2 targets have been selected for a number of reasons – in some cases, because the partners need to improve performance in an area, in others because the partners have the ambition to further improve high levels of performance. Often an issue cuts across partners and tackles a number of priorities or it is an emerging issue where working together effectively is the best option.

The innovative Multi Area Agreement (MAA) for Leicester and Leicestershire covers the economic priorities of the city and County and is an important mechanism for driving growth and managing economic shocks. It envisages that by 2020 Leicester and Leicestershire will have a prosperous, enterprising and dynamic economy, characterised by innovative businesses and creative people, attractive places and sustainable communities.

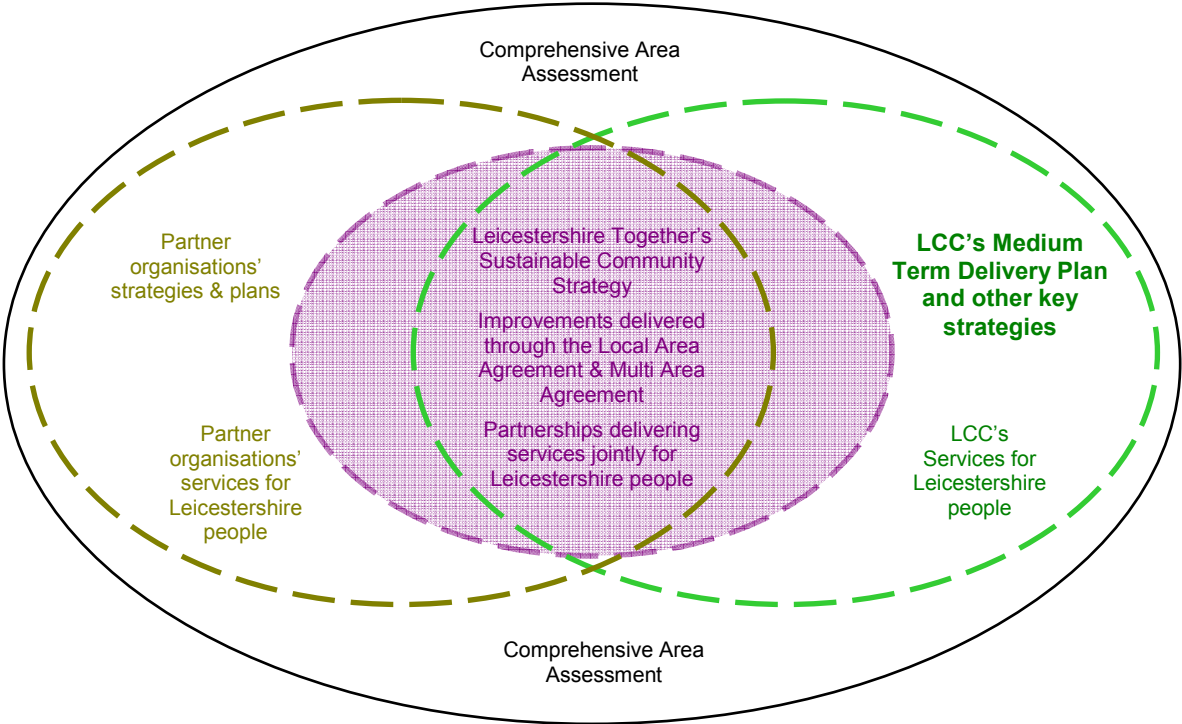
It is a signed public agreement between Government, local councils and partner agencies to deliver a range of economic outcomes in co-operation to achieve the MAA's vision. The MAA contains targets for economic development to help achieve our main outcomes for employment, skills and business growth.

Leicestershire Performance Framework

The Sustainable Community Strategy outcomes and the LAA2/MAA targets form the core of the Leicestershire Performance Framework. The Framework sets out the outcomes sought and how activities cut across the work of partners and how the different outcomes interrelate.

The County Council is a key partner in driving forward the success of the Performance Framework. Progress in delivering the outcomes and targets in the SCS, LAA2 and MAA are monitored and reported regularly on the Leicestershire Together TEN Performance Management System and in an annual delivery progress report (see www.leicestershiretogether.org.uk). External government inspectors, through the Comprehensive Area Assessment inspection process, also assess progress with reports on the Audit Commission's 'One Place' website (see www.oneplace.direct.gov.uk/infobyarea/region/area/Pages/areaoverview.aspx?region=49&area=375).

Diagram 1
The Medium Term Delivery Plan – External Context



Medium Term Financial Strategy

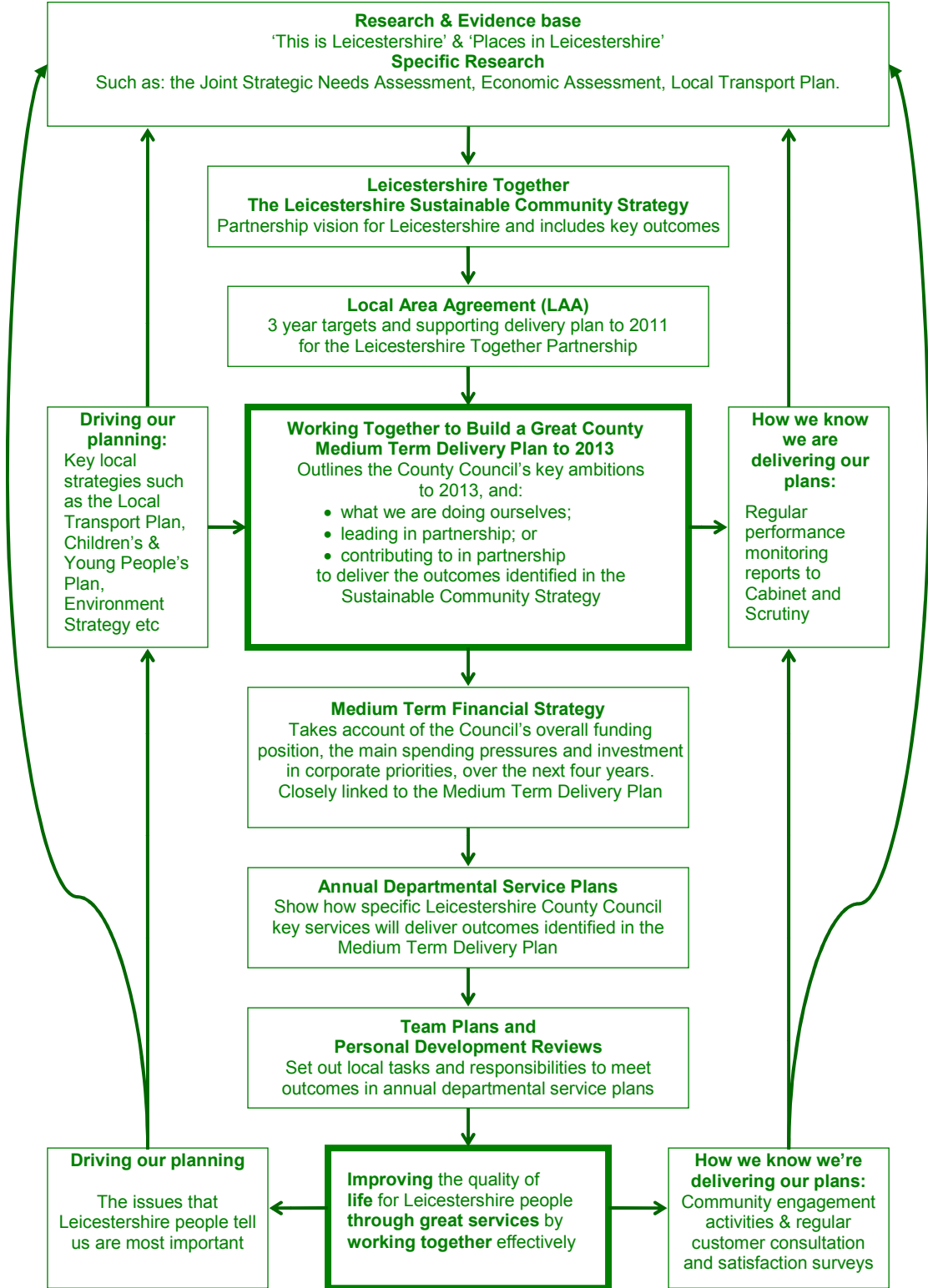
The Medium Term Financial Strategy (MTFS) interlinks with the Delivery Plan to ensure that resources are available to deliver agreed priorities. The MTFS covers a four year period; it sets out detailed spending plans including spending pressures and savings necessary to fund them.

Delivering the MTFS in a period of severe economic down turn has been a major challenge. It is based on freezing council tax in the last three years of the plan, depending on the policy of the next government. This, together with expected reductions in government grant, and the need to fund £46m of spending pressures (mainly on Adult Social care and Waste) means that significant savings (£66m), have to be found over the next four years.

About 70% of the savings (£45m) will come from efficiency savings with £2m from increased charges. This leaves £19m to come from service reductions. This is 6% of the budget. Over

the four year period restricting services reductions to 1½% of the budget a year is a major achievement in the circumstances.

Diagram 2
The Medium Term Delivery Plan - Relationship to the Sustainable Community Strategy and delivery of County Council services



Our Vision

We support Leicestershire Together's vision for Leicestershire in 2026 and believe we are part of a great County and that Leicestershire is:

The Place where people want to live for its great quality of life.

Our Mission

As we progress towards achieving our vision for Leicestershire we support Leicestershire Together's Mission and will do this by:

Working together creating a great place to live, to bring up a family and build a business, supported by great public services that offer outstanding value for money.

Our Delivery Principles

When delivering our services we will apply these principles:

◆ Focus on quality of life...

- Ensure our activities have a positive impact on the environment, our carbon footprint is minimised and sustainable solutions are developed to take account of the needs of future generations.
- Focus on what makes a difference for customers and on the delivery of outcomes, using preventative approaches and interventions where possible.

◆ Work together...

- Provide Community Leadership for the County.
- Understand and respond to the needs of service users through enhanced consultation, user choice, personalisation, active involvement and participation.
- Work to promote equality, community cohesion and to reduce disadvantage.

◆ Provide great public services...

- Work in partnership to identify and exploit new opportunities for joint working.
- Recruit, develop support and retain a highly motivated, well-trained and innovative workforce that can meet future challenges.

◆ Secure value for money...

- Supply efficient, effective and economic services.
- Develop innovative solutions to the challenges we face.

Our Values

Underpinning everything, we have a well established set of core values that make sure we will be **Hardworking, Fair and Tolerant**.

Leicestershire County Council Medium Term Delivery Plan

PART 1- Securing the Future

This part of the Plan focuses on the 'securing the future' characteristics of our delivery. The outcomes here also support the two other two parts of the Plan: 'Opportunity for All' and 'Great Local Services'.

There is an emphasis on things like the environment, economic development, improvements to the places where we live and work along with joined up delivery with the citizen at the heart of the change.

Each area of activity illustrates just some of the ways in which we will make a difference for the people of Leicestershire and deliver the priority outcomes in Leicestershire Together's Sustainable Community Strategy. More detail can be found in departmental annual service plans, LAA delivery plans and the other plans and strategies we have listed.

Progress towards achieving the outcomes will be monitored on a regular basis with reports to the Council's Cabinet and the Scrutiny Commission. All of these are published on the County Councils' website: www.leics.gov.uk .

A Prosperous, Innovative and Dynamic Economy

By working closely with stakeholders, partners and local businesses we aim to play our part in delivering an effective response to the global economic downturn and help safeguard the longer-term interests of the Leicestershire economy.

Our ambitious economic vision for the sub-region is that:

‘In 2020, Leicester and Leicestershire will have a prosperous, enterprising and dynamic economy, characterised by innovative businesses and creative people, attractive places and sustainable communities.’

It is an interesting time for the Leicestershire economy with private investment accelerating underlying structural change. It is important to capitalise on these opportunities, playing to our strengths and overcoming challenges. We recognise that it is important to co-operate to create the conditions to achieve the economic vision for the sub region. Our Multi-Area Agreement (MAA) provides us with the framework that makes this possible. The economic alliance forged between us, Leicester City Council and Leicestershire business leaders by way of the MAA creates a unique opportunity to offer a ‘no boundaries’ proposition to potential investors, developers and companies looking to relocate. The MAA has a clear focus on economic development and an emphasis on employment, skills, business growth, tourism and innovation.

Alongside the MAA, we have put into place new sub-regional governance arrangements and have helped to establish Prospect Leicestershire - an Economic Development Company - to drive forward delivery of our MAA and bring physical regeneration, sustainable growth, business innovation and inward investment across Leicestershire

Key Outcomes and improvements to 2013

Priority Outcomes	End of Plan target	Delivery Actions
A prosperous and dynamic economy driven by innovation (SCS 5.1)	Play our part as a partner to help increase the percentage of small businesses showing employment growth from 12.9% to 13.4% (NI 172 – LAA target)	<p>Implement the Rural Economy Support Programme (LRP)</p> <p>Provide advice to firms on how they can reduce their energy and other resource costs. Provide advice to local firms on public sector procurement opportunities and make it easier for local businesses to work with the Council, thereby stimulating the local economy</p> <p>Work with our prime contractors to establish the contribution that small firms, ethnic minority businesses, social enterprises and voluntary and community sector suppliers can play in the supply chain</p> <p>Undertake detailed analysis to identify and monitor our spending with local small and medium-sized enterprises to give us a better understanding of the impact of our purchasing activity upon the local economy</p> <p>Provide support for town centre retailers and businesses, including new Business Improvement Districts</p> <p>Provide support for creative and tourism sectors through Creative Leicestershire and Leicestershire Promotions</p>
A highly skilled, motivated and innovative population and more people in high value jobs (SCS 5.3)	<p>Play our part as a partner to help increase from 70.6% to 76.5% the proportion of the working age population that is qualified to at least level 2 (NI 163 - LAA target)</p> <p>Play our part as a partner to help increase from 29.8% to 33.6% the proportion of the working age</p>	<p>Provide employment opportunities to young people through the Apprentice scheme. Provide adult learning and other services through Multi Agency Access Centres. Improve economic structure to increase number of jobs requiring these qualifications – including</p>

Priority Outcomes	End of Plan target	Delivery Actions
	<p>population that is qualified to at least level 4 (NI 165 – LAA target)</p> <p>Play our part as a partner to increase the take up of learning diplomas, for students starting Sept. 2010, to 390 students a year across 12 diploma lines (LI 10 LAA Target) Also cross references to Children and Young People</p>	<p>through supporting Inward Investment activity (funding of Prospect) and influencing employment land allocation</p> <p>Implement the LAA Delivery Plan for new learning diplomas</p>
Quality employment sites and premises are more widely available (SCS 3.4)	Play our part as a partner to help achieve an increase in the amount of employment land in line with the MAA target (MAA target)	<p>Influence Regional Strategies and Local Development Frameworks</p> <p>Consider use and disposal of industrial/ farm land and property holdings in relation to economic priorities</p> <p>Support our economic development company, Prospect Leicestershire, which has a specific remit to improve employment land and premises provision.</p> <p>Ensure SUE master planning addresses employment land needs of new communities</p> <p>Work to better join up planning policy and delivery of planning functions across the sub-region</p> <p>Support extension of Loughborough Science Park</p>
Children and Young People achieve economic well-being (SCS 1.5)	Please refer to the Children and Young People's section	Please refer to the Children and Young People's section
Improved life chances for vulnerable people (SCS 1.1)	Play our part as a partner to help reduce the number of working age people on out of work benefits to 8% or below by 2011 (NI 152 – LAA target)	Support the Future Jobs Fund initiative by employing local out of work people who qualify.

We will also...

- ◆ Invest in regeneration schemes, promote inward investment and support the delivery of key projects to support the County's economy, including heritage tourism, Birstall Park and Ride and Loughborough Eastern Gateway.
- ◆ Continue to support the ongoing development of the National Forest as a sustainable tourism and environmental scheme.
- ◆ Strive to make our town centres better places for local businesses, visitors and residents, including through promoting and supporting the designation of Business Improvement Districts.
- ◆ Promote, explore and pilot more innovative schemes to reduce environmental impact; making Leicestershire a centre for excellence for emergent technologies and a home for 'Green Collar' businesses.
- ◆ Improve our understanding of the sub-regional economy through preparation and updating of an Economic Assessment and improving arrangements for the effective provision of economic research and intelligence.
- ◆ In the context of recent reviews ensure that the County Council's portfolios of industrial and farm assets are deployed to support our economic priorities.
- ◆ Explore with sub-regional partners the use of innovative financial mechanisms to support economic and infrastructure investments, including the Community Infrastructure Levy.
- ◆ Participate fully in actions to raise economic prospects, and reduce deprivation in the County's priority neighbourhoods - including by supporting the multi access centre programme and neighbourhood learning in deprived communities.
- ◆ Make it easier for local businesses to access public sector procurement opportunities, including through promotion of the Source Leicestershire website.

- ◆ More closely align 14-19 education with the meeting of local economic and skills requirements.
- ◆ Work sub-regionally with range of partners to support apprenticeships, placements, volunteers and futurejobsfund.
- ◆ Improve access to business and jobs advice, including through Access Centres and Libraries.
- ◆ Continue to promote Leicestershire businesses internationally, including through active participation in trade missions to China and India.

Transportation

Our aim is to achieve a transport system for Leicestershire which meets our community's requirements for access and economic development in a way which improves sustainability and people's quality of life. This will be achieved by maintaining the County's highways, supporting public transport services, promoting safe and sustainable travel and ensuring new development is properly integrated into the transport system.

Our current priorities have been developed to ensure we deliver our commitments in the Sustainable Community Strategy (SCS), Local Area Agreement (LAA) and our second Local Transport Plan (LTP2). The LTP2 is a five-year document, setting out the key highways and transportation challenges for Leicestershire and how we propose to address them. Our LTP2 comes to an end in March 2011 and our biggest challenge in years to come will be identifying how we can continue to provide the most effective highways and transport services with a reduced budget. Work is already underway to develop our third Local Transport Plan (LTP3) and we have developed robust evidence that will enable us to identify the key long-term priorities for transport in Leicestershire and assess the potential delivery options.

We have continued to deliver high quality services which ensured that our highway network and transport services in Leicestershire remain amongst the very best in the country. We have completed major construction schemes including the Earl Shilton bypass and an enhanced Foxhunter roundabout as well as opening of our award-winning park and ride scheme at Enderby. Park and ride sites, supported by a variety of traffic management schemes will continue to be the focus of our approach to reducing congestion and rush hour journey times in Leicestershire. We are also providing people with genuine alternatives to the car by improving bus services, walking and cycling routes.

The number of people killed and injured on our roads is also reducing and we are confident that our approach of using accident data to target high-risk areas is driving this reduction. Ensuring Leicestershire residents can access the services they need (such as work, education and health services) continues to be a priority for us. Our passenger transport service administers home-to-school transport for children and young people on a daily basis as well as enabling adults to access the social care services they need. Our highways teams, in partnership with Tarmac, have continued to ensure our roads are some of the best maintained in the country and our dedicated winter maintenance team provide round the clock services to keep Leicestershire's roads moving through the worst of the winter weather.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Growth of road congestion is reduced (SCS 4.5)	Play our part as a partner to help restrict the rising trend in average journey times during the morning peak to an average of 4 minutes 37 seconds by 2011 (NI 167 – LAA target)	Work with Leicester City Council to deliver the Central Leicestershire Urban Congestion Target Delivery Plan. Keep on-track with park and ride schemes located in Birstall and Leicester North West Continue development of the Loughborough town centre transport scheme. Construction to start in 2011 (subject to DfT approval) Progress improvements to the M1 Junction 21 area
Access to facilities and services is enhanced across the County (SCS 7.1)	Increase from 153,991 to 158,611 in 2011, the number of passenger journeys on rural transport (excluding the hourly bus network) - with the help of our partners (LI 13 - LAA target)	Deliver the Personalised Travel Planning agenda to help break down the barriers of using alternatives to the car Promote rural transport services that will provide access to employment, training and local centres
The number of road casualties is	Fewer people are killed or seriously	Implement evidence-led approach

Priority Outcome	End of Plan target	Delivery Action
reduced (SCS 6.3)	injured in road accidents with a reduction from 292 to 251 by 2011 (LI 12 – LAA target)	to improvement schemes and undertake targeted communication, education, training and publicity campaigns

We will also...*

- ◆ Promote public transport use through a range of actions including improving bus punctuality, bus information, personalised travel planning and reviewing ticketing options.
- ◆ Work with the Highways Agency to deliver the Kegworth bypass as part of the Highway Agency's proposals for M1 improvements in the area.
- ◆ Consider options for delivery of solutions to traffic problems in South West Leicestershire (including Sharnford).
- ◆ Work with Melton Borough Council to progress options for the delivery of a Melton Mowbray relief road.
- ◆ Progress initial schemes within the Loughborough West parking study by March 2011 (SCS 3.5).
- ◆ Maintain accessibility across the County in adverse weather conditions through the provision of a range of activities including winter highway service and completion of the 'Soar Valley access during flooding' study.
- ◆ Support access to facilities (work, health, shopping and education) through the delivery of our hourly bus services, marketing and promotion of public transport services and delivery of schemes to improve public transport, walking and cycling

* This section will be updated following consultation on the third Local Transport Plan due to be published in April 2011

Housing

We will work with our partners and other stakeholders to help meet the housing needs of Leicestershire and plan for the future housing provision agreed through the Regional Plan and Local Development Frameworks.

New arrangements have been established to help meet the priorities identified in the City and County sustainable community strategies and local area agreements. Our new Housing, Planning and Infrastructure Group (HPIG), part of the sub-regional economic development arrangements which came into place in April 2009, will co-ordinate activity across the sub-region to provide new homes (including affordable homes), the supporting infrastructure and the master planning of new Sustainable Urban Extensions. Priorities relating to supported housing and housing advice for vulnerable groups are being addressed by the Vulnerable People Partnership Board. A new County Housing Board will oversee all housing-related activities in Leicestershire, in particular in the context of the Comprehensive Area Assessment Improvement Plan. Rural areas experience particular housing pressures and through the Rural Partnership and HPIG we will continue to support activity which provides rural affordable homes.

The provision of suitable infrastructure is essential if new and existing communities are to be sustainable and attractive to residents yet current housing market conditions and public finance pressures make it increasingly difficult to fund this infrastructure. We will continue to influence the deployment of funding streams, such as New Growth Points, to support infrastructure provision in the County.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
The housing needs of the people of Leicestershire are met (SCS 3.7)	Play our part as a partner to help Districts to achieve housing growth of 5,964 additional homes by 2011 (NI 154 – LAA target)	Co-ordinate activity across the sub-region to provide new homes (including affordable homes), the supporting infrastructure and the master planning of new Sustainable Urban Extensions As part of the sub-regional 'Single Conversation' with the Homes and Communities Agency contribute to the development of a single sub-regional housing and regeneration investment plan which will determine priority investment and delivery areas
An increase in the provision of affordable housing (SCS 1.4)	Play our part as a partner to help Districts achieve an increase in affordable homes from 269 to 490 a	Support the provision of more affordable homes within and adjacent to the Principal Urban Area, the sub-regional centres and

Priority Outcome	End of Plan target	Delivery Action
	year by 2011(NI 155 - LAA target)	in rural areas for the benefit of local people As part of the sub-regional 'Single Conversation' with the Homes and Communities Agency contribute to the development of a single sub-regional housing and regeneration investment plan which will determine priority investment and delivery areas

We will also...

- ◆ Seek to develop a stronger sub-regional approach to housing and planning strategy, delivery and funding to ensure the most effective use is made of available funding in the context of public spending pressures and housing market conditions. This will be managed through the 'single conversation' and potential extension of the Multi Area Agreement to cover housing.
- ◆ Develop our capability to understand the implications of housing growth and ensure timely delivery of the necessary infrastructure. Given infrastructure funding pressures this may require prioritisation of which sustainable urban extensions receive public investment.
- ◆ Play our part in ensuring that new developments are built to a higher design, security and environmental standards and are better supported by services and infrastructure. The Council's Better Places team will co-ordinate the County Council's input to master planning activity, working with District Councils, Prospect Leicestershire and others.
- ◆ Through the Strategic Housing Improvement and Efficiency project work with the City Council and District Councils to agree proposals by April 2011 for the better joining up of strategic housing and strategic planning activity across Leicester and Leicestershire.
- ◆ Support and influence the development of the new Single Regional Strategy, ensuring the right levels of housing provision are allocated to Leicestershire, and influence Local Development Frameworks to ensure they are in line with the Sustainable Community Strategy and Local Area Agreement priorities.
- ◆ Provide advice to developers and residents on energy efficiency standards, and support affordable warmth projects in priority neighbourhoods.
- ◆ Work with partners to support the provision of green infrastructure alongside new housing provision.
- ◆ Support local communities, including parish councils, having greater influence over the provision of housing.
- ◆ Work with District Councils and the Multi-Agency Traveller Unit to identify suitable locations for new Gypsy and Traveller sites as part of the local development plan process.
- ◆ Continue to build strong links between the delivery of housing and the role schools can play as 'community hubs' within new and existing communities,
- ◆ Continue to build strong links between the delivery of housing and good public transport provision, walking and cycling routes to ensure there are good alternatives to the use of the private car.

Climate Change and an Attractive Environment

Environmental Issues and Climate Change

The scientific evidence now appears overwhelming: climate change, driven by Greenhouse gases, presents serious global and local risks and demands a global and local response. If we continue business as usual, average temperatures in Leicestershire can be expected to increase by 2.2°C in winter and 2.5°C in summer by 2050¹, more rain in winter and less in summer will cause worse floods and more summer droughts, milder winters and longer growing seasons.

Outside Leicestershire, sea level rises can be expected to displace large numbers of people and sea water acidification could further threaten fish stocks. The benefits of strong early action considerably outweigh the costs; tackling climate change now is the pro-growth strategy for the longer term.

¹ UK Climate Projections 09, <http://ukclimateprojections.defra.gov.uk/>

In April 2009, the Council adopted a new Environment Strategy and Action Plan. The vision set out in the Strategy is that:

‘Leicestershire County Council will be one of the best performing councils in England on environmental issues by the end of 2012.’

Within the Environment Strategy and Action Plan there are a number of objectives that reflect the Council’s desire to reduce its environmental impact, manage the environmental risks of delivering services and ensure that the Council plans how to adapt services in the face of probable changes in the climate. These include:

- ◆ reducing the carbon dioxide emissions
- ◆ increasing resilience to the predicted changes in climate
- ◆ minimising the amount of waste produced whilst increasing the percentage of waste that is recycled
- ◆ ensuring the procurement of goods, works and services is environmentally sustainable
- ◆ using water efficiently
- ◆ maximising the value of Council sites for biodiversity
- ◆ reducing the polluting emissions from Council operations.

Specific and challenging targets are in place through the Environment Strategy, a number of which are included in the key outcomes and improvements set out below.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Our contribution to climate change is reduced (SCS 4.1)	Reduce our CO ² emissions by 7.84% by 2011 (NI 185 – LAA target)	<p>Deliver outcomes within the carbon management programme</p> <p>Establish an environmental management system that ensures that all risks, including contributions to climate change are identified, managed and monitored</p> <p>All high risk activities to have an environmental risk register (incl. legal compliance audit) and be delivering actions to reduce risks, including reducing contributions to climate change.</p> <p>Delivery of behavioural change programme (Go Green campaign).</p>
There is a high resilience to effects of climate change (SCS 4.2)	Climate change adaptations are at Level 3 and adaptation is embedded into decision making processes across all service areas by 2011 (NI 188 – LAA target)	<p>Continue to support the Leicestershire interagency resilience team</p> <p>Prepare a Climate Change Adaptation Action Plan</p> <p>Identify all significant risks to service delivery posed by climate change and ensure suitable actions are being delivered.</p> <p>Establish an environmental management system that ensures that all risks are identified, managed and monitored</p>
Increased resident satisfaction with the built environment and improved green infrastructure (SCS 3.3)	Green infrastructure strategies are in place across the whole of the County area - with the help of our partners by 2011 (LI 8 – LAA target)	Play our part as a partner in developing the strategies as a key element in supporting sustainable communities.

We will also...

- ◆ Ensure that the County Council provides leadership and promotes general awareness on the issues of climate change vulnerabilities, mitigation actions and adaptation responses.
- ◆ Work with District Councils and other Leicestershire Together partners, to improve our joint performance on climate change mitigation and adaptation.
- ◆ Work with District Councils to improve air quality in air quality management areas (SCS 6.4)
- ◆ Significantly enhance the energy efficiency of our buildings and street lights.
- ◆ Improve resource efficiency in the way we use water, air, energy and land and minimise waste.
- ◆ Improve air quality by reducing NO_x and primary PM₁₀ emissions through the Council's estate and operations. (NI 194 – target to be confirmed)*
- ◆ Ensure that all decisions made by the Council take account of environmental impacts and climate change.
- ◆ Help local businesses to improve their energy efficiency and reduce waste, thereby reducing their CO₂ emissions and costs.
- ◆ Support District Councils in improving street and environmental cleanliness. (NI 195 – LAA target)
- ◆ Take suitable action on new legislation following the Pitt Review on Flooding
- ◆ Support plans to establish the Charnwood Forest Regional Park.
- ◆ Complete the restoration of the Ashby Canal depending on the availability of external funding.
- ◆ Ensure 100% of Local Wildlife Sites and regionally important geological Sites in LCC ownership have a management plan for their long-term survival.*
- ◆ Ensure 80% of Rights of Way are signposted and easy to use.
- ◆ Depending on the availability of funding complete a Visitor Centre for Watermead Country Park that is a model of sustainable good practice.

* In line with the Environment Strategy, these are usually targets to 2015

Waste Management

Our aim is to meet the waste management needs of the people of Leicestershire in an efficient and effective way, whilst working within the policies in the Government's national Waste Strategy 2007 together with the European Landfill Directive which requires us to provide alternatives to disposing of waste to landfill.

We will do this by working in partnership with District Councils to implement the Leicestershire Municipal Waste Management Strategy (LMWMS) and achieve our landfill directive targets. We arrange for the disposal, recycling and composting of Leicestershire's municipal waste and operate 14 recycling and household waste sites. We promote waste minimisation, recycling and composting initiatives with the District Councils as well as delivering education and awareness initiatives. We also provide a range of specialist services including the disposal of abandoned vehicles and clinical and hazardous household waste.

The authority is committed to move towards a more sustainable system of waste management, providing infrastructure (supported through the Waste Development Framework) which reduces our reliance on landfill and maximises opportunities for recycling, recovery and composting.

Key Outcomes and Improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Less waste is produced and a reduced proportion of this goes to landfill (SCS 4.3)	Play our part as a partner to: <ul style="list-style-type: none"> • Reduce residual household waste to less than 620kg a household (NI 191) • Increase household waste sent for reuse, recycling and composting to at least 50.25% (NI 192 – LAA target) • Reduce the amount of biodegradable waste sent to landfill to 92,000 tonnes or less 	Work in partnership to deliver the actions in the Leicestershire Municipal Waste Management Strategy and the Leicestershire Waste Prevention and Re-use Plan Deliver educational and promotional schemes aimed at reducing household waste and to encourage increased re-use, recycling and composting Deliver the mechanical and biological waste treatment facility at Cotesbach Progress the Leicestershire Long Term Residual Waste Treatment

Priority Outcome	End of Plan target	Delivery Action
		Project from procurement stage to construction stage Improve our Recycling and Household Waste sites at Sileby, Lount, Kibworth and Melton Deliver an internal programme for reducing waste, and increasing re-use and recycling from County Council operations

We will also...

- ◆ Explore the options and financial implications of increasing recycling and composting performance beyond existing local and national targets.
- ◆ Work with District Councils to identify the environmental benefits and financial implications of weekly food waste collections and consider the introduction of these wherever possible.
- ◆ Work with District Councils, our contractors and the voluntary sector to re-use more of the suitable items that have been taken to our Recycling and Household Waste Sites.
- ◆ Work with the Leicestershire Waste Management Partnership to encourage the commercial sector to reduce their packaging and waste.

Better, Less Vulnerable Places

Work in Leicestershire is focussed on joint approaches to place making, with the County's Better Places team working within the new sub-regional economic structures and in close partnership with District Councils. District-based Local Strategic Partnerships set the framework within which local priorities for places are determined and improvements identified, with prioritisation of major investment decided at the sub-regional level. Projects to improve market towns and rural centres are developed and delivered by Town Centre Partnerships, Districts and the County working together. The development of Sustainable Urban Extensions will help sustain and enhance the viability of existing towns.

Community Forums have been established as a means of elected member engagement with local people. The Community Engagement team works in partnership with District Councils, the Police and NHS Leicestershire County and Rutland PCT to promote and run the forums, enabling local people to raise issues of concern about local services and bring items forward for further consideration. Work is also done with the Rural Community Council to encourage and develop local action plans through the community-led parish planning process. One-off events are arranged to meet local needs, helping issues to be investigated and for local problem-solving to take place.

Our programme of library improvements has seen 33 new or substantially refurbished libraries over the last four years. Currently libraries have improved with extended opening hours and enhanced access to ICT facilities and public information services. This transformation in terms of quality, range and ways of delivering services seeks to establish them as a central focus and resource for their communities and includes shared services such as service shops.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Improvements to market towns, shopping centres and rural centres to enable more effective access to services (SCS 7.1.4)	Work with our partners to help increase the satisfaction rate with market towns and village centres as good places to shop, visit and do business from 60% to 64% by 2011 (L114 – LAA target)	Support town centre partnerships and delivery of outcomes under town centre master plans in Loughborough, Hinckley, Blaby, Melton Mowbray, Lutterworth, Ashby, Earl Shilton and Barwell Support the development of Business Improvement Districts (BIDs) in Hinckley, and establish new BIDs in Loughborough, Market Harborough, Coalville and Melton Mowbray

We will also...

- ◆ Further develop working relationships with District-based local strategic partnerships to support delivery of high priorities within the places section of the Sustainable Community Strategy
- ◆ Deliver local 'Place Shaping' projects in partnership with local agencies.
- ◆ Maintain investment frameworks for places in each District and prioritise key projects for investment.
- ◆ Encourage communities to develop Parish Plans and implement action plans to improve their local village or area.
- ◆ Help in the development of planning for Sustainable Urban Extensions.
- ◆ Develop a programme of Multi Access Centres to build local skills in conjunction with the Libraries Service.
- ◆ Provide opportunities for local people to raise issues and aspirations about their local area.
- ◆ Respond to the key findings of the place survey and work with partners to improve public perceptions.
- ◆ Work with partners to develop a Leicestershire Together consultation & engagement strategy and delivery action plans.
- ◆ Work with local people and Districts to develop and implement local Participatory Budget projects in each Community Forum area.
- ◆ Develop multi-agency locality working models to provide more integrated services to local people.
- ◆ Continue experimental opening hours for more libraries – tailoring their services to when people use them the most.

Rural Areas

Leicestershire is a rural County with 32% of people living in hamlets and villages. Rural Leicestershire is diverse in terms of its landscape, its economy and the people that live there. We want to ensure that our rural communities are sustainable. Working with other agencies, through the Leicestershire Rural Partnership, we will plan and deliver services to achieve this.

Living in rural areas with access to open spaces and a sense of community has an attractiveness that is evident by the net migration from urban areas to Leicestershire's rural communities. However, living and working in rural areas also brings unique challenges and issues. This includes accessing services (such as healthcare provision, training opportunities, retail services, transport provision, broadband connectivity), the need for targeted support for rural businesses and provision of affordable rural housing. We will work with the Leicestershire Rural Partnership and its member organisations to deliver outcomes through the priorities identified in the Leicestershire Rural Strategy, 2007-14.

We will...

- ◆ Work to achieve better co-ordinated and integrated service planning and delivery in rural areas- learning from pilot schemes such as Total Place.
- ◆ Through the Leicestershire Rural Partnership, deliver improvements to Leicestershire's rural economy and support the delivery of access to service priorities.
- ◆ Help develop village and parish council websites.
- ◆ Ensure that rural communities have access to good quality public and community transport provision.
- ◆ Support the work of the Leicestershire and Rutland Rural Housing Enabler and District Councils in providing affordable rural housing where there is identified need.
- ◆ Work to reduce isolation and support the needs of older, disabled, vulnerable and younger people in rural areas.
- ◆ Support community-led planning within rural communities and ensure that reported issues are incorporated within the County Council's delivery planning process.

Vulnerable Places/Priority Neighbourhoods

People in Leicestershire generally enjoy a good quality of life and the County does not experience levels of deprivation apparent elsewhere. However, there are areas where people individually and collectively are more

likely to have reduced life chances, poorer health, be unemployed or in low skilled jobs, live in low income households and experience higher levels of crime and poor living environments.

Leicestershire Together has identified 19 priority neighbourhoods across the County. These are areas which do significantly worse than other parts of the County across a range of deprivation indicators.

Effective interventions, co-ordinated between agencies, can bring about real improvements to the lives of those who live and work in the priority neighbourhoods. A partnership approach is crucial to ensure co-ordinated action, avoid unnecessary duplication and unintended consequences of single agency intervention.

Work in priority neighbourhoods is all about understanding the needs in that specific area and we are playing our part in a co-ordinated, action-focussed approach to tackling those needs. This relies on our ability to work together with other agencies, sharing information/intelligence with them and working smarter in a sustained way to tackle deep-rooted problems.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Improved quality of life for people living in the most disadvantaged neighbourhoods (at a faster rate than the County generally) (SCS 1.2)	Higher level of improvement in priority neighbourhoods than the County average	Support and play our part in implementing neighbourhood management action plans

We will also...

- ◆ Work with partners to develop and review effective neighbourhood management teams in each Priority Neighbourhood.
- ◆ Work with the voluntary and community sector to support local communities in Priority Neighbourhoods to develop social networks and shared values among people.
- ◆ Work with partners to join up front-line services and improve inter-agency working through locality or neighbourhood teams.
- ◆ Improve residents' engagement and empowerment.

Partnership Improvement & Efficiency Programme

The Council is supporting an ambitious improvement and efficiency programme under the auspices of the Leicester and Leicestershire Public Service Board. This Board has the biggest seven local agencies as members and seeks to make working between agencies more efficient. The Partnership Improvement and Efficiency Programme is helping to meet the efficiency saving target under the Local Area Agreement and Multi Area Agreement. It focuses on 'back office' services where single services could be provided by one agency for others and frontline services where a 'Total Place' approach examines how better outcomes can be achieved at lower cost.

Total Place was launched as a national initiative in June 2009 to look at how a whole area or 'place' approach to public services can lead to better services at less cost. Leicester and Leicestershire were invited by Government to be one of 13 pilot areas. The programme seeks to identify and avoid overlap and duplication between organisations and to deliver real changes in service improvement and efficiency. It also enables a conversation with Government on any national barriers to achieving the aims of Total Place locally.

The Total Place Pilot established that total public spending in Leicester and Leicestershire was just over £6bn (£4.3bn by local service organisations - which includes the County Council - and £1.7bn by Non Departmental Public Bodies (QUANGOs). The Audit Commission estimates that for every layer of administration 20% of funding can be absorbed by that layer. With funding moving through a variety of national and regional organisations before it is spent on service delivery at the local level a lot of funding is spent on administration rather than local services.

Two themes selected to examine in detail how better outcomes could be achieved at lower cost were drugs and alcohol misuse and access to services. Drugs and alcohol misuse was chosen because it is a major and growing national problem and one which impacts on Leicester and Leicestershire at a higher level than the national average.

Access to services was chosen because it is recognised that, whilst agencies such as the County Council, provide good access to their own services it would be more convenient for customers and cheaper if more joint access arrangements were provided. For example, older people, offenders, rural communities, new arrival communities and those with mental illness need special attention.

Work under both these themes has identified improvements to outcomes at lower cost and the proposals will be implemented as part of the Improvement and Efficiency Programme.

The overall vision of the Partnership Improvement and Efficiency Programme is joined up delivery with the citizen at the heart of the change. This is linked to driving forward efficiencies in a joined up way to make the most of opportunities that exist for an integrated approach across agencies. A total of 33 areas which involve County services are due to be examined over the next three years.

We will...

- ◆ Support initiatives necessary to achieve savings identified by the Leicester and Leicestershire Public Service Board over the next 3 years through joint financial planning, joining up back office functions and joint improvements to key services.
- ◆ Play our part in delivering the outcomes identified through the 'Total Place' pilot project in relation to drugs and alcohol misuse – please refer to the Safer Communities section for detailed outcomes.
- ◆ Play our part in delivering the outcomes identified through the 'Total Place' pilot project in relation to improving access to services - please refer to the Customer Service and Access section for detailed outcomes.

Leicestershire County Council Medium Term Delivery Plan

PART 2 – Opportunity for all

This part of the Plan focuses on the ‘opportunity for all’ characteristics of our delivery. The outcomes here also support the two other parts of the Plan: ‘Securing the Future’ and ‘Great Local Services’.

There is an emphasis on the things we are doing to look after vulnerable people, give children the best start in life and make Leicestershire the best place to make the most of living.

Each area of activity illustrates just some of the ways in which we will make a difference for the people of Leicestershire and deliver the priority outcomes in Leicestershire Together’s Sustainable Community Strategy. More detail can be found in departmental annual service plans, LAA delivery plans and the other plans and strategies we have listed.

Progress towards achieving the outcomes will be monitored on a regular basis with reports to the Council’s Cabinet and the Scrutiny Commission. All of these are published on the County Councils’ website: www.leics.gov.uk .

Children and Young People

Children and young people in Leicestershire have told us that they want ‘voice, choice, safety and fulfilment’. This means that, in all our work, we

- ◆ encourage a culture where children and young people feel valued for their contributions and can speak up on matters that are important to them
- ◆ will support and equip children and young people to make positive choices and achieve ‘economic well-being’
- ◆ continue to give high priority to safeguarding, making sure that our practice and procedures are as good as possible and adapting to changing circumstances
- ◆ continue to support children and young people to be fulfilled through being healthy, feeling safe, enjoying and achieving, making a positive contribution and achieving economic well-being.

The 2009 annual review of Leicestershire’s Children and Young People’s Plan shows that services for Leicestershire’s children and young people continue to improve.

We want to make further improvements across the full range of children and young people’s services – from universal services (such as schools and health) through to highly specialist services for some of our most vulnerable children and young people. We will do this by building on strengths and working preventatively to help children, young people, parents and carers get the right help when they need it.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Children and young people in Leicestershire are healthy (SCS 6.5)	<p>Help reduce the rising trend in obesity among children of primary school age (Year 6) to 14.8% by 2011 (NI 56 – LAA target)</p> <p>Help reduce the conception rate of girls between 15 and 17 by 45% from the 1998 baseline by 2011 (NI 112 – LAA target)</p> <p>Improve the emotional health of children from 63.8% to 73.6% by 2011 (NI50 – LAA Target)</p>	<p>Implement the Obesity Reduction Strategy action plan – key tasks include developing a clear obesity care pathway and an effective communication strategy</p> <p>Use additional LAA resources to ensure all areas can:</p> <ul style="list-style-type: none"> ◆ Meet sexual health training needs ◆ Increase targeted work across all County ‘hotspots’ ◆ Target resources on vulnerable people <p>Implement the Emotional Well-being and Mental Health Strategy, which includes developing services in Targeted Mental Health in Schools and Social and Emotional aspects of learning programmes</p>
Children and young people in Leicestershire stay safe (SCS 1.5)	<p>Reduce proportion of children experiencing bullying (from 2008 baseline of 48% to 44% by 2011) (NI 69)</p> <p>Increase the proportion of children in care in the same placement for over 2½ years to 70%¹ (NI 63 – LAA target)</p> <p>100% child protection cases reviewed within required timescales by 2011 (NI 67)</p>	<p>Work with schools to further reduce bullying in all its aspects, including racially and culturally based bullying</p> <p>Target children in care who experience disruption to ensure maximum support is provided in existing placements</p> <p>Monitor and ensure effective safeguarding practice – Specialist services are currently being restructured and a new, more effective and efficient model developed.</p>
Children and young people in Leicestershire enjoy and achieve (SCS 5.4)	By March 2011 61% of children score at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in	Move child care settings rated as ‘satisfactory’ settings to ‘good’ In Jan 2009 61% were ‘Good’ or ‘Outstanding’, currently (March

Priority Outcome	End of Plan target	Delivery Action
	<p>Personal Social and Emotional Development and Communication, Language and Literacy (NI 72 – LAA target)</p> <p>Narrow the gap between the lowest achieving 20% of children in the Early Years Foundation Stage and the rest to 28.5% by March 2011 (NI 92 – LAA target)</p> <p>The attainment and achievement of children and young people at Key Stages 2 and 4 is improved and:</p> <p>82% of pupils achieve level 4 or above in English and Maths at Key Stage 2 by March 2011 (NI 73 - LAA target)</p> <p>62% of pupils achieve 5 or more A* - C grades at GCS or equivalent including English and Maths by March 2011 (NI 75 - LAA target)</p> <p>90% of pupils progress by 2 levels in English between Key Stage 1 and Key Stage 2 by March 2011 (NI 93 - LAA target)</p> <p>88% of pupils progress by 2 levels in Maths between Key Stage 1 and Key Stage 2 By March 2011 (NI 94 – LAA target)</p> <p>The attainment of children in care is improved and:</p> <p>4 out of 12 children achieve level 4 in English at Key Stage 2 by March 2011¹ (NI 99 – LAA target)</p> <p>5 out of 12 children achieve level 4 in Maths at Key Stage 2 by March 2011 (NI100 – LAA target)</p> <p>6 out of 36 looked after children achieve 5 A* - C GCSEs (or equivalent) at Key Stage 4 including English and Maths by 2011 (NI 101 – LAA target)</p> <p>The attainment gap between children eligible for free school meals and their peers is reduced to:</p> <p>19% from 25% for Key stage 2 pupils by 2011 (LI 1 – LAA target)</p> <p>19% from 31.1% for Key Stage 4 pupils by 2011 (LI 2 – LAA target)</p> <p>The attainment gap between children with special educational needs and their peers is reduced to:</p> <p>58% for pupils at Key Stage 2 by 2011 (LI 3 – LAA target)</p> <p>55% for pupils at Key stage 4 by 2011 (LI 4 – LAA target)</p>	<p>2010) 63% are 'good' or 'outstanding' I</p> <p>Improve data analysis to identify lowest performing groups of children and target training around these children's needs</p> <p>Deliver effective school improvement programme</p> <p>Develop our Education of children in care team and closely monitor attendance and attainment of all children in care</p> <p>Improve data analysis to:</p> <ul style="list-style-type: none"> ◆ enable intervention to be further targeted on those groups found to be achieving less well than their peers ◆ target teachers professional development <p>School Improvement Partners continue to provide effective challenge to schools</p>
Children and young people in Leicestershire make a positive contribution (SCS 2.8)	Help increase from 70.7% to 75% the number of children and young people taking part in positive	Increase positive activity options across the County through District based commissioning and the Find

Priority Outcome	End of Plan target	Delivery Action
	<p>activities (for example, volunteering, helping a neighbour or charity group) by 2011 (NI 110 - LAA target)</p> <p>Help increase from 70% to 80% the number of children participating in sporting activities by 2011 (NI 57 - LAA target)</p>	Your Talent project in priority neighbourhoods engaging hard to reach groups through cultural activity
Children and young people in Leicestershire achieve economic well-being (SCS 1.6)	<p>Help reduce from 4.5% to 4% the number of 16 to 18 year olds who are not in education, employment or training by 2011 (NI 117 - LAA target) Cross references to the Prosperous, Innovative and Dynamic Economy section</p> <p>Help increase the number of care leavers who are in education, employment or training from 57.9% to 72% by 2011 (LI 5 - LAA target) Cross references to the Prosperous, Innovative and Dynamic Economy section</p> <p>Reduce school persistent absence from 7.1% to 4.9% by March 2011 - (NI 87 - LAA target)</p>	<p>Preventative work with young people from age 13 to promote maintenance of engagement with learning and aid them to make suitable choices through information, advice and guidance</p> <p>Strengthen partnership working through collaboration with employers, work-based learning providers, Further and Higher Education</p> <p>Earlier intervention and preventative approaches under exiting strategies to reduce persistent absence</p>
Improved life chances for individuals and families (SCS 1.1)	Improve the stability of placements of looked after children from 66% to 70% by 2011 (NI 63 - LAA target)	<p>Extended hours placement support workers who could offer practical support to foster carers.</p> <p>Foster placements that meet the needs of adolescents</p>

We will also...

- ◆ Raise attainment for all children and young people, particularly progress rates between Key Stage 3 (year 9) and Key Stage 4 (GCSEs).
- ◆ Improve outcomes for Children in Care, including educational attainment of Children in Care.
- ◆ Further develop and improve our support to parents and carers...
 - Aiming High for Disabled Children and Families Strategy is currently deploying additional support to families and carers.
 - Continue to implement our Family Support Strategy – a range of services to further support families and carers.
 - Implement a new Parent and Carer Involvement Strategy.
- ◆ Explore a way forward to upgrade our school buildings, including transforming secondary school provision in Loughborough and building a new special school in Loughborough.
- ◆ Meet national targets for schools achieving healthy school status.
- ◆ Complete development of our Children's Centres The final phase 2 Children's Centre will be completed in June 2010 and 15 phase 3 centres will be completed by Sept.
- ◆ Explore how we will improve our joint arrangements for children with complex care needs.
- ◆ Build on our integrated youth support pilots to help reduce young people not in employment, education or training. All localities are now committed to developing plans for Integrated Youth Support by engaging local partners through Locality Partnership Groups.
- ◆ Review our Youth Crime Prevention plan and further reduce young people's offending and re-offending.
- ◆ Further reduce levels of bullying in our schools and misbehaviour on school transport.
- ◆ Put Travel plans in place for every school.
- ◆ Reduce the number of permanent exclusion from schools to 0.15% by March 2011.
- ◆ Place Children and Young People at the heart of the 'Find Your Talent' pathfinder programme, participating in and influencing our cultural provision within and outside school so that young people previously not involved

in theatre, performance, heritage and other cultural activities are may influence peers to get involved in positive activities.

- ◆ Engage young people in outdoor activities through The Forest Schools programme.

Vulnerable Adults

Our overall vision is to enable adults in Leicestershire to be as independent as possible and play a full and active part in the life of their communities. We will achieve this by working with our partners to ensure people have more choice and control over the support they need to live independent and fulfilling lives. This will mean developing preventative services and promoting targeted early intervention, promoting access to universal services, encouraging social capital within vulnerable communities and developing self directed support (SDS) within social care services. The move towards SDS will significantly change the way services are commissioned and provided.

Housing and accommodation play an important role in enabling people to live fulfilled and independent lives in their community. The need to work with the wider housing partnership to develop housing related support is critical to achieving success in this area, and will be taken forward through the new Five Year Strategy for Housing Related Support which will be completed at the end of July 2010. The Strategy will examine the need for housing related support in the County and prioritise where investment should be targeted along with the level and type of provision required to meet this need.

There tends to be higher concentrations of vulnerable people in priority neighbourhoods within the County. We will work with partners to ensure equity and equality of access to services. This can be addressed and evidenced through the Local Performance Framework on indicators such as NI19 (*Rate of proven re-offending by young offenders*) where there is evidence that more intensive interventions for high risk cases and making better use of community resources can help a drop in offending, and help offenders to access services and prevent further offences.

Overall, we are following a person centred approach and along with our partners, we share a single collective view of the needs of our target groups. We also have a shared understanding of the key trigger points in people's lives and work with partners to coordinate interventions.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Improved life chances for individuals and families (SCS 1.1)	Increase from 98.77% to 99.2% the number of vulnerable people who are supported to maintain independent living by 2011 (NI 142 – LAA target)	<p>Deliver user centred support planning and flexible support in Supporting People funded services to drive forward people's capability to remain independent for as long as possible</p> <p>The introduction of user centred support planning and flexible support in Supporting People funded services has already resulted in a steady improvement in performance. There is also capacity to link with other services such as health to ensure a co-ordinated approach particularly at times of crisis to prevent the person moving to residential care or hospital</p> <p>A review process, started in early 2008 and due to end in December 2010, is reviewing existing services to look at options for reconfiguring to refocus on this priority outcome</p>
	Increase the number of adults with learning disabilities in settled accommodation to 62% by 2011 (NI 145 – LAA target)	Commission more supported housing for people with learning disabilities and reduce the numbers living in residential care. By the end of 2010 complete the programme to ensure that there are no people left living in permanent

Priority Outcome	End of Plan target	Delivery Action
		NHS campus accommodation

We will also...

- ◆ Develop with our partners, plans for enhanced joint commissioning arrangements for vulnerable people by March 2011.
- ◆ Give people the power to choose and design their own care packages by implementing our target operating model for self directed support by October 2010. This will mean that personal budgets will become the norm within Adult Social Care.
- ◆ Work with our partners to increase the range and effectiveness of targeted preventative services.
- ◆ Reduce the numbers of people placed in residential care and increase the numbers offered supported living. In learning disability services this will lead to 62% of people living in settled accommodation by March 2011.
- ◆ Develop a shared approach with District Council partners to reduce waiting times for major adaptations by March 2011.
- ◆ Improve our approach to safeguarding vulnerable adults and ensure that we manage risk appropriately in self directed services.

Older People

Our overall vision for older people is set out in our Ageing Well in Leicestershire strategy. This sets out the Council's objectives for older people within their communities, for income maximisation, for social and recreational activities (including volunteering), for improved health and wellbeing, for social care services and for housing and accommodation.

The numbers of older people in Leicestershire will keep on increasing significantly in the medium and longer term. This provides both opportunities for maximising the contribution older people can make to our communities but also massive challenges in supporting many more frail older people. In particular, the numbers of people aged over 85 and people with dementia will place major demand pressure on health and social care services.

The aims and objectives for vulnerable people in relation to more personalised services apply equally to older people. Support for informal carers, greater use of technology and better housing related support (including extra care housing) is central to our medium term strategy.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
More older people are able to live independent lives (SCS 1.7)	<p>Increase from 28.5% to 31.3% the number of carers receiving needs assessments and/or reviews and a specific carers' service or advice and information by 2011 (NI 135 – LAA target)</p> <p>Increase from 31.2% to 33% by 2011 the number of people who say that people over 65 receive the information, assistance and support needed to exercise choice and control to live independently (NI 139 – LAA target)</p>	<p>Work together with the NHS Leicestershire County and Rutland PCT to identify carers who are providing substantial care and who may be at risk as a result of their caring</p> <p>Launch Carers Impact Form to enable NHS staff to more effectively identify carers' needs</p> <p>Develop wider use of web-based information/ self-help options and a more standardized approach to the way information is provided across all agencies</p> <p>In May 2010 introduce a website to enable people to access an enhanced range of advice and information</p>
The health and well-being of older people is increased (SCS 6.6)	Older people's satisfaction with personalised support services will be higher than baseline figures established before the introduction of self directed support.	<p>Develop integrated approaches to commissioning and the provision of intermediate care and reablement services with NHS LC&R</p> <p>The rolling out of the target operating model for self directed</p>

Priority Outcome	End of Plan target	Delivery Action
		support
Older people are empowered to play an active part in the community (SCS 2.9)	By March 2011 30% of all ASC service users to have a personal budget	<p>Deliver the Personalisation Programme and implement the target operating model for self directed support by October 2010</p> <p>User led organisations will be active and influencing our delivery of personalised support</p> <p>Access to universal services for older people will be easier through the provision of web based information and advice</p>

We will also:

- ◆ Develop our understanding of overall population need and maximise the impact of our resources by targeting our interventions at those with the greatest need.
- ◆ Invest in extra-care housing, providing high quality, local accommodation for vulnerable people.
- ◆ Play our part as a partner to reduce non-elective hospital admissions through better delivery of integrated rehabilitation and intermediate care services.
- ◆ Give people with dementia increased community support by developing locally based rehabilitation services.
- ◆ Enable opportunities for older people to engage in cultural activities such as dance, reminiscence, libraries and learning
- ◆ Improve access to services through implementing our new customer contact solution for Adult social Care by October 2010.
- ◆ Work with District Councils and housing partners to increase the use of Telecare and other new technology to promote independence for older people. The HART service will use Telecare to increase its performance by increasing the number of service users who can live independently without commissioned support by 5%.
- ◆ Work closely with the NHS to help local people live healthier lifestyles and reduce health inequalities; improving the quality of information and advice available and promote health, diet and nutrition.
- ◆ Support the development of 'Falls Clinics' across the County

Healthier Communities

Leicestershire's 2009 Joint Strategic Needs Assessment recognises that major causes of premature mortality and health inequalities are linked to cardiovascular diseases, cancer and respiratory disease and that action should be targeting on the factors contributing to them. In addition it also outlines the need to reduce levels of obesity in the population, tackle smoking and tobacco control, encourage sensible drinking and focus action on reducing the burden of disease in the population along with improving life expectancy.

One of Leicestershire Together's seven key themes is to make the County healthier. To achieve this we are working closely with NHS Leicestershire County and Rutland providing, for example, 50% of the funding for the Director of Public Health post. The range of active partners is far wider however – officers from across the County Council are working alongside colleagues from District Councils, the County's sport infrastructure, probation and drug treatment specialists, local businesses and the voluntary sector on a wide range of projects.

The key health outcomes we are working to are...

- ◆ Improved physical health, well-being and community cohesion through enhanced access to sport, recreation and cultural activities.
- ◆ The harm caused by drug and alcohol misuse is reduced in local communities (see Safer Communities).
- ◆ The number of road casualties is reduced (see Transport).
- ◆ Air quality is improved (see Transport).
- ◆ Children and young people in Leicestershire are healthy (see Children and Young People).
- ◆ The health and well-being of older people is increased (see Older People).

The inter agency Health and Wellbeing Partnership's responsibility is to set strategic health priorities for Leicestershire Together and deliver on these agreed outcomes. Its aim through Leicestershire's Staying Healthy

Strategy is to 'make Leicestershire the healthiest place in the UK to live' by aligning the activities and resources of partners to achieve a number of strategic priorities. These are...

- ◆ Reduce premature deaths from circulatory and cardiovascular disease.
- ◆ Tackle health inequalities such as the difference in life expectancy of those from the most deprived compared to affluent areas in the County.
- ◆ Reduce levels of obesity and help families to understand healthy food choices.
- ◆ Increase the number of adults undertaking physical activity.
- ◆ Increase the number of people stopping smoking.
- ◆ Promote sensible drinking to slow the increase in hospital admissions.
- ◆ Promote emotional well-being to reduce the risk of mental ill-health.
- ◆ Encourage people to remain independent.

Importance is placed on preventing diseases, staying healthy and tackling health inequalities. For example, Cardiovascular Disease is one of the main causes of death in the UK and Leicestershire is no exception. A key aim for the Partnership is to prevent the onset of Cardiovascular Disease through lifestyle changes such as enhanced physical activity programmes and the promotion of healthy eating. Overall, Leicestershire Together is investing the majority of any additional funding in preventing treatment being necessary in the first place.

There is also a collective ambition to raise levels of physical activity in all ages. The work of the County Sports Partnership, the broader recreational and creative pursuits available in the countryside and the arts is enabling a move towards a healthier, more physically active Leicestershire.

We are also working to help achieve the strategic priorities in Leicestershire Together's Staying Healthy Strategy 2009-2013.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Improved health outcomes for people in Leicestershire, including a reduction in health inequalities (SCS 6.7)	Play our part as a partner to ensure fewer people under 75 die from circulatory or vascular diseases by reducing mortality rates from 67.1 a 100 to 55 a 100 by 2011 (NI 121 – LAA target)	<p>Improve cardio vascular disease (CVD) prevention and treatment services through: education programmes, care models with services located around the patient, a more equitable family and carer support service by way of Community Stroke Teams and vascular risk screening for those aged 40-74 without recorded CVD</p> <p>Improve diet and physical activity; reduce levels of obesity and smoking</p>
More people are physically active at a level that makes them healthier (SCS 6.9)	<p>Play our part as a partner to help increase the number of adults participating in half an hour's moderate physical sport and recreation activity three times a week from 22.7% to 26.7% by 2011 (NI 8 – LAA target)</p> <p>Play our part as a partner to help increase the number of children participating in at least two hours physical or sporting activity a week from 70% to 80% by 2011 (NI 57 – LAA target)</p>	<p>Extend and develop the multi-agency Active Together programme to operate on a larger scale, developing links with both targeted and wider population groups by way of area delivery teams to target work in different localities</p> <p>Develop and promote a wide range of programmes such as swimming, dance and cycling</p> <p>Develop an Active Lifestyle Referral Scheme to ensure those in most need of physical activity interventions have the opportunity to access suitable programmes</p> <p>Support the County Schools Sports Partnership Infrastructure and Specialist Sports College network through Leicester-Shire & Rutland Sport.</p> <p>Encourage schools to deliver and maintain a minimum of 120 minutes of physical education a week</p> <p>Change4life - support of national campaign to provide families with</p>

Priority Outcome	End of Plan target	Delivery Action
		<p>advice on healthy eating and physical activity</p> <p>Funding in place in 2011 to enable people 16 and under and those 60 and over to enjoy free swimming in 40 pools across Leicester Leicestershire and Rutland</p>
Fewer People Smoke (SCS 6.11)	<p>Help increase the number of people over 16 who quit smoking from 684 to 785 per 100,000 population by 2011 and overall help increase the number of people quitting smoking each year from 4,300 (2004/07) to 5,000 (2008/11) (NI 123 – LAA target)</p>	<p>Implement the Tobacco Control Business Plan:</p> <ul style="list-style-type: none"> • to achieve a strong stop smoking service • a more focused and effective tobacco control partnership including continuing trading standards enforcement activities • targeted prevention, education and cessation services for young people, pregnant women, young families, children and priority neighbourhoods
<p>Note: For other health outcomes for young people please refer to the Children and Young People section</p>		

We will also...

- ◆ Play our part as a partner to help achieve the strategic priorities in Leicestershire Together's Staying Healthy Strategy 2009 -2013 and contribute effectively to the delivery actions relevant to the Council that underpin the Strategy. (Specific actions are also included in this Plan's sections about: Children & Young People, Older People, Safer Communities, Stronger Communities and Vulnerable People)
- ◆ Play our part in ensuring mental health promotion and the particular needs of vulnerable groups are addressed.
- ◆ Promote 'mindful' employment and mentally healthy workplaces.
- ◆ Improve access and information to a range of mental health support options.
- ◆ Play our part as a partner in introducing the 'First Contact – Leicestershire Scheme' to reduce accidents in the home and improve home safety/perceptions of home safety.

Safer Communities

Crime & disorder can have a devastating effect on the lives of victims, offenders, families and communities. However, Leicestershire is a relatively safe place to live and the likelihood of being a victim of crime is lower than both the rest of the East Midlands and England and Wales averages. Nonetheless, we aim to make it even safer.

Our priorities include reducing re-offending, reducing violent and acquisitive crime, as well as the harm caused by drugs and alcohol. Public confidence in the organisations working to reduce crime and disorder plays a key part in how safe people feel. We therefore need also to ensure that residents have confidence in our partnership work with the Police and other agencies to reduce crime and anti-social behaviour in their local areas.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
<p>People feel (and are) safer from violence (SCS 3.1)</p>	<p>Play our part as a partner to achieve a 6% reduction by 2011 in the number of assaults with injury from the 2008/09 baseline (NI 20 – LAA target)</p>	<p>Contribute to the implementation of the NI 20 LAA delivery plan</p> <p>Lead and co-ordinate strategy and action on domestic abuse</p> <p>Work with partners to review and re-commission Domestic Abuse Services</p> <p>Continue to develop co-ordinated</p>

Priority Outcome	End of Plan target	Delivery Action
		<p>specialist Domestic Abuse Services to higher risk victims</p> <p>Work with partners to reduce offending by repeat Domestic Abuse offenders</p> <p>Support vulnerable people including potential victims and perpetrators of violent crime</p> <p>Continue work to prevent underage sales, particularly of alcohol and knives</p>
Disorder and anti-social behaviour is low compared to comparable areas and is being tackled effectively (SCS 3.2)	Improve from 25% to 33% the satisfaction with the handling of concerns about anti-social behaviour and crime issues (NI 21 – LAA target)	<p>Work with partners to deliver the Confidence Improvement Strategy</p> <p>Implement prevention and early intervention work of the Youth Offending Service to identify and intervene with young people at risk of offending, including the work of the IMPACT team</p> <p>Work with partners to improve the response to vulnerable people at risk of being victims or perpetrators of anti-social behaviour</p> <p>Work with partners to reduce underage sales of alcohol, fireworks, knives, aerosol paint sprays cans and butane gas lighter refills</p> <p>Targeted use of services to reduce anti-social use of vehicles including parking wardens and Community Speedwatch</p>
The harm caused by drug and alcohol misuse is reduced in local communities (SCS 6.2)	<p>Play our part as a partner to reduce substance misuse by young people from 14.3% to 11% by 2011 (NI 115 – LAA target)</p> <p>Play our part as a partner to increase by 7% from the 2007/08 baseline the number of drug users in effective treatment by 2011 (LI 11 – LAA target)</p>	<p>Support and contribute to the implementation of actions arising out of the Total Place Drugs and Alcohol programme</p> <p>Continue to implement the Alcohol Harm Reduction Strategy and Action Plan</p> <p>Education and supporting of healthy schools to prevent substance misuse. Work to prevent under-age sales of alcohol and solvents</p> <p>Social care work with children, families and vulnerable adults</p> <p>Undertake a review and redesign of substance misuse treatment services and commission drug treatment services, including the Drug Intervention Programme (DIP)</p> <p>Through the work of the Drug & Alcohol Action Team (DAAT) Board, oversee the delivery of the Drug Treatment Plan</p>
The lives of offenders and those at risk of offending are improved so they are less likely to offend (SCS 1.3)	<p>Play our part as a partner to reduce the frequency rate of reoffending by adults under probation supervision by 9.64% by 2011 (NI 18 – LAA target)</p> <p>Play our part as a partner to reduce reoffending by young offenders by</p>	<p>Oversee the delivery of the NI 18 LAA Delivery Plan</p> <p>Work with partners to deliver the Reducing Re-offending Action Plan</p> <p>Support complex needs of</p>

Priority Outcome	End of Plan target	Delivery Action
	6% by 2011 (NI 19 – LAA target)	<p>vulnerable people, including offenders and those at risk of offending through social care services and family intervention projects</p> <p>Corporately providing training and employment opportunities for offenders, such as work placements</p> <p>Implement the delivery of the NI 19 LAA delivery plan through direct work by the YOS and partners with young offenders and young people at risk of offending</p> <p>Invest in the Leicester and Leicestershire Intensive Supervision and Surveillance Programme to ensure that more young people at high risk of re-offending have access to intensive supervision and support to reduce that risk</p>
Young people are diverted from criminal behaviour and the number of first time entrants to the criminal justice system are reduced (SCS 1.3)	Work with partners, particularly the Police, to reduce the number of young people entering the criminal justice system by 1% a year between 2008/09 and 2010/11 (NI 111), a reduction from 589 to 577 offences.	The Youth Offending Service and other children’s services to deliver preventative services targeted at young people at risk of offending

We will also...

- ◆ Continue to tackle anti-social behaviour through the IMPACT Project, working on the streets with young people across the County and through the funding of Police Community Support Officers in every District.
- ◆ Facilitate an increase in the number ‘No Cold Calling Zones’ to over 500 - meeting 100% demand for zones in priority neighbourhoods to help protect vulnerable residents from doorstep criminals.
- ◆ Work with our partners to introduce and maintain a Rapid Reaction Task Force within Leicester and Leicestershire to deal with illegal gypsy and traveller encampment.
- ◆ Work with our partners in local Community Safety Partnerships to reduce burglary and other categories of acquisitive crime.
- ◆ Work with our partners to reduce the number of hate incidents and increase the level of support for victims of hate crimes

Stronger, More Cohesive Communities

Leicestershire County Council is working with local partners through the Stronger Communities Board and the Leicester Shire Equalities Forum to deliver improved outcomes for all of the diverse range of groups and individuals that make up the Leicestershire community. Our Equality and Diversity Strategy shows what we are doing as a County Council to provide fair and inclusive services for everyone living in Leicestershire and sets out our commitment to equality for all and to the elimination of discrimination on the grounds of race, disability, gender, sexual orientation, age and religion or belief. We will be working closely with our partners to extend this activity across the sub-region.

We are working with local Voluntary and Community Sector (VCS) organisations to deliver a programme of activity, outlined in the Stronger Communities Strategy, ‘to empower communities, first to define themselves, so that the members identify with each other, to recognise other communities, and to engage with the authorities which plan and provide public services, in order to improve the lives of everyone in Leicestershire’. The Strategy focuses on ways of building social capital – the ‘glue’ within and between different communities and includes a new focus on the 19 priority neighbourhoods across the County.

The County Council’s Community Cohesion Framework sets out our approach to building and enhancing cohesion within and between Leicestershire communities. This identifies a wide range of activity that will have a

positive effect on cohesion in the County – dealing with clashes and conflicts and helping people to learn to understand and respect each other.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
All sections of the community are empowered to influence local decision making (SCS 2.5)	Play our part as a partner to increase the percentage of people who feel they can influence decisions about their locality from 27.2% to 32.2% (NI 4 – LAA target)	<p>Support greater scrutiny of LAA delivery and of service delivery generally through Community and Neighbourhood Forums</p> <p>Support the identification of community needs through enhanced engagement and participation processes, such as Parish Plans and Planning for Real</p> <p>Help decision makers to understand the needs of individual communities, for example through evidence base reports such as This is Leicestershire and Places in Leicestershire.</p> <p>Improve and extend the ways in which we tell the Leicestershire public about key decisions and the mechanisms that they can use to influence them</p> <p>Identify and remove the barriers that stop sections of the community from participating in decision making</p>
	Play our part as a partner to help achieve an increase of parish councils with Quality Council accreditation from 6 to 31 (LI 6 – LAA target)	<p>Support the initiative to create more quality parish councils in Leicestershire</p> <p>Support parish councils to deliver services for their community</p>
<p>There is a positive view of diversity and equalities (SCS 2.2)</p> <p>Leicestershire is integrated cohesive and inclusive (SCS 2.3)</p>	<p>Play our part as a partner to help achieve an increase from 81.7% to 83.2% in the percentage of people who believe people from different backgrounds get on well together in their local area (NI 1 – LAA target)</p> <p>Play our part as a partner to help achieve an increase from 59.2% to 62.2% in the percentage of people who feel they belong to their neighbourhood (NI 2 – LAA Target)</p>	<p>Develop and Implement the Leicester Shire Equality, Diversity and Human Rights Strategy</p> <p>Support and contribute to the inter agency Stronger Communities Strategy for Leicestershire, including Social Capital enhancing work in Priority Neighbourhoods</p>

We will also...

- ◆ Deliver our commitment to equalities, including through a better understanding of our diverse communities and their needs.
- ◆ Promote social justice and mutual respect through all our services and in our employment practices.
- ◆ Ensure that no individual experiences disadvantage because of their race, disability, gender, age, sexual orientation, religion or belief. (SCS sub outcome 2.4.1)
- ◆ Welcome new citizens to Leicestershire through enhanced citizenship ceremonies and ‘welcome’ information.
- ◆ Support local communities to identify, promote and meet their own needs through community-led engagement and participation processes.
- ◆ Support a range of community cohesion and integration initiatives, bringing together different communities and groups across the City and County, including work with schools.

- ◆ Support interfaith work and interaction, including through the development of the Leicestershire Inter Faith Forum.

Voluntary & Community Sector and Volunteering

We recognise the value of the diversity of organisations in the voluntary and community sector in providing voice for under represented groups, in campaigning for change, in creating strong, active and connected communities, in promoting enterprising solutions to social and environmental challenges and in helping to transform the design and delivery of public services.

An environment conducive to a thriving voluntary and community sector is important and is recognised by our partnership with the new infrastructure organisation, Voluntary Action LeicesterShire, established in 2009 and supported by community hubs in the Districts.

Volunteers make a key contribution to society - making life in Leicestershire better for huge numbers of people - and volunteering has an important role to play in building social capital, cohesion and community spirit.

Volunteering benefits all sections of society, both those who volunteer – in terms of learning new skills, making new friends, health and well-being benefits, increased confidence and providing a stepping stone to other things – and those who are supported by volunteers. The County Council provides volunteering opportunities across a wide range of areas – sport, environmental projects, community heritage and transport schemes, safer communities, care services, emergency planning and cultural activities.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
The voluntary and community sector is vibrant and ... are frontline delivery services for strong communities (SCS 2.1.2)	<p>Embed and implement the Leicestershire Together Compact</p> <p>To have re-let the Voluntary Sector Infrastructure Support Contract by when the current contract expires in 2012</p>	<p>Sign up to the new Leicestershire Together Compact by the end of 2010/11</p> <p>Play our part as a partner to facilitate the completion and implementation of the Leicestershire Together Compact</p> <p>Play our part as a partner to facilitate the Infrastructure Support Contract</p> <p>Conclude the renewal actions for the Voluntary Sector Infrastructure Support Contract before its expiry in 2012</p>
Well-supported volunteering opportunities are provided within and by the community (SCS 2.7)	<p>Play our part as a partner to help increase the percentage of people participating in regular volunteering from 23.6% to 28.6% (NI 6 – LAA target)</p>	<p>Make people more aware of the benefits of volunteering by increased promotion and awareness</p> <p>Increasing volunteering opportunities for all (including young, old and vulnerable people), through a co-ordinated programme to enable a positive contribution to the delivery of services, for example:</p> <ul style="list-style-type: none"> ◆ library volunteer work ◆ 'Find Your Talent' Pathfinder linking with youth volunteering ◆ arts festivals and events ◆ in the Criminal Justice System ◆ Snibston Discovery Museum through Volunteering, Internships and Placements Project ◆ independent, volunteer led museums

Priority Outcome	End of Plan target	Delivery Action
		<ul style="list-style-type: none"> ◆ community heritage, archaeology wardens and war memorials recorders ◆ opportunities within the National Forest' <p>Facilitate employee volunteering in support of local community projects</p>

We will also...

- ◆ Achieve an annual increase of 5% year on year for volunteer engagement by the Council, especially in areas of greatest economic need through Volunteering and skills opportunities in museums, country parks and libraries.
- ◆ Ensure that volunteers contributing to our activities are trained and supported effectively to an agreed quality level. (SCS sub outcome 2.7.8)
- ◆ Ensure that the contribution of volunteers is recognised and celebrated.

Leicestershire County Council Medium Term Delivery Plan

PART 3 – Great Local Services

This part of the Plan focuses on the ‘great local services’ characteristics of our delivery. The outcomes here also support the two other part of the Plan: ‘Securing the Future’ and ‘Opportunity for All.

There is an emphasis on what we are doing to improve our efficiency and effectiveness with a focus on customer services to provide services that offer outstanding value for money.

In Part 3 we provide information about how we are going to continue being recognised as a top performer that provides real value for money. Even with the economic challenges confronting us, we intend to remain an innovative Council that is forward thinking, dynamic, flexible and responsive whilst anticipating the impact of future change.

At the same time we will be further developing our customer led approach with the aim of consistently achieving high levels of customer satisfaction.

Being recognised as a Council that performs excellently is a tribute to all the people employed by the County Council. Staff are the Council’s most important resource and our plans show how we intend to invest to make sure they have the right skills to deliver the Council’s priority outcomes.

Leadership and Governance

Effective leadership and governance are fundamental to developing our vision of making Leicestershire the best place to live and work. The Council is committed to delivering efficient and effective services, either directly or in partnership with other bodies, in a manner which is responsive to the needs and wishes of, and accountable to, local people.

All 55 County Councillors play a part through representing the interests of the wider Leicestershire community as well as the interests of the particular electoral division which they serve. Within the Council, leadership and direction is provided principally, at elected member level, by the Leader and Cabinet (the Executive) and, at officer level, by the Chief Executive and Corporate Management Team.

County Councillors who are not members of the Cabinet have a role in providing support and challenge through the various bodies established to do the Overview and Scrutiny function. It is the task of these bodies to make sure decisions are in line with Council policy and in the public interest. County Councillors also make sure that the principles and values of good governance are established and maintained through the operation of the Council's Constitution, Code of Corporate Governance and various member and officer codes of conduct and the associated work of the Corporate Governance and, independently chaired, Standards Committees.

Workforce issues including staff training are dealt with through an Employment Committee supported by a People Strategy Programme Board, at senior officer level.

We will continue to invest in developing our political and managerial leadership capacity. The County Council is committed to ensuring that elected members have access to suitable learning and development opportunities and can develop their skills and knowledge in a way that enables them to carry out their duties effectively. This, in turn, will help the County Council to deliver better quality services to the people of Leicestershire. The Council is implementing a Member Learning and Development Strategy which focuses both on the personal development needs of each member as well as the needs of the organisation as a whole.

We will build on existing work with the Leadership Centre for Local Government and take up the opportunities provided through the Sub-Regional Improvement and Efficiency Partnership to provide a modern and up to date learning programme for councillors.

To support the development of managerial leadership capacity the role of the Leicestershire Manager has been defined to:

- deliver high performance
- manage and develop people
- lead, inspire and motivate
- build relationships to achieve results
- champion continuous improvement.

A revised Management Competency Framework and new Leadership and Management Development programme for Council managers is now established. This programme includes leading with political skills and supporting the officer member interface and a new Leadership in Partnership Programme with Warwick Business School focussing on delivering high performance, and working efficiently and effectively across the public sector. Building the capacity of managers in key areas including project and programme management, equalities, commissioning and procurement is also being developed.

We will also play a lead role in supporting the Sub Regional Improvement and Efficiency Programme to identify and deliver a range of projects to build the leadership and capacity of councils and partnerships in the sub region to deliver our priority outcomes. Additionally, we will work with partners to implement effective performance management arrangements to ensure delivery of our outcomes, including responding to any improvement issues identified through the new Comprehensive Area Assessment regime or other inspectorate judgements.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
The development needs of elected members are met	All members have had the opportunity of annual Personal Development Reviews	Appropriate action is taken to address areas identified for development.
Every County Councillor's activities are made known to local people	All members have had the opportunity of publishing annual reports on the County Council's website	Publish the annual reports of all members of the County Council on the Council's website
Managerial leadership capacity is enhanced	130 managers to complete the leading high performance programme	Leading High Performance programme to be completed by December 2011 Implement new Leadership in Partnership Programme with the

Priority Outcome	End of Plan target	Delivery Action
		second cohort commencing Summer 2010
Ensure the Council and sub region is recognised for improving its efficiency, delivering priority outcomes and service improvements	Meet the targets agreed for Sub Regional Improvement and Efficiency Partnerships within the Regional RIEP Strategy by the end of the Programme in March 2011	Effective implementation and review of the Sub Regional Improvement and Efficiency Programme with partners

We will also...

- ◆ Ensure that the Council's Constitution is maintained as 'fit for purpose', reviewed yearly and changes made as necessary.
- ◆ Work to establish and maintain the highest standards of ethical behaviour amongst both members and officers.
- ◆ Review the Council's governance arrangements to make sure that they are both up to date and follow best practice.
- ◆ Review and develop our overview and scrutiny arrangements as a means of enhancing local accountability both within the Council and across public services.

Vision for Transformation and Target Operating Model

The County Council is one of the country's top performing local authorities and was named 'Council of the Year' in 2009. This success is built on the Council's ability to embrace change and continuously improve. In 2006, the Council developed a 5 year 'Vision for Transformation' to articulate its priorities for business transformation and provide the context for future initiatives. The Vision describes what the Council is aiming to be like and once the transformation programme is complete, it will be:

- ◆ recognised as a leader at all levels – locally, regionally and nationally
- ◆ customer led, providing consistently high levels of customer satisfaction
- ◆ effective at optimising its use of resources
- ◆ an employer of choice.

The Vision for Transformation is supported by a set of design principles with structures that will:

- ◆ demonstrably deliver the Council's strategic goals
- ◆ maximise the speed of responsiveness
- ◆ be flexible
- ◆ support the development of employees.

These characteristics and design principles have been used to define a new organisational model. The model assumes that back-office functions such as Finance, Human Resources, ICT and Property, together with Customer Services, will be centrally managed, providing services which are in line with the Council's priorities and address the business needs of front-line services.

In a similar way front-line, externally focussed services, such as Adults and Communities, Children and Young People's Services and Environment and Transportation, will focus on delivering their core services in the most effective way to the people of Leicestershire. Both internally and externally focussed services will fully embrace the partnership agenda. This may involve, for example:

- ◆ joint commissioning of some services with the NHS
- ◆ procuring a range of services with other authorities in the East Midlands
- ◆ creating shared / single services for both front and back-office functions, such as learning and development, asset management or older people.

The Council is delivering its Vision for Transformation through a Strategic Change Programme, and since 2006, has delivered a range of transformational projects which have focussed on key areas such as:

- ◆ service design – how the Council can improve outcomes for customers
- ◆ service delivery – how the Council can provide services
- ◆ processes – how processes can be redesigned to make them efficient and effective
- ◆ information – how information can be managed to support strategic and operational decisions
- ◆ people – the skills, experience and behaviours the Council needs to deliver its customer service commitment.

The first 3 years of the Strategic Change Programme have centred on delivery of the new organisational model and achieving significant efficiency savings, the opening of a new Customer Service Centre and implementation of a new approach to people and performance. The transformation of external-facing services is also underway, focusing on responding to national policy drivers, improving business processes, improved procurement and commissioning and delivering value for money.

The Vision for Transformation will be updated to reflect new priorities and drivers for 2010 to 2013, and provide the strategic context for the next four years of change.

We will...

- ◆ Implement the Council's Strategic Change Programme to realise service improvement and efficiency benefits.
- ◆ Complete implementation of current Target Operating Model by 2011.
- ◆ Implement the RIEP project to continue to develop the Council's project and programme management skills and expertise to deliver successful transformational projects, and offer support to partners in similar programmes.

Efficiencies

There is considerable pressure on the public sector to become more efficient to mitigate the impact of the severe economic situation on public finances over the next few years. The County Council has a good track record of achieving efficiency savings, including achieving its 'Gershon' efficiency savings target one year early. The Council is also one of the top rated authorities for 'value for money', as measured by the Audit Commission and PriceWaterhouseCoopers.

We continue to remain committed to maximising efficiency savings to freeze council tax and minimise the impact on front-line services. Our Medium Term Financial Strategy is based on achieving £45m of efficiency savings in the next four years. Our Local Area Agreement is one of only seven (out of 150) that includes an efficiency target and aims to produce 9.4% of savings by March 2011. Our Multi Area Agreement aims to stretch this through joint working with partners in the sub region to achieve further savings in 2011/12. We have taken part in a 'Total Place' pilot to map and review public spending in key areas to identify opportunities to further join up activity and to generate efficiency gains and savings.

We continue to pursue further efficiency savings with partners under the umbrella of the Public Service Board and the Joint Improvement and Efficiency Programme. We will implement a new Value for Money Strategy to achieve greater value for money in services linked with our Vision for Transformation including de-layering management levels and reducing bureaucracy, increasing productivity through stronger performance management, reducing the cost of support services and major service redesign.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan Target	Delivery Action
Achieve efficiency savings to freeze Council Tax rises and minimise the impact on front-line services	Achieve efficiency savings incorporated into the MTFs (£45m over 4 years)	Implement the Council Efficiency Programme and Departmental Efficiency Plans Implement a procurement efficiency savings programme Implement shared services and accommodation with partners Review the way we deliver a number of front line services Review and revise the Council's organisational and management structures Implement recommendations from the pilot 'Total Place' projects

Commissioning and Procurement

Commissioning and procurement are often seen as just the process of buying goods and services but in fact they are much more than this. Commissioning and procurement involves identifying needs and market provider opportunities and translating these into the delivery of outcomes in a way which delivers value for money.

We will implement a new Strategic Commissioning Framework to ensure that partners coordinate the commissioning of services and activity to deliver the priority outcomes. We will to implement a new 4-year Commissioning and Procurement Strategy setting out how we will use commissioning and procurement activity to deliver better services and life chances for the people of Leicestershire. We will continue to work in partnership with our purchasing agent (Eastern Shires Purchasing Organisation) and our suppliers to deliver further major cashable savings, increase joint commissioning and procurement across public sector partners, develop a wider range of innovative procurement solutions (including user-choice, shared services and joint venture companies). We will also engage proactively with suppliers to make sure we extract maximum value from our supply base.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
The Council and its partners are recognised for effective delivery of outcomes through intelligent strategic commissioning	Deliver £15m of efficiency savings through better commissioning and procurement by 2013/14	<p>Implement the Sustainable Commissioning and Procurement Strategy by 2013</p> <p>Implement new Strategic Commissioning Framework and Group in 2010</p> <p>Deliver innovative outcome focussed solutions which merit Comprehensive Area Assessment 'green flags' (or similar external assessment)</p>

Shared Services

As public services redefine themselves in a world characterised by change and complexity, the challenge is to deliver transformation that will realise greater efficiency and public value. Shared services are an opportunity to improve further value for money for residents, by exploring how corporate functions such as Human Resources, Finance, and Procurement can be streamlined to deliver greater efficiencies, by separating the transactional elements into Shared Services Business Units. These units enable the professional elements of the corporate functions to concentrate on their core business whilst the transactional elements are streamlined and standardised to deliver efficiencies through automation and process improvement.

Our aim is to become a leader in the provision of Shared Services to deliver greater efficiencies and value for money. By streamlining and standardising our processes, and by delivering efficiencies through automation and by leveraging the benefits of technology, we will implement a range of shared service models aimed at overcoming administrative boundaries, streamlining processes, providing self-service and sharing skills, knowledge, data, processes and technology to deliver improved internal services and deliver cashable savings and efficiencies.

In March 2009, we launched a new Employee Service Centre (ESC) consolidating Human Resources (HR) with recruitment and payroll services. Central to our model is the concept of continuous improvement and waste reduction through lean processing. Our aspiration is to develop the model with public sector partners and to use technology to integrate back office functions through our Oracle ERP (Enterprise Resource Planning) solution. We aim to create a scaleable infrastructure capable of providing HR, payroll and other shared services to a range of public sector partners. We also aim to develop more collaborative working and shared services for the front line and accommodation as well as back office services.

Our Finance Shared Service Centre will go live in October 2010 and will deliver further efficiencies through process improvement and automation.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Complete implementation of internal shared services	Internal shared services for Human Resources, Payroll and Finance operational by 2013	Complete implementation of internal transactional shared service model, including self service options

Customer Service and Access

Customer Service

Leicestershire County Council aims to be - 'A leading Council recognised as an outstanding service organisation placing customers at the heart of everything we do.' We know that customers have mixed experiences of contacting the Council. Our focus is on improving both these areas. Our Customer Service Strategy provides a framework for delivering high quality, responsive, accessible, value for money services for everyone. This will help to use resources more effectively, improve information, contribute to team motivation, simplify processes and streamline service delivery. Costs reduce due to getting things right first time. Underpinning our strategy, are 12 Principles of High Quality Customer Service, through which we will develop specific areas of improvement.

We want to make the experiences of customers using our services consistently good, with the first deliverable from our Customer Services Strategy being to implement Corporate Customer Services Standards. These will define what customers can expect when contacting the Council by telephone, by letter, by e-mail, through our website or in person and they will be consistently applied across all departments.

The Customer Services Strategy contains a key principle that states: 'We will encourage comments and complaints to support a culture of continuous improvement.' It also refers to the need to 'put the customer at the heart of services, designing and planning all services around their needs'. The focus is to embed a corporate approach to complaints handling and to provide clear guidance. A key aspect will be to use effectively the learning from complaints to improve the use and experience of services.

The Customer Service Strategy states, 'The goal of high quality customer service is to satisfy or even delight the customer'. We are committed to improving customer satisfaction and we are providing the opportunity for Council service users to record overall satisfaction and leave brief comments when they have used a service whether through the web, face to face or by way of our Customer Service Centre. We will measure and compare use and satisfaction across all service channels.

Face to Face Customer Service

The key principle around developing our face to face customer service is to provide integrated access to the public and to provide facilities tailored to the needs of vulnerable users. We will use our Total Place pilot project to review all existing face to face customer service provision across partner agencies and rationalise a Customer Service Strategy.

Customer insight

Customer insight is a quickly growing concept in local authorities, central government and the health service. In general, it is concerned with developing a deeper understanding and knowledge about service users and citizens – their needs, desires, preferences, experiences and behaviours from multiple information and data sources.

Along with our partners, we are developing our ability to use customer insight to help us improve services, understand what leads to satisfaction and identify issues in localities for the greatest benefit of customers.

Online Services

We will implement our comprehensive online strategy which has at its heart the importance of the customer journey. The Council's website will be developed further to enable a wider range of services to be transacted online, and to make information and signposting more accessible. We will work with our partners to provide an online presence which facilitates access to the range of information and services provided by the wider public sector across Leicestershire.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
To be recognised as an outstanding service organisation placing customers at the heart of public service	Ensure that 90% of customers are satisfied with the customer contact experience	Progress phase 2 of customer service programme
	Minimise the proportion of customer contact that is of low or no value to the customer by reducing avoidable contact by 10% (NI 14)	Implement our Customer Service Strategy, principles and staff training programme
	Implement two new Customer Service Centres to deliver effective and efficient joined up customer service by 2011	Deliver a new set of Customer Service Standards to help shape the way in which we can deliver improved customer service for all our communities from April 2010
	Implement the Online Strategy to deliver a website that is useful, usable	Implement an improved customer complaints process and new arrangements to learn more from

Priority Outcome	End of Plan target	Delivery Action
	and used, and which reflects how customers which to access information and services	<p>complainants. A new Corporate Complaints Procedure to be launched in July 2010.</p> <p>Implement new research techniques to understand our customers better</p> <p>Restructure our communications and marketing function and maximise joint working with partners to ensure the public can access services</p> <p>With partners, implement the 'Tell Us Once' scheme by 2013</p> <p>Implement findings from the Library services review to improve the customer experience</p> <p>Introduce self service lending services at the top 16 libraries</p> <p>Implement the Total Place pilot recommendations on customer access</p> <p>Implement the Online Strategy to improve the quality and choice of access to public information and enable a greater number of transactions online</p>
Shared customer services and accommodation options with partners	More integrated service delivery is provided through our libraries and other strategically located buildings	Explore options with partners and develop a programme of shared customer services

New and Innovative Ways of Working

As part of its transformation programme, the Council is developing new and innovative ways of working, focussing on flexible office accommodation and agile technology solutions to support remote and mobile working. The 'Work Well' programme supports new ways of working, aimed at making services more flexible and responsive, whilst delivering benefits for customers, employees and the organisation as a whole.

The 'Work Well' programme will deliver a number of joined up solutions comprising 4 key components:

- ◆ The Office Accommodation Strategy will rationalise the Council's office portfolio, reducing the number of offices. It will deliver more than £1m of efficiency savings annually, whilst providing fit for purpose offices.
- ◆ Agile IT will deliver new and innovative technology solutions to support a range of working styles, including mobile and flexible working.
- ◆ The Information Management Strategy will deliver improved management of both physical and electronic information assets, enabling staff to access information when and where they need it, and developing a knowledge culture.
- ◆ The People Strategy will deliver a framework to support flexible working, through effective work/life balance and supporting policies.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
Embed new ways of working and deliver agreed benefits to customers, employees and the organisation	<p>Reduce the number of Council offices from 52 to 22 by 2012.</p> <p>Complete refurbishment programme and reduce the operating cost of remaining office portfolio</p> <p>Achieve a 10% reduction in business mileage by 2015.</p> <p>Implement innovative approaches to managing information by 2011.</p>	<p>Implement the Online Strategy to improve the quality and choice of access to public information and enable a greater number of transactions</p> <p>Complete the delivery of programmes including the Office Strategy, Agile IT</p>

Priority Outcome	End of Plan target	Delivery Action
		and projects within the People Strategy and Information Management strategy. Increase the use of self-service facilities so that employees and managers are able to conduct transactions online

We will also...

- ◆ Deliver efficiency savings by rationalising the overall number of offices retained by the Council together with the development of shared facilities with partners where possible linked to the introduction of 'touchdown' points and other facilities to support flexible working arrangements.
- ◆ Improve the quality and flexibility of remaining offices.
- ◆ Use information and technology assets to support new ways of working.
- ◆ Support employees to have the right skills and knowledge to work within more flexible and responsive services with appropriate support to create a 'knowledge' culture.

Developing the Workforce

We are committed to recruiting, developing, and maintaining a world class workforce – where our staff are skilled, motivated, engaged and feel valued; are well managed and are developed to take on new and innovative roles to meet future challenges. We are in the last year of our People strategy and we have achieved much in terms of delivering high performance, developed our workforce skills, employee engagement, flexible and mobile working and achieved level 2 of the new Equality Framework. The Council has implemented an innovative workforce planning model which is integrated into the service planning framework, transformed our approach to people management and launched an employee recognition scheme - You're a Star. Our latest staff survey showed 92% believe the Council is a good employer and in 2007 we won the Times 'Best Large Council' to work for.

We have a modern and diverse workforce and will continue to embed our approach to total reward, talent management and succession planning. We will also develop our 'Employee Deal' – the agreement between the organisation and its staff to remain a high performing Council and expand our partnership working. The Council will also continue to develop and sustain a strong performance management culture, seek to further reduce sickness absence lower than 7.24 days lost for each employee in 2009/10 and start our new leadership programme - Leading High Performance for our top 130 managers. Inevitably, due to public sector spending cuts, the Council will be downsizing and re-positioning itself, working constructively with employees and trade unions.

We will continue to support staff to meet the shared set of values that were developed by the workforce including:

- ◆ A focus on the people of Leicestershire
- ◆ being positive
- ◆ the desire to achieve results
- ◆ flexibility
- ◆ co-operation
- ◆ speaking up.

The Council will continue to be a Stonewall Equality Champion and a champion for black, mixed race, ethnic and disabled people. Leicestershire will continue to lead a stronger human resources community locally and regionally to share good practice and collaborate on key workforce initiatives to consistently raise workforce standards in the public sector.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
The right skills are in place to deliver our priority outcomes	Achieve 'Investor In People' status by the end of 2011	Embed more effective workforce planning across the Council by March 2011 Ensure we adopt best practice in workforce management and development Embed 'People Management' best practice to help achieve Investors in People re-accreditation as one

Priority Outcome	End of Plan target	Delivery Action
		organisation by September 2011
Further develop and embed the Council's Employee Performance Management culture	By March 2011, reduce sickness absence further by 0.5 days for each employee from a 2009/10 baseline of 7.24 days By May 2011, 130 senior managers will have attended the Leading High Performance programme	Implement a new approach to employee performance management during 2010/11
A workforce that is representative of the communities we serve	By the end of 2011 increase the % of black and ethnic minority employees in our workforce to at least 9% and disabled employees to at least 3.6%	Develop and implement approaches to attract and retain a workforce that is representative of Leicestershire's communities Deliver the Single Equalities Action Plan in Council jobs to increase under-represented staff groups
Level 3 of the Equality Framework	Achieve level 3 – 'Excellence' of the Equality Framework by the end of 2011	Achieve the top level of the new Equality & Diversity Framework

Asset Management

Over recent years, the Government has placed increasing importance on the way that local authorities and other public bodies own, use, manage, occupy and provide their property assets. Typically a Local Authority's property asset base has been formed over many years in response to individual service requirements and not as part of any strategic or co-ordinated plan. This legacy of properties is often unsuitable for today's requirements and all too often public services are being delivered from a range of inadequate, poorly located and disjointed facilities. Property is the second most expensive resource after staff and overtime - what was once an asset can become a liability.

Corporate asset management is a key feature of the Comprehensive Area Assessment – Use of Resources and Leicestershire County Council has recently achieved the highest rating at Level 4 for its asset management. Only 7% of Local Authorities in England have achieved this rating and are viewed by the Audit Commission as 'exemplar' authorities.

Leicestershire County Council manages its properties as a corporate resource with the primary purpose of supporting and enabling the delivery of the Council's services. The planning, management, procurement, development and use of the property resource is driven by the County Council's future plans and requirements and is also influenced by central government policies and plans. Every opportunity is taken to ensure best value from the Council's properties including:

- ◆ sharing assets with partners
- ◆ rationalising and reducing total floor space
- ◆ disposing of assets where possible and maximising capital receipts
- ◆ identifying and releasing potential value in the asset base
- ◆ reducing running costs
- ◆ improving energy efficiency of all buildings
- ◆ improving space utilisation and ensuring the effective use of all retained assets
- ◆ identifying and disposing of surplus and under-performing properties
- ◆ producing innovative and creative solutions for future accommodation requirements

Work is constantly ongoing to ensure that Leicestershire County Council remains an 'exemplar' authority in asset management.

Key Outcomes and improvements to 2013

Priority Outcome	End of Plan target	Delivery Action
The Council's property assets are managed strategically in accordance with priorities	Successful yearly delivery of the annual Corporate Asset Management Plan (to be developed in conjunction with the yearly MTFS and Capital Strategy)	Continued development and delivery of the Asset Challenge and the Asset Management Plan
Partnership approach to strategic	Publication of the Public Sector	Ongoing development work with the

Priority Outcome	End of Plan target	Delivery Action
asset management including shared use of facilities, joined-up service delivery and co-location of public sector staff	<p>Asset Map - led and delivered by the County Council on behalf of participating county-wide public sector partners (District Councils, Police, NHS, PCT's, Fire)</p> <p>In accordance with the Office Strategy and the Total Place initiative, create joint office facilities and customer service points that are shared with partner organisations such as District Councils</p>	<p>Joined Up Asset Management Group</p> <p>Ongoing discussions with District Councils, together with review of customer access arrangements through the Total Place pilot</p>
<p>Actions and targets relevant to Council assets under the Environmental Strategy and Action Plan – for example: Reducing CO², reducing polluting emissions, efficient use of water; ensuring County Council sites maximise their value for biodiversity - are listed in the section on Climate Change and an Attractive Environment in Part 1.</p>		

We will also...

- ◆ Strengthen links between capital planning and asset management.
- ◆ Work to develop and deliver strategic asset management with public sector organisations across the county

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If you require information contained in this leaflet in another version, such as large print, Braille, tape or an alternative language please call 0116 305 6162 or E-mail chiefexecutives@leics.gov.uk

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