

**Leicestershire County  
Council  
&  
Leicestershire Together**

**Annual  
Performance  
Report  
2009-10**



# Leicestershire County Council and Leicestershire Together Annual Performance Report 2009-10

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## Introduction

This Performance Report looks back upon the performance of the County Council and the Leicestershire Together Partnership during 2009-10. It focuses on performance against the priorities of the Council and its partners within our second Local Area Agreement, which ends in March 2011.

2009 saw the Comprehensive Performance Assessment (CPA) inspection regime replaced by Comprehensive Area Assessment (CAA). This new inspection assessed how well local public services are tackling the major service and community improvement issues in Leicestershire. CAA provides an overall Area Assessment for Leicestershire and a separate Organisational Assessment for local authorities and some other agencies.

2009-10 was the second year of reporting against the National Indicator Set of performance measures. An indication of 'direction of travel' has therefore been included in the report's performance dashboards. The National Indicator Set covers the performance of a variety of agencies. During the first year, the County was the top performing county area as independently benchmarked by PricewaterhouseCoopers (PWC). Details are published quarterly on the [Leicestershire Together website](#). The national Data Interchange Hub also publishes national data containing comparative performance for Leicestershire and other areas.

During 2009-10, the County Council developed a new [Medium Term Delivery Plan](#), which sets out priorities until 2013. This report picks out progress to date against a number of those key priorities.

The Coalition Government has announced a number of significant changes to the national performance framework, including the abolition of the CAA inspection regime. Further significant changes are anticipated, which are likely to bring greater local flexibility to the way in which the Partnership manages its performance in future. Future reports will therefore continue to focus on key improvement issues and measures which matter to local people.

The Partnership is also refreshing the priority outcomes in our Sustainable Community Strategy to take account of national and local policy direction and changes to the economic situation.

If you have any comments on the report contents or would like further information, please contact Andy Brown, Performance and Improvement Team Leader, on 0116 305 6096 or at [andy.brown@leics.gov.uk](mailto:andy.brown@leics.gov.uk).

## Part 1: Performance Summaries

### **Comprehensive Area Assessment (CAA) Results 2009**

The Comprehensive Area Assessment was undertaken by the Audit Commission in 2009. It assessed how well local public services are tackling the major service and community improvement issues in Leicestershire. It assessed the extent to which services are delivering better results for local people and how likely these are to improve in future. The assessment provided an overall Area Assessment for Leicestershire and Organisational Assessments for local authorities, the Police Authority, Fire Authority and Primary Care Trust, looking at individual agency performance.

The Area Assessment used green flags to highlight where others can learn from outstanding achievement, improvement, or innovation. It used red flags to highlight where there are significant concerns about results and future prospects. The 2009 Area Assessment for Leicestershire highlighted a number of areas of positive progress in delivering local improvement priorities and awarded a green flag for its innovative partnership approach to achieving better value for money in road improvements. The area did not receive any red flags. Other positive improvements highlighted include

- More disabled and older people and their carers are receiving well co-ordinated support to live independently at home, instead of going into hospital or care homes;
- Children and young people are encouraged to play a positive role in society and offending by young people has reduced considerably;
- Leicestershire is a relatively safe and attractive place to live compared to average;
- Partners are responding well to climate change;
- A speedy partnership response to the recession has helped people and businesses including positive joint work with the City Council and business community;
- School results are above average at all ages and improving quicker than elsewhere;
- People's health is generally better and improving faster than the averages for England and people tend to live longer; and
- People generally have good access to services.

Following the Area Assessment, a single improvement plan was produced for the Partnership, bringing together issues from the report as well other improvement issues such as from Ofsted and Care Quality Commission (CQC) assessments.

The Coalition Government abolished the CAA assessment process in May 2010. The government is encouraging areas to publish their own improvement and progress reports, including using the sort of comparative data set out in this report.

## CAA Organisational Assessment 2009 – Leicestershire County Council

The 2009 Organisational Assessment reported that Leicestershire County Council is 'performing excellently' (level 4 on a 4 point scale), one of only ten Councils to receive this rating nationally. It is the sixth year running that the Council has received the top rating in Audit Commission inspections. The Council also received the maximum score of 4 for its approach in managing performance, one of only ten Councils to achieve this.

The use of resources assessment, part of CAA, covers how well the organisation is managing and using its resources to deliver value for money and better and sustainable outcomes for local people. The scores awarded under the separate elements of this assessment are set out in the table below.

Managing performance assessment	4 out of 4
Use of Resources Assessment	
Managing finances	3 out of 4
Governing the business	3 out of 4
Managing resources	3 out of 4
Use of Resources overall score	3 out of 4
County Council Organisational Assessment overall score	4 out of 4

The Organisational Assessment report concludes that:

*“The Council's services work consistently well, continue to get better and are significantly improving the quality of life for local people. The Council is good at managing its money and making savings to spend on the most important services. It is effective in many areas.”*

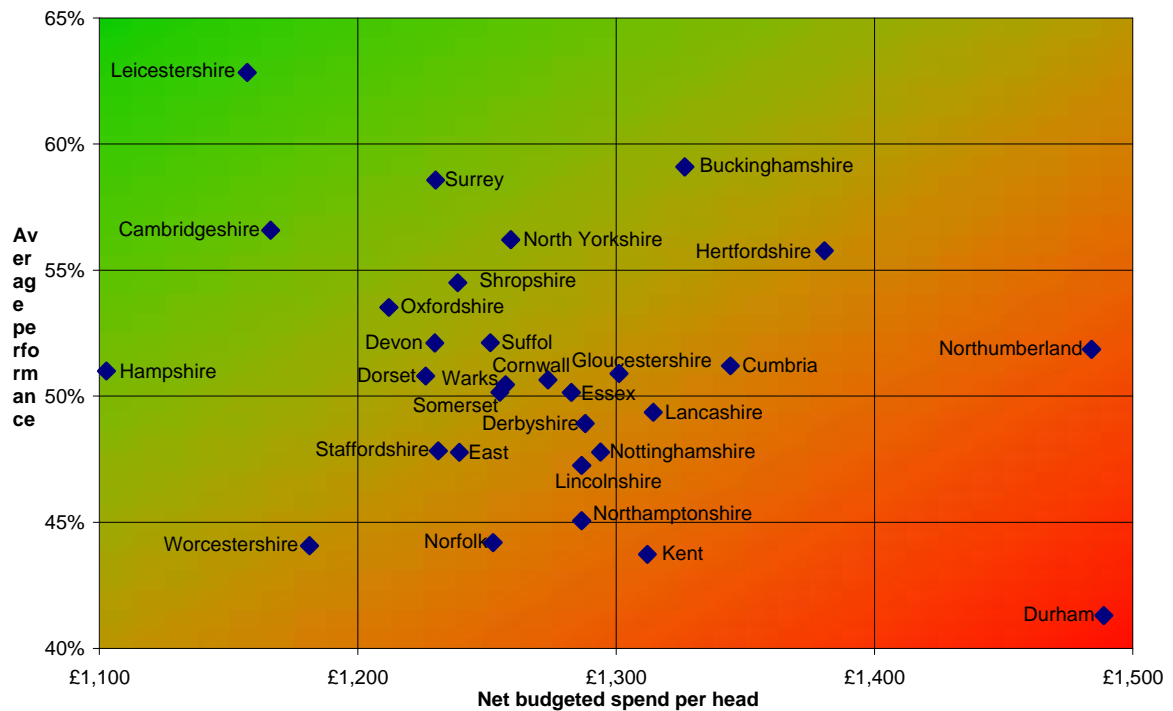
*“This excellent picture of continuous improvement gives confidence that the Council will continue to improve services and make a positive difference to the lives of Leicestershire people.”*

*“The Council works very well with other organisations - with the police, to reduce crime and antisocial behaviour, with the NHS to improve people's health and lifestyles, and with Leicester City Council and other public bodies to improve the local economy, soften the impact of the recession and reduce road congestion.”*

## PWC Independent Benchmarking Results

During 2008-09, independent benchmarking by PricewaterhouseCoopers (PWC) showed Leicestershire to be the top performing county area. This was based upon analysis using the 198 National Indicators devised by the Government for measuring an areas performance. The analysis also showed Leicestershire to be one of the most cost effective, as illustrated below.

Chart: Average Performance Score vs. Net Budgeted Spend 2008-09



Particular high performing improved areas included Stability of placements of looked after children, early access for women to maternity services and children in care reaching level 4 in English at Key Stage 2.

The analysis also showed a number of areas which needed further improvement action, which are current areas of improve focus for 2010.

## Partnership Priorities - Local Area Agreement 1: Reward Achievement

Local Area Agreements (LAA) set out the highest priorities for an area to be delivered by the local authorities and their partners. Leicestershire's first LAA began in 2006 and its reward targets came to an end in March 2009, with the final data for a number of targets confirmed in 2009-10. The final position in terms of the LAA1 targets is:

Targets met: 15	Targets partly met: 3	Targets not met: 14
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The closure process of LAA1 identified a range of positive outcomes and benefits arising from both the targets that were achieved and those that were not met. Particular highlights include partnership working between the Pension Service, District Councils, Age Concern Leicestershire and Rutland and Leicestershire County Councils, which led to an additional 4,090 older people gaining Attendance Allowance (2,182 of who were directly assisted by partners). In addition, 130 frail older people received a direct payment as an alternative to attending day centres, helping them to enjoy individual leisure and cultural activities in their own neighbourhood.

In terms of skills and attainment, the Learn2Earn programme gave advice and guidance on employment to 187 people, engaged 208 participants in skills development, helped 48 people into 'Permitted' (part-time) work and supported 59 people into sustained full-time work. The average points score of Leicestershire pupils at the end of Key Stage 4 increased from 372.8 in 2007 to 413 in 2009.

The final LAA1 position resulted in a reward grant of approximately £8.4 million as per the agreement with the previous Government. This achievement is reflected in Appendix 1. However, the reward grant has been affected by recent reductions in public sector grant funding and the Partnership will now only receive half of this amount in reward.

## Local Area Agreement 2: Progress Summary

During 2009-10, the Leicestershire Together Partnership has continued to invest significant time and resources into delivering on priority community outcomes as agreed with Government in LAA2.

The second year of the three year LAA2 ended in March 2010. Performance management of this agreement is forward looking and is based upon the risk of not achieving the agreed targets. Each target is given a red/amber/green rating regarding the likelihood of achieving that target using the following definitions.

Red	Performance off track and not likely to be achieved, with planned action unlikely to lead to recovery
Amber	Performance off track but achievable with remedial action
Amber / Green	Indicative performance on track but reliant on survey data
Green	Performance on track to be delivered as planned

The Partnership investment and delivery focus means the overall picture appears favourable with 23 indicators green and just 7 out of 48 reward and local indicators rated as 'red.' These red indicators reflect the significant challenges to delivery in areas such as obesity, adult participation in sport, and skills development. The table below reflects the position for the reward indicators and local indicators:

	Red	Amber	Amber / Green	Green
Reward Indicators	5	6	9	16
Local Indicators	2	7	0	3

A number of indicators have been rated as 'amber' in the light of the impact of the economic downturn. These include targets relating to working age people on out of work benefits and housing delivery.

## Part 2: Theme Progress and Performance Indicators

### Performance Indicator Dashboards

This part of the report sets out year end results for the performance indicators (PIs) that are used to help us monitor whether we are achieving our priority outcomes. These outcomes have been identified with our partners, as part of the Local Area Agreement and Sustainable Community Strategy. Many indicators relate to more than one theme, but in this report, each indicator has been assigned to just one theme.

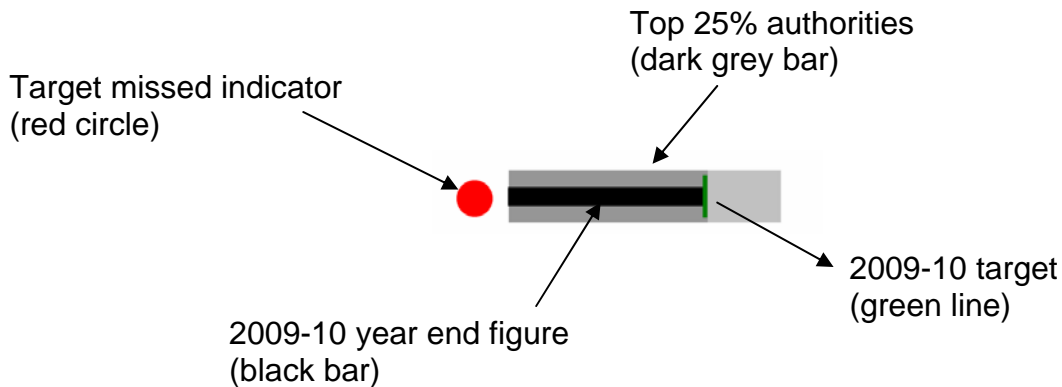
The following information shows:

- 2009-10 Year end outturn against performance targets;
- Projected targets for future performance; and
- Commentary on performance.

This report uses dashboards for each theme to display performance data so that important information and risk can be identified more readily. A dashboard is a visual display of the most important information so that it can be monitored at a glance.

### How to read the dashboards

The report uses 'bullet charts' to display performance against targets.



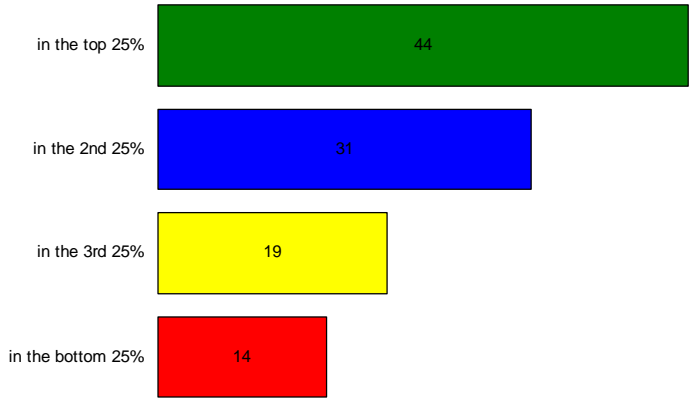
- The black bar shows our end of year figure for 2009-10.
- The green line shows our target for 2009-10.
- The dark grey bar shows the figure required to be in the top 25% of authorities.
- A red circle appears if the target is missed (If the target is met no marker is displayed).
- The direction of travel arrows indicate an improvement (↑) or deterioration (↓) in performance by 5% or more.

### Comparisons with other areas

Independent benchmarking information is used to compare Leicestershire's performance with other County areas. The information in this section compares Leicestershire with all other County areas in England.

108 indicators have been independently compared to other authorities. Provisional findings show that 44 indicators are within the best performing 25% of authorities in the country compared to 14 that are in the worst performing 25%.

The benchmarking results for 2008-09 showed Leicestershire to be the top performing county area – confirmation is still awaited as to whether Leicestershire is the top performing area in 2009-10. The comparisons below are based upon the latest information available at 30<sup>th</sup> July 2010, and may be subject to change when final comparison data is produced in October 2010.



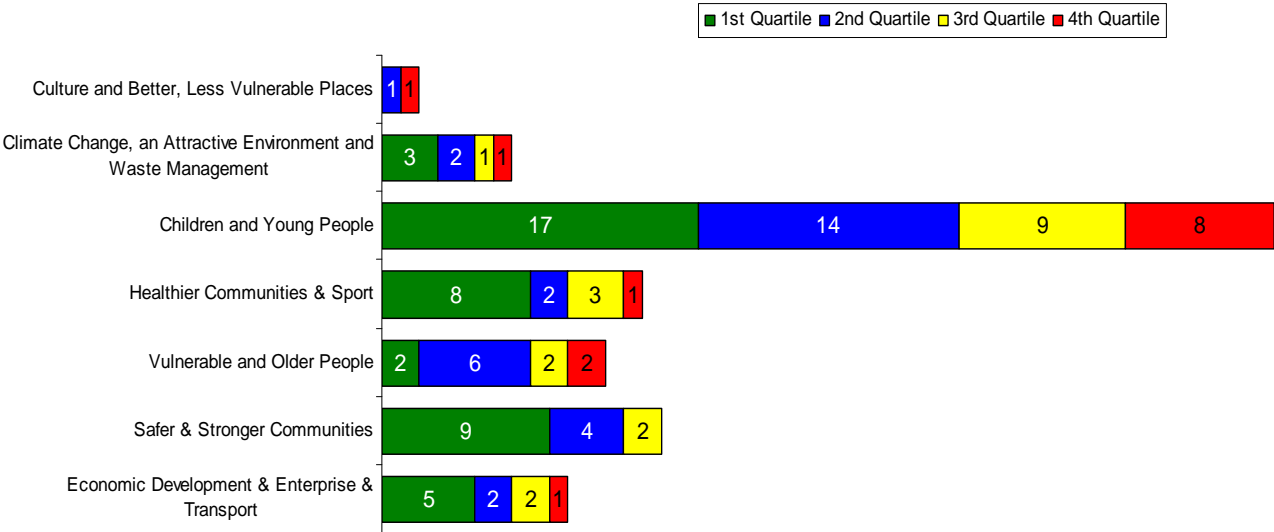
Performance improved in 2009-10 for all indicators we have comparative data for that were in the worst performing 25% last year. Of 99 indicators for which we have comparative performance for both years, 19 moved up at least one quartile.

Areas of quartile performance improvement included participation of adults in sport, proportion of people on out-of work benefits, all aspects of violent crime, and some aspects of work with vulnerable young people, including access to employment, education and training for young offenders and stability of placements for looked after children.

Areas in the worst performing quartile for 2009-10 include engagement in the arts, some areas of achievement by looked after children, and persistent absence and exclusions from school. The majority of these are not local priority areas within the Local Area Agreement.

# Performance by theme

The following chart shows comparative performance by theme.



## Part 3: Securing the Future

### **Economic Development & Enterprise**

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. Steady progress has been made on economic development issues during 2009-10, despite the local economy being affected by recession.

Prospect LeicesterShire was established in April 2009 to improve the coordination and delivery of economic development in the Leicester and Leicestershire sub-region. The company experienced a challenging first year, particularly given the current economic climate. The recession and lack of availability of capital funding was an ongoing concern, though it successfully secured public funding for three major projects including the Market Harborough Innovation Centre.

Prospect LeicesterShire has been successful in bringing together the three local universities for productive talks on how best they could support the local economy. The Three Universities for Business (3U4B) initiative has been created, which is 'a first' nationally and therefore a significant achievement. The company has also developed working relationships with a number of the District Councils, agency and private sector partners on priority regeneration initiatives.

The business outlook for Leicestershire is more positive and the confidence of the local business community is improving (Leicestershire Business Survey, Summer 2010). Interest in business start-up services remains high.

As a result of the recession, a range of national, regional and local programmes and initiatives have been developed. Working in partnership, the City and County secured £6 million from the Department of Work and Pensions to deliver the Fit for Work and Future Jobs Fund Schemes. This funding supported approximately 500 people who entered employment before 30 June 2010 and helped to reduce benefit dependency. The second 'refresh' of LAA2, in early 2010, allowed the Partnership to renegotiate some of the targets impacted by the economic recession. During this process, the target for working age people on out of work benefits (NI 152) was renegotiated from 5.6% to 8%. Projections suggest that this target is achievable.

The proportion of the Leicestershire population qualified to level 2 (GCSE/O Level) and level 4 (degree) is above the national average. However, the latest data indicates that the Partnership will fall short of its LAA target to raise skill levels. Work is underway to address this and during the first 9 months of 2009-10, 4,385 residents gained level 2 qualifications.

Work has progressed on implementation of 14-19 Learning Diplomas, exceeding the target to establish diplomas in 6 subject areas, with 415 students enrolled in diplomas. The percentage of young people not in employment, education and training continues to fall, as more people aged 16 to 18 go into or continue in education.

Despite the downturn in the national housing market, targets were exceeded with the completion of 2229 new homes and 528 new affordable housing units.

An economic impact assessment of tourism demonstrated a return of £7.1 m from overnight visitors to the County using the County Council's museums. This was against a backdrop of increased tourism activity in the county.

Leicester and Leicestershire have now completed an Economic Assessment. This shared document provides a comprehensive evidence base and analysis of the sub regional economy and will inform the commissioning of new interventions.

## Transport

Delivery of effective local safety schemes, speed management activities, road safety education, training and publicity campaigns have contributed to good ongoing performance in reducing road casualties. This year (2007 to 2009 average) we have seen a continued reduction in the number of people killed and seriously injured on Leicestershire's roads, with a 21% reduction in children killed and seriously injured compared with the 2005 to 2007 average.

The condition of roads in Leicestershire remains amongst the best in the country, with only 2% of principal roads in a condition where maintenance should be considered. Despite the national shortages in salt during the worst winter for 30 years, which led to service reduction elsewhere in the country, the County Council, through proactive management, were able to continue to maintain its service keeping roads clear of snow and ice. The harsh winter did generate a rise in pot holes but, at its peak, County Council highways teams fixed up to 100 each day to improve local roads. We have also reviewed and improved winter maintenance, including hand-salting pedestrian routes and working with farmers to assist with snow clearing.

We are seeing a reduction in congestion with average journey time per mile during morning peak hours reducing to 4 minutes and 17 seconds. We remain committed to increasing the use of public transport and providing genuine alternatives to the car. This has been supported by the award winning Enderby Park and Ride and a new workplace travel plan website to help companies and individuals reduce unnecessary car journeys. Major construction schemes have been completed including the Earl Shilton bypass and an enhanced Foxhunter roundabout.

We have worked with schools to further expand the Star Walker scheme and increase parking within schools and colleges for 340 cycles and scooters in conjunction with Sustrans, the UK's leading sustainable transport charity. This has contributed to a continued reduction in the proportion of children travelling to school as the only passenger in a car to 23.5% from over 26% in 2006-07.

We have continued to ensure that at least 80% of working age residents have access to employment by public transport, while 97% of residents have access to other services by public transport, walking or cycling. We have extended the Wheels 2 Work scheme that helps young people who live in rural or isolated areas to access employment and training in Charnwood, North West Leicestershire and Hinckley and Bosworth.

## Economic Development, Enterprise & Transport

PI Code	Description	09/10 performance	Direction of Travel	End of Yr			Commentary	Polarity	LAA 2 Indicator
				09/10	09/10 target	10/11 target			
NI 48	Children killed or seriously injured in road traffic accidents (% reduction)		↑	8.3%	8.5%	8.3%	-	High	No
NI 151	Overall employment rate		↓	77.4%	-	-	-	High	No
NI 152	Working age people on out of work benefits		→	8.3%	-	8.0%	Data is for April to September 2009. The economic recession has reduced employment opportunities and threatens further redundancies.	Low	Yes
NI 154	Net additional homes provided		→	2,229	2,071	1,635	Target exceeded despite the economic downturn	High	Yes
NI 155	Number of affordable homes delivered (gross)		↑	528	490	490	Target exceeded despite the economic downturn	High	Yes
NI 163	Proportion of working age population qualified to at least Level 2 or higher		→	71.2%	74.3%	76.5%	Measured by national survey. During the first 3 quarters of 2009-10, 4,385 residents gained level 2 qualifications (an additional 1.22% of the population)	High	Yes
NI 165	Proportion of working age population qualified to at least Level 4 or higher		→	29.2%	32.2%	33.6%	Measured by national survey. Action includes increasing numbers gaining higher level qualifications, graduate retention and increasing jobs in high value and knowledge based sectors.	High	Yes
NI 167	Congestion - average journey time per mile during the morning peak		↑	4.17	4.36	4.37	Data in minutes and seconds. Progress against the target is good. Notably, Enderby Park & Ride is now open and there have been successes in changing people's travel habits.	Low	Yes
NI 168	% principal roads where maintenance should be considered		→	2%	4%	4%	-	Low	No
NI 169	% non-principal roads where maintenance should be considered		→	4%	5%	5%	-	Low	No
NI 172	Percentage of small businesses in an area showing employment growth		→	12.9%	13.2%	13.4%	Latest data not available. Projects have supported businesses to grow in a difficult economic climate by providing access to appropriate advice, premises and financial support.	High	Yes
NI 175a	Access to services by public transport (within 30 minutes)		→	90.3%	90.0%	90.0%	-	High	No
NI 175b	Access to services by public transport (within 60 minutes)		→	97.2%	96.0%	96.0%	-	High	No
NI 177	Local bus and light rail passenger journeys originating in the authority area (millions)		→	16092000	16420000	16590000	The slight reduction in passenger journeys is due to the recession resulting in less work and leisure travel.	High	No
NI 178a	Bus services running on time - % of non-frequent services on time		↓	72.5%	77.1%	80.0%	Combined city and county data. Road works on key routes may have affected the results. Bus punctuality remains an important element of our Transport Strategy	High	No
LI 12 (NI 47)	People killed or seriously injured in road traffic accidents		↑	261	265	251	Road traffic casualties, particularly those killed or seriously injured, continue to follow a downward trend.	Low	Yes
LI 13	Number of passenger journeys on rural transport		→	151,534	157,071	158,611	Rural bus services have seen a reduction in passenger numbers. Reasons for this are to be investigated.	High	Yes

## **Climate Change and an Attractive Environment**

A number of environment related measures and targets are included within the Local Area Agreement and partners are working closely together to deliver these.

The target to achieve Level 2 in preparedness for climate change has been achieved by County and District Councils. This means authorities have fully assessed and understand climate change risks to local services, and are starting to make changes to respond to them.

Local councils in Leicestershire worked together with Leicester City Council, Rutland County Council, Groundwork Leicester and Leicestershire, The Rural Community Council and Central networks to deliver “The BIG Switch Off” a campaign to encourage residents, schools and businesses to switch off electrical appliances where they are not needed. Local authorities are also working with De Montfort university and the Rural Community Council as part of a new Climate Change Communities Programme to support carbon reduction action in 10 communities across the County. In 2009-10, our street lighting project commenced. This project aims to reduce carbon emissions by 25% (3,500 tonnes) by dimming, part-night lighting and switching off street lights.

Good practice from individual districts is being implemented across the County to improve the cleanliness of streets. This has included additional cleaning, better training, targeting of resources and enforcement activity, as well as education and awareness to ensure higher standards of cleanliness.

A Flood Risk Management Board has been formed on which the County Council will lead on flood risk issues. An overarching Flood Plan has been established and the role of Community Wardens has been developed (there are now over 110 in the County). ‘Sandless’ sand bags have been distributed to 9 relevant local authorities.

The new Enderby Park & Ride scheme, developed in partnership with Leicester City Council has won a number of awards for its environmental sustainability which include geothermal energy and a Sustainable Drainage scheme.

## Environmental Priorities and Performance Management

In April 2009 the County Council adopted a new Environmental Strategy with the aim of becoming “one of the best performing county councils in England on environmental issues by 2012”. The focus of the strategy is to manage the direct environmental impacts of the Council’s activities. The Council achieved Level 3 (Performing Well) in the Audit Commission assessment of its Use of Natural Resources in 2009, as high a score as any County Council.

Progress against each of the objectives within the Environment Strategy is given a red/amber/green rating in the table below. A commentary on progress and the outlook is provided in the text below the table.

Theme	09/10	10/11	13/14
Carbon emissions and energy (NI 185)	Red	Amber	Green
Adapting to climate change (NI 188)	Green	Green	Green
Business mileage claims	Red	Amber	Green
Air quality (NI 194)	Red	Amber	Green
Office waste		Baseline year	Green
Water consumption	Red	Red	Amber
Environmental Procurement	Green	Green	Green
Site and ecology management	Amber	Amber	Green
Environmental risk management	Green	Green	Green
Staff engagement on the environment	Green	Green	Green

### *Carbon Emissions and Energy*

The LAA agreed a target of 4% reduction in carbon emissions from local authority activity in 2009–10 compared to 2008–09. A reduction of a further 4% was agreed for 2010–11. Data on carbon emissions from all local authorities is still being calculated. Steps are being put in place to identify ways to accelerate progress at the County Council. The County Council and a number of District Councils have entered the Carbon Trust Carbon Management Programme to address their needs. Further to the programme, the County Council has produced a strategic implementation plan indicating how a 30% reduction in emissions from County Council activities will be met by the end of 2013-14. A programme of installing Automatic Meter Reading technology will improve the accuracy and timeliness of energy consumption data in the coming year.

A wide range of investments in energy efficiency, started in the second half of the year, are expected to achieve an annual reduction of 2.5% and, with programmes to deliver improved environmental behaviour by staff (Go Green) are expected to drive the authority to the target figure in 2013 -14. The authority has undertaken energy audits of over 50 schools and a large number of corporate buildings during the year

which will enable the Council to identify the most advantageous carbon reduction projects in the coming year.

Emissions of NO<sub>x</sub> and PM<sub>10</sub> (particulates) from our activities are closely related to carbon emissions because the principal sources of these emissions are from transport fuel and gas boilers.

#### *Business mileage*

Business mileage by the authority's staff has reduced by 2.5% during the year but the stretching annual target has not been met. The introduction of Mobile and Flexible Working has reduced business mileage by those participating in new ways of working and the prospects of accelerating progress are good.

#### *Office Waste*

A new office waste contract came into effect in October 2009 and its roll out will be completed during 2010–11. This will enable the waste arising from the authority's offices and the amount of waste diverted from landfill to be measured and reduced.

#### *Environmental procurement*

A delivery plan has been prepared to address reduction in the environmental impact of procurement of goods and services by the Council. The authority commissioned a review of the environmental impact of its procurement which will inform and enable the authority to engage with suppliers over environmental issues in the coming year. A baseline of the amount of office paper purchased by the authority has been established and reduction targets agreed for the coming years.

#### *Site and ecology management (Biodiversity)*

The Authority has met its targets in respect to the condition of the 3 Sites of Special Scientific Interest in its ownership (at Beacon Hill/Jubilee Woods, Sheet Hedges Wood and Misterton Marshes). Progress is being made in respect of refreshing management plans for other green sites under the control of the authority and a Green Infrastructure Strategy (developed across the region) has been completed.

#### *Environmental Risk Management*

The Authority has begun to develop an environmental management system. In 2009-10 risk assessments of all activities with high environmental risk were undertaken and action plans developed to address them.

#### *Staff engagement*

Within the Authority the Go Green Programme is supporting continued high performance. The proportion of staff who understand how they can contribute and who believe the council is doing enough to reduce its environmental impact improved significantly this year from 77.1% to 85.2% and 58.1% to 69.1% respectively. The 2009 Big Switch Off campaign included community-led events to publicise the initiative across Leicestershire and resulted in a 5% cut in energy consumption at County Hall compared to the previous week.

*Commuting to Work*

In the year to March 2010, staff registered as car sharers increased from 391 to 493. The number of cyclists to County Hall has increased over the same period from 35 on site to 50.









## **Waste**

Improvements to kerbside collections and services at recycling and household waste sites throughout Leicestershire in 2009-10 have led to further increases in recycling and diversion from landfill. In addition, the County Council has expanded a scheme to provide incentives to the District Councils to invest in new recycling and composting initiatives including the roll out of a dedicated food waste collection service in Harborough.

The amount of household waste sent for reuse, recycling and composting has continued to rise to 52.6% of total household waste, one of the highest rates in the country. The amount of residual household waste that is not sent for reuse, recycling or composting has continued to reduce to 559kg per household, exceeding our targets. The percentage of municipal waste sent to landfill has also continued to decrease. In 2009-10, 47.3% was landfilled, exceeding our LAA targets.

We have worked with communities to further promote recycling and composting, including recruiting 700 new 'Rot-a-Lot' members and training 40 Master Composter volunteers to work with the community to promote home composting. We have also promoted a countywide Food Waste Digester campaign offering a range of subsidised food digesters to Leicestershire residents and contributed to the launch of the Leicestershire 'Freeuse' website to encourage re-use of unwanted items. These and other campaigns have contributed to continued improvement in waste prevention, re-use, recycling and diversion from landfill.

## Climate Change and an Attractive Environment & Waste Management

PI Code	Description	09/10 performance	Direction of Travel	End of Yr 09/10	09/10 target	10/11 target	Commentary	Polarity	LAA 2 Indicator
NI 185	CO2 reduction from local authority operations (tonnes)			-	92,375	88,526	Data awaited for 2009-10. Risks include lack of quarterly data to monitor progress, sufficient pace of change and continued increase in energy demand.	Low	Yes
NI 188	Planning to Adapt to Climate Change - Level achieved		↑	2	2	3	-	High	Yes
NI 189	Flood and coastal erosion risk management		→	100%	100%	-	-	High	No
NI 191	kg of residual waste per household		↑	559	629	620	-	Low	No
NI 192	Percentage of household waste sent for reuse, recycling and composting		→	52.64%	48.60%	50.25%	-	High	Yes
NI 193	% of municipal waste landfilled		↑	47.32%	53.70%	47.50%	-	Low	No
NI 195a	Improved street and environmental cleanliness (levels of litter)		↓	6.0%	7.0%	6.0%	-	Low	Yes
NI 195b	Improved street and environmental cleanliness (levels of detritus)		↑	15.0%	16.00%	15.00%	-	Low	Yes
LI 8	Development of Green Infrastructure programme		↑	100%	50%	100%	-	High	Yes

## **Culture and Better, Less Vulnerable Places**

### Culture

During 2009-10, four million visits were recorded to county libraries and half a million visits to heritage and arts venues. This compared well with previous years, demonstrating greater demand for these services in the current economic climate, with increased use of library facilities, in-school museum learning and local heritage attractions. Website usage continued to grow, with social networking channels and the Find Your Talent initiative both successfully engaging and sustaining new users, particularly young people.

In 2009-10, the Library Service recorded an increase in physical visits by 1%, and active borrowers by 10.6%. Book loans increased by 4.5% and 43,072 people became new members (a 37% increase over the number that joined the previous year).

Work was completed in 2009-10 to introduce Multi-Access Centres through the County Library service's 54 service points. The initiative will assist long term unemployed people with information, advice and guidance. A planned official launch for the MAC initiative is scheduled for September 2010, and early indications are that 400 people will be assisted in 2010-11, meeting initial targets.

The library rebuilding and refurbishment programme saw the opening of Lutterworth Library and completion of Kegworth library refurbishment. External funding of over £9m was attracted for the regeneration of Harborough Museum, Melton Carnegie Museum, Bosworth Battlefield, the Find Your Talent programme (engaging over 30,000 young people), and science based learning activity. Externally funded projects (new and continuing) had a total value of over £12.2m during the year.

In 2009-10, museums and heritage sites recorded an increase in visitors of 6.9% (17,000 visitors). The high quality of the visitor offer at these museums resulted in all of the County Council's museums being awarded VAQAS accreditation (Visitor Attraction Quality Assurance Scheme). There were 142,000 users of the Open Museum in the year, an increase of 22%, bringing resources into communities and classrooms.

### Neighbourhood Management

Satisfaction with Leicestershire as a place to live is above average for the country. However, the Districts and Boroughs of Hinckley & Bosworth, North West Leicestershire and Oadby & Wigston demonstrate below average satisfaction ratings.

The County Council has continued to support partnership working to improve the quality of life for people living in the most disadvantaged neighbourhoods at a faster rate than the County generally. Neighbourhood Management approaches with targeted and co-ordinated local activity have been developed in all 19 Priority Neighbourhoods. The approaches are led by District Local Strategic Partnerships, with funding support from Leicestershire Together. This funding has been used to enable, add value to and support the employment

of 'neighbourhood managers' who co-ordinate the work in the Priority Neighbourhoods. Approaches adopted are reflective of local circumstances and needs.

Progress and impact to date, as should be expected, is variable and based on a number of factors including the length of time the approach has been operating. Through targeting resources and by working locally with all key partners there are many examples of initiatives that have begun to make a real difference to the lives of people within the Priority Neighbourhoods. An example of this is the establishment of the Marios Tinenti Centre in the Peel Drive/Russell Street Priority Neighbourhood. The centre, a residential flat, is operated by the community and provides a place where the community can access a range of services including the Police. Within the Harborough Priority Neighbourhood, some of the initial activity has been aimed at older people and has included the 'Wii-Tirement' fitness and arts and craft sessions.

A number of pilot projects have taken place within the Priority Neighbourhoods that have sought to understand and respond to the community's needs more effectively. Melton was a pilot area for the Soft Intelligence Hub and the Circles of Need Project alongside Barwell.

### Better Places

Work with the community in Barwell has led to the construction of the George Ward Centre. The centre is operated by George Ward Centre Ltd, which is supported by a Management Committee to run the facility on a day to day basis. The facilities provided include the local library (relocated), a sports hall, café and meeting rooms as well as space for young people and pre-school children.

Work is currently underway with Bagworth & Thornton Parish Council, Bagworth Forward Centre Trust, the Neighbourhood Action Team and Hinckley & Bosworth Borough Council to redevelop Bagworth Community Centre. This scheme incorporates the upgrading of existing facilities and additional space for new community groups and service delivery such as adult learning.

Place Shaping funds were awarded to *A Place to Grow* which is a community garden project located in Mill Lane, Enderby. This project supports groups of people with a range of mental illnesses, physical disabilities and learning difficulties. It also provides garden plots for community groups from the surrounding area, including young people and The University of the Third Age (U3A). The aim is to raise awareness and understanding of the value of physical activity and a good diet to wellbeing and health.

In partnership with business, District and County Councils are working with the Business Improvement District (BID) Academy to enhance the viability and vitality of our market towns. A BID, designed to generate private sector funding to improve the town centre, was successfully established in Hinckley during 2009 and others are planned for the future.

## Culture & Better, Less Vulnerable Places

PI Code	Description	09/10 performance	Direction of Travel	End of Yr 09/10	09/10 target	10/11 target	Commentary	Polarity	LAA 2 Indicator
NI 9	% who have used a library in the last 12 months		→	48.3%	-	-	-	High	No
NI 11	% who have engaged in the arts in the last 12 months		↓	44.1%	50.0%	52.0%	Further analysis underway, however, proximity to London appears to correlate with higher performance in terms of comparison with other areas..	High	No
LI 14	Satisfaction with Market towns and village centres as a good place to shop, visit and do business				62.0%	64.0%	2009 data. No survey conducted during 2010.	High	Yes
BV 170a	Visits to / usage of museums per 1,000 population		↑	1228	-	-	-	High	No
BV 170b	Visits to museums in person per 1,000 population		↑	358	-	-	-	High	No
BV 170c	Visits to museums and galleries by pupils in organised groups		↓	35038	-	-	-	High	No

## Part 4: Opportunity for All

### Children and Young People

Overall, there has been good progress in achieving our aims and objectives for Children and Young People. The annual review shows that:

- Attainment of 5 A\*-C including English and Maths at GCSE has continued to improve at a faster rate than nationally, from 46.7% (2006) to 52.6% (2009).
- Leicestershire schools continue to receive a greater proportion of 'good' (62%) or 'outstanding' (27%) judgements than the national average or similar local authorities.
- As a result of joint targeted intervention the percentage of children in care missing at least 25 days education has been reduced from 17.9% to 12.5% over two years, while overall attendance has improved from 79.3% to 86.9%. The improvement is at a much faster rate than seen nationally.
- The number of young people entering the criminal justice system has reduced by 42.7% between 2007-08 and 2009-10 and is among the lowest in the country.
- The target for young people Not in Education, Employment or Training (NEET) was set before the recession began. Despite this the target has been exceeded and NEET has reduced from 6.7% in 2006 to 3.9% in 2009, exceeding targets.
- 85% of schools have achieved healthy schools status (the national target was 75% by December 2009). All schools are now participating in the programme.

Arresting the increasing levels of obesity in children is a significant challenge. However, the latest data shows a slight increase for year 6 pupils in Leicestershire. In response we are implementing an Obesity Reduction Strategy:

- promoting healthy eating in schools, including increasing the uptake of school meals;
- creating a draft 'pathway' to ensure help is provided when required;
- developing a communications strategy; and
- supporting sport and leisure activities.

Teenage pregnancy rates have reduced by 12.9% since 2006. While Leicestershire's rates are lower than the national average, this reduction is at a slower rate than that seen nationally. The Teenage Pregnancy Strategy has been refreshed and new leadership has been put in place. The priority work streams are designed to:

- Target hotspot wards
- Utilise local data sets to target interventions
- Ensure competencies around teenage pregnancy and sexual health are clearly identified within the developing workforce development structures
- Ensure information and services are widely available and accessible to young people

Our Pupil Attitude Survey reports a reduction in bullying in schools. 73% of secondary school age students, and 92% primary age pupils, say there is very little

bullying in their school. Also, 84% of secondary school age students and 91% primary age pupils say adults in their schools deal well with bullying.

Child protection and safeguarding has been an area of particular attention as a response to the increased numbers of children subject to child protection processes. Steps have been taken to sharpen the focus on accountability and responsiveness to vulnerable children. We have:

- embarked upon a restructure of children's social care services;
- accelerated our response times for vulnerable children;
- established a new Local Safeguarding Children Board (LSCB) serving Leicestershire and Rutland; and
- appointed a new independent chair for the LSCB.

We are continuing to ensure that the learning from our serious case reviews is embedded in safeguarding organisations.

Current assessments show one childcare place for every two children aged 0-4 years. This is higher than the national average, showing that overall there are sufficient child care places across the County. Ofsted rate 63% of Early Learning Settings in the County as 'good' or better.

The gap between the lowest achieving 20% in the Early Years Foundation Stage and the rest has narrowed from 33% to 30.4% (slightly short of the target of 30%). However, the local authority is rated as 'good' with some 'outstanding' features on support for the Foundation Stage.

We continue to develop the active involvement of young people. A trial citizen's Youth Panel has taken place and a second is now under way. Organisations continue to achieve the Hear by Right standards. The Children in Care Council has led the development of a Pledge for children in care and those leaving care.

Leicestershire is the 8<sup>th</sup> best education authority in terms of the proportion of schools achieving an Eco Schools Green Flag in England and Wales, with 73 schools in Leicestershire registered as Eco Schools. In addition there are 224 schools with a travel plan and 37 working towards a travel plan. Our school replacement programme has produced a number of buildings with high environmental standards. During 2009–10, the new Forest Way Special School was voted 'Peoples Choice' for the 2009 PROCON Awards and gained the Times Educational Supplement Award 2009 for outstanding new or refurbished primary school.

Ofsted provide an [annual rating](#) for the quality of services and outcomes for children and young people in the County. This rating is derived partly from Ofsted's [performance profile](#). This profile includes findings from across Ofsted's inspection and regulation of services and settings for which the council has strategic or operational responsibilities. The County Council's Children's services rating for 2009 was 'performing well' (or level 3 on a 4 point scale).

## Children and Young People

PI Code	Description	09/10 performance	Direction of Travel	End of Yr 09/10	09/10 target	10/11 target	Commentary	Polarity	LAA 2 Indicator
NI 63	Stability of placements of looked after children: long-term placements longer than 2 years		↑	70.50%	68.00%	70.00%	Increased levels of support are contributing to placement stability.	High	Yes
NI 67	Percentage of child protection cases which were reviewed within required timescales		→	98.10%	100.00%	100.00%		High	
NI 69	Children who have experienced bullying			27.00%	-	-	Target to be reset following change in method of calculation. The Leicestershire Pupil Attitudinal Survey results suggest a reduction in bullying in schools	Low	
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage		↑	54.30%	52.50%	54.00%	-	High	Yes
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2		→	74.00%	81.00%	81.00%	-	High	Yes
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths		↑	52.60%	60.00%	64.00%	Summer 2009 data	High	Yes
NI 87	Secondary school persistent absence rate		→	5.00%	4.90%	4.80%	-	Low	Yes
NI 92	Gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest		→	30.40%	30.00%	28.70%	-	Low	Yes
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2		→	81.00%	92.00%	89.00%	-	High	Yes
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2		→	80.00%	88.00%	87.00%	-	High	Yes
NI 99	Looked after children reaching level 4 in English at Key Stage 2		↑	36.40%	33.30%	57.10%	Q3 2009 data	High	Yes
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2		↑	27.30%	42.00%	71.00%	Q3 2009 data	High	Yes
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)		↓	0%	19.40%	20.00%	Q3 2009 data. Sample size was very small.	High	Yes
NI 110	Young people's participation in positive activities		→	68.00%	72.00%	75.00%	The project is progressing well. 6,600 additional young people have been engaged and 62 new projects commissioned.	High	Yes
NI 117	16 to 18 year olds who are not in education, training or employment (NEET)		↑	3.90%	4.20%	4.00%	NEET levels continue to fall in Leicestershire. This is not the case amongst all regional and statistical neighbours.	Low	Yes
LI 1	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2		→	26.80%	22.10%	21.70%	2009 data. Work is progressing well toward this indicator.	Low	Yes
LI 2	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4		→	31.60%	23.30%	22.50%	2009 data. Work is progressing well toward this indicator.	Low	Yes
LI 3	The Special Educational Needs (SEN)/non-SEN gap - achieving Key Stage 2 English and Maths threshold		→	55.30%	53.30%	53.10%	2009 data.	Low	Yes
LI 4	The Special Educational Needs (SEN)/non-SEN gap - achieving 5 A*- C GCSE inc. English and Maths		→	47.20%	47.00%	46.90%	2009 data.	Low	Yes
LI 5	Care leavers in employment, education or training		→	79.50%	68.00%	72.00%	Target met. Risks remain in engaging with young people and the reduced number of opportunities in the current climate.	High	Yes
LI 10	Take up of 14-19 Learning Diplomas			415	180	390	On track to deliver 10 diploma lines (against a target of 12) in 2010 from 20 delivery hubs across Leicestershire	High	Yes

**Vulnerable and Older People**

During 2009-10 outcomes for people who use social care continued to improve. This is illustrated in the Care Quality Commission (CQC) [annual assessment](#) of how the County Council promotes adult social care outcomes. The latest rating for 2008-09 was ‘performing well’ (or level 3 on a 4 point scale). The table below summarises performance against the seven outcomes.

<b>Outcome</b>	<b>The council is performing:</b>
1. Improved health and emotional well-being	Well
2. Improved quality of life	Excellently
3. Making a positive contribution	Excellently
4. Increased choice and control	Excellently
5. Freedom from discrimination and harassment	Well
6. Economic well-being	Well
7. Maintaining personal dignity and respect	Well

The report noted that the County Council:

- has established good performance across all aspects of the adult social care outcomes framework;
- has established approaches and services that promote independence and choice;
- works well with partner agencies, with strong contributions being made by the voluntary and community sectors; and
- is aware of the challenges that it faces. These include working with district councils to reduce the length of time people have to wait for major adaptations and extending the range of housing provision for people with complex needs.

Excellent progress has been made in relation to the Vulnerable People LAA targets. These include exceeding the target for the proportion of people with learning disabilities in settled accommodation (60.6%) and the provision of advice and information and services to carers (33.4%) against the 2010-11 target of 31.3%. We are working with Age Concern Leicestershire & Rutland to develop a new information and advice service for older people in the county. The service will provide a focal point for anyone looking for advice and information about services to support older people and help them stay healthy, independent and active within their local community.

The development of self-directed support continued during 2009-10 with increased numbers of people (10.2%) receiving Direct Payments. Despite the challenging target of achieving 30% of social care clients receiving self directed support in 2010-11, our Personalisation Programme is on track to deliver key milestones by March 2011.

Tackling health inequalities and improving the health of residents is a top priority. One example shows that 74% of people with a learning disability living in Leicestershire have an annual health check, a proportion that is in the highest 10% in England.

By enabling people to live independently in their own homes, we have continued to reduce the proportion of total adult social care spend on residential care to 40%, among the best in the country. We continue to support vulnerable people to maintain independent living (99.2% based on latest information available). A five year Extra Care housing strategy has been launched to develop 500 Extra Care homes across the county. An improved home adaptation service is being developed across the county to support people who require their homes to be adapted to enable them to continue to live independently.

The Leicestershire, Leicester City and Rutland multi agency Safeguarding Adults Board continued to make progress on delivering the priorities set out in the Development Plan 2009-10. The total number of safeguarding referrals in Leicestershire during 2009-10 increased by 29% on the previous year to 536.

Changes to the strategic arrangements for safeguarding took place on 1 April 2010 with the establishment of two Boards, one for Leicester City and one for Leicestershire and Rutland. The County Council's governance arrangements remain strong, with a direct reporting link to the Community Safety Programme Board and elected members receiving an annual report.

## Vulnerable Adults and Older People

PI Code	Description	09/10 performance	Direction of Travel	End of Yr 09/10	09/10 target	10/11 target	Commentary	Polarity	LAA 2 Indicator
NI 125	Achieving independence for older people		↑	82.90%	-	-	-	High	No
NI 130	Social Care clients receiving Self Directed Support			10.2%	0	0	-	High	No
NI 132	Timeliness of Social Care assessment - % completed within 4 weeks		→	77.50%	82.00%	-	-	High	No
NI 133	Timeliness of Social Care packages - % complete packages delivered within 4 weeks		→	92.50%	-	-	-	High	No
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information		↑	33.4%	30.6%	31.3%	Performance in 2009/10 surpassed both the target for the year and the target for 2010/11	High	Yes
NI 136	People supported to live independently per 100,000 population		↓	2,857	3,424	-	-	High	No
NI 142	Percentage of vulnerable people who are supported to maintain independent living		→	99.29%	99.0%	99.2%	99.29% was achieved at Q2, exceeding the target of 99%. Leicestershire performed highest in the region and above the national average of 98.34%.	High	Yes
NI 145	Adults with learning disabilities in settled accommodation		↓	60.60%	59.60%	62.5%	Performance in 2009/10 surpassed both the previous years performance and the target.	High	Yes
NI 146	Adults with learning disabilities in employment		↑	4%	5%			High	No

## Healthier Communities

Leicestershire has an agreed set of priorities to improve our health. These are based on a comprehensive assessment of the County's health needs - the Joint Strategic Needs Assessment. Leicestershire Together's priorities form the basis of the Partnership's Staying Healthy Strategy, which was published in 2010.

The Strategy's overarching aim is to reduce unacceptable health inequalities. These inequalities are most commonly found in the factors behind premature deaths caused by circulatory and vascular diseases – such as poor diet, obesity, lack of physical activity, high blood pressure, and smoking. These risks are linked to social and economic circumstances, a person's ethnicity, age, or gender, or to people that are disadvantaged by an existing condition or circumstances. Our main priorities are therefore to:

- reduce the number of people who smoke
- reduce the harmful impact of alcohol misuse
- reduce levels of obesity through healthy eating and physical activity

We have also identified an improvement in mental health, sexual health and safety in the home as priorities.

Mortality rate from circulatory diseases has been falling for many years, and continues to decline in line with targets due to a combination of lifestyle change and service developments.

Smoking remains the single greatest cause of preventable deaths in the UK and is also an important link in the chain that ties income to ill health, with more affluent people less likely to smoke. Overall progress in smoking cessation is good with performance exceeding the smoking quit targets in 2009-10 by over 4.5%. This has been achieved through effective targeting of vulnerable groups of people, such as manual workers and pregnant women, as well supply side interventions targeting untaxed tobacco.





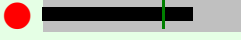

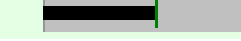

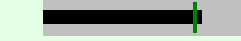
In terms of alcohol and substance misuse, the rate at which alcohol related admissions to hospitals has been increasing is slowing and meeting our target, but there is still an unhealthy upward trend that reflects national trends. Encouragingly, the number of drug users in effective treatment is also increasing and we are 3.5% in excess of our 2009-10 target with over 1200 users receiving treatment. A significant problem around alcohol and substance misuse remains. The Total Place Programme examined the issue and partners are now exploring innovative ways of tackling the issue, such as changing pricing policies for alcohol and intervening earlier with drug and alcohol users before usage escalates into a problem.

The proportion of children who are very overweight is increasing, consistent with the national picture. 9% of reception age (4 year olds) and 15.9% of Year 6 (11 year olds) are obese in Leicestershire. The figures for Year 6 children are better than the regional average but our target for 2010-11 (14.8%) is unlikely to be met. Leicestershire Together through our Community Health and Primary Care Team partners are working to develop referral pathways and to extend programmes

including breast feeding, physical activity and weight management. This is being achieved through a number of programmes including Leicestershire's Healthy Schools and Healthy Tots programmes. 76% of children in Leicestershire schools now have two hours of high quality Physical Education in their weekly timetable - a 6% increase since 2007-08, and 1% in excess of our 2009-10 target. In addition the children's workforce is being trained to deliver the healthy weight programme to families, and the development of evidence based early interventions and preventative work.

There has been significant co-ordinated intervention work across the County to tackle obesity and get people more healthy, led by LeicesterShire & Rutland Sport. Between October 2009 and March 2010, 35,000 opportunities were made available across Leicestershire to support and encourage more adults to take part in sport and physical activity. 60% or roughly 21,000 of these opportunities were taken up. While 24% of adults participate in 3 half hour periods of exercise each week, the Partnership fell short of its stretching target of 25.8%.

## Healthier Communities and Sport

PI Code	Description	09/10 performance	Direction of Travel	End of Yr 09/10	09/10 target	10/11 target	Commentary	Polarity	LAA 2 Indicator
NI 8	Adult participation in sport		→	24.0%	25.8%	26.7%	Latest survey data from the year ending October 2009	High	Yes
NI 50	Emotional health of children: Proportion of children reporting good relationships with family and friends.		↓	57.8%	68.7%	73.6%	Information derived from the Tellus survey but is unreliable due to the diminishing number of schools that participate. The Leicestershire Pupil Attitudinal Survey results indicate that pupils are well supported within the school environment if they encounter problems.	High negative	Yes
NI 56	Obesity in primary school age children in Year 6		↓	15.9%	14.9%	14.8%	Long-term investment is needed to embed healthy behaviours into society and family life to turn around the trend in obesity levels	Low	Yes
NI 57	Children and young people's participation in high-quality PE and sport		↑	76.0%	75.0%	80.0%	Results achieved exceed the required target by 1%.	High	Yes
NI 112	Under 18 conception rate per 1000 girls ages 15-17		→	33.1	23	20.9	2008 calendar year results. Leicestershire's rate is lower than the national and East Midlands averages.	Low	Yes
NI 115	Substance misuse by young people		↑	11.2%	12.6%	11.0%	-	Low	Yes
NI 121	Mortality rate from all circulatory diseases at ages under 75		↑	56.97	57	55	-	Low	Yes
NI 123	People stopping smoking per 100,000 population			823	785	785	Target met. Particular support to pregnant women, vulnerable groups and priority areas.	High	Yes
LI 11	Number of drug users recorded as being in effective treatment		↑	1,202	1,150	1,161	Target met with performance currently 3.5% above the target.	High	Yes

## **Safer Communities**

Our work with partner agencies has led to a further reduction in violent crime. In 2009-10 there were 25% less assaults with injury than two years ago.

Partnership working including awareness raising with the public and targeting of offenders reversed a significant increase in domestic burglary that occurred at the start of the year. Further roll-out of No-Cold Calling Zones in the County helped to maintain a low level of distraction burglaries.

The Youth Offending Service has increased intensive supervision with young people most at risk of re-offending, through the Intensive Supervision and Surveillance Programme (ISSP). This has helped to reduce re-offending by young people by 11.4%. Continuation of prevention work with families and young people has further reduced first-time entrants to the youth justice system to 507.

Measures to reduce adult re-offending have not yet shown an impact on offending rates, with the rate increasing up to December 2009. Work with partners to address this is being developed. For example, targeted work to prevent re-offending as part of the roll-out of Integrated Offender Management in local areas.

Minimum standards for dealing with anti-social behaviour were adopted across the county in March 2010. Following significant media coverage of anti-social behaviour in the latter part of 2009, organisations have worked closely with communities, through projects such as IMPACT, to improve their confidence in the work the police and councils do to address anti-social behaviour in specific local areas and across the county.

Leicestershire was one of thirteen areas piloting the Total Place approach to service delivery in 2009-10. All services working to tackle harm related to alcohol and drugs were identified by partners in Leicestershire, and more effective and efficient ways of working were identified. The findings gained national recognition and the new approach to delivery is being developed.

## **Stronger, more Cohesive Communities**

The Stronger Communities partnership is working with communities to build relationships, trust, and confidence at grass roots level across priority neighbourhoods and rural areas. Opportunities are being provided through local workers to enable communities to come together to share and learn from one another. The longer term aim is to influence change that communities want to see within their neighbourhoods and further the principles of a Big Society.

Through a wide range of community activities, events and interventions around 6,000 people have been engaged in building stronger communities during 2009-10. These activities resulted in 2,400 people from different backgrounds coming together, 900 people increasing their feeling of belonging to their neighbourhood, 1,500 people feeling an increase in their ability to influence decisions in their locality and 1,200 additional people actively participating in regular volunteering.

New relationships have been developed with private and public partners to increase the offer and range of volunteering opportunities. Support is being offered to a number of employers in both the private and public sectors to develop employee volunteering schemes. Work is underway to refresh the Leicestershire Compact (a voluntary agreement between public sector partners and the voluntary and community sector) and this will help to develop the relationship between the public sector and voluntary and community sector in Leicestershire.

Since June 2009, over 7,000 hours of new volunteering activity has been created through the Volunteer, Interns and Placements (VIP) programme with a range of cultural partners including the involvement of vulnerable groups in North West Leicestershire and the National Forest.

## **Participatory Budgeting**

Hundreds of residents have used their opportunity to influence how £20,000 is spent to help improve their local area. At workshops at the 27 Community Forums throughout the county, local residents have put forward their ideas, shared and discussed them with other residents and voted for their favourites.

In total over 200 projects have been supported, many of which would not have gone ahead without the funding from the Participatory Budgeting exercise. In addition to the £20,000 allocated to each forum area, over £300,000 additional funding has been secured from other sources to support the projects

Examples of projects include 'Kids in Kirby,' a project supported by the Police to provide volunteering opportunities for young people. Another project trained more volunteer drivers so that there is a bigger pool of people that can make use of the community transport vehicles available in the area.

Outcomes of participatory budgeting include an improvement in the relationship between local people and service providers, and an increase in the number and spectrum of local people getting involved in the decisions that affect them.

### **Stronger Rural Communities**

The County Council has been working through the Leicestershire Rural Partnership, to support rural businesses and communities. In March 2010, the comprehensive £1.2m rural economy support programme, INSPIRE Leicestershire, was launched. This complements the rural retail and community space programme, Vibrant Villages, which is in its final year. The County Council has continued to support the delivery of affordable rural housing, rural transport schemes, community ICT and community-led planning. The [Leicestershire Villages](#) and [Leicestershire Parish Councils](#) websites now attract 45,000 users per month and 172 parish councils are using the websites. The Leicestershire Rural Partnership's [Annual Report](#) provides further information.

## Safer Communities and Stronger More Cohesive Communities

PI Code	Description	09/10 performance	Direction of Travel	End of Yr 09/10	09/10 target	10/11 target	Commentary	Polarity	LAA 2 Indicator
NI 7	% of third sector organisations that feel that the local authority is a positive influence to their success		→	17.30%	-	21.30%	Based on 2009 national survey	High	No
NI 18	Difference between actual and predicted re-offending rates for adults under probation supervision		↓	0.21%	-	-10%	Chart uses 10/11 target.	High	Yes
NI 19	Rate of proven re-offending by young offenders (offences per offender)		↑	0.93	1.26	1.21	Target exceeded, partly due to successful expansion of Intensive Supervision and Surveillance (ISS).	Low	Yes
NI 16	Serious acquisitive crime rate		↑	11.17	12.11	-	Improvement on last years performance	Low	No
NI 20	Assault with injury crime rate		↑	4.53	5.24	5.08	Improvement on last years performance	Low	No
NI 32	Repeat incidents of domestic violence (Quarterly) - For introduction within APACS in 2009/10 when complete coverage is achieved.		↑	5.0%	30%	29%	-	Low	No
NI 20	Assault with injury crimes per 1,000 population		↑	4.53	5.24	5.08	-	Low	Yes
NI 111	First time entrants to the Youth Justice System aged 10-17		↑	507	815	807	Target exceeded. Rates among the lowest in the country.	Low	No
LI 6	Quality Parish Councils		→	10	21	31	Target not met due to lower than anticipated numbers of town and parish councils working towards 'quality' status.	High	Yes

### Part 3: Great Local Services

The County Council has, during 2009-10, further strengthened its performance management arrangements including maintaining a strong focus on environmental performance management, equalities and value for money/efficiency. In addition, the Authority is working to gain a better understanding of how customers and residents rate services. The following sections summarise progress in these areas.

#### Customer satisfaction

A recent satisfaction survey across Leicestershire identified that satisfaction rates for services provided by the Council all improved compared with previous surveys as seen in the following table.

	2000	2003	2006	2008	2009	% change 2008-2009
Local tips / household waste recycling centres	72%	82%	84%	77%	89%	+12%
Local transport information	44%	48%	41%	42%	51%	+9%
Local bus services	52%	57%	54%	51%	57%	+6%
Sport / leisure facilities	Na	Na	53%	43%	59%	+16%
Libraries	65%	70%	71%	71%	83%	+12%
Museums/galleries	46%	46%	35%	36%	61%	+25%
Theatres/concert halls	Na	50%	36%	35%	58%	+23%
Country parks and open spaces	63%	76%	70%	68%	83%	+15%

Satisfaction with other services had not been measured in previous years.

Although satisfaction figures have increased compared to previous surveys. More than half of residents felt that local tips had improved over the last three years. Around two-thirds of residents feel that the Council is making the local area a better place to live, making it cleaner and greener and treating all people fairly.

More than a half of residents (52%) feel that the Council keeps them well informed about the services and benefits we provide overall. The Council is currently reviewing its Communications function with a view to improving this position.

The Council monitors the satisfaction of individual customers with the Council at the point of contact, using a scale of Good/Average/Poor. A large proportion of face to face contacts (88%) and telephone contacts (91%) were rated as good by customers. The net satisfaction score among surveyed users of the Council's website was 44% in December 2009, which is significantly better than the average

net satisfaction rating for all Councils of 32%. A programme of work is underway to improve the Council website.

The Council has used customer feedback to make a number of improvements to the way in which it delivers services. For example, following customer feedback last year, the Council started to provide disabled blue badges through County Hall reception, improving ease of access and speed of service for some of our customers.

The Total Place Pilot selected access to services as one of two themes for detailed examination. It 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. Work has identified improvements to outcomes at lower cost and the proposals will be implemented as part of a new Total Place access to services project.

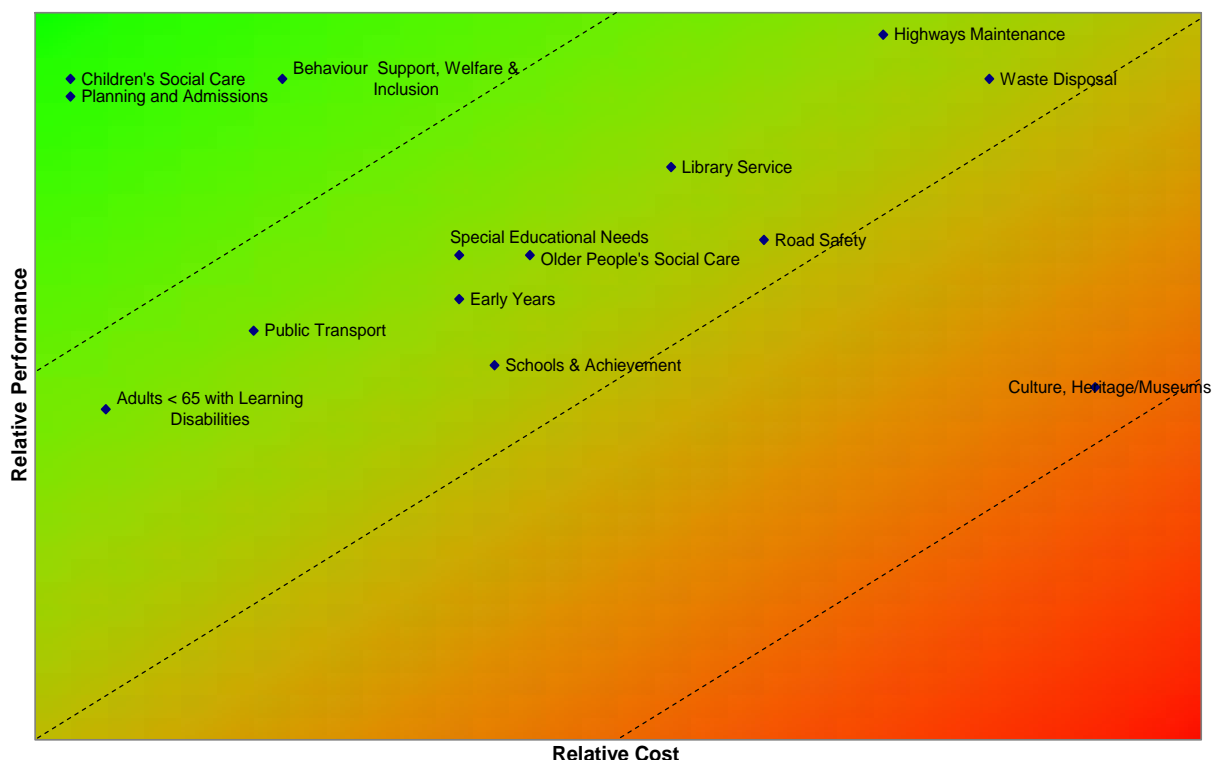
## Value for Money

The drive for efficiency and value for money is of great importance to Leicestershire County Council. The Authority has a well established Change Management Programme and at its core is the Organisational Efficiency Programme. This programme has been established to achieve improved, sustainable, long-term efficiency in delivery of both front-line and supporting services.

The County Council is very clear that value for money (VfM) should underpin everything we do. Each department has an efficiency target for the next four years and the financial planning process ensures that achievement of these targets is monitored and remains high profile.

The County Council has a good track record of achieving savings as demonstrated by the achievement of previous Comprehensive Spending Review targets. The Authority continues to be active in this area and understands the need to achieve an even greater level of efficiency.

Independent analysis of the performance and spend of individual county council services showed that Leicestershire County Council achieves value for money in the services it provides, particularly in Children's Social Care, Planning and Admissions and Behaviour, Support, Welfare and Inclusion. The chart below shows the results of independent comparison of cost and performance undertaken on behalf of the Society of County Treasurers. It compares the relative performance and relative costs of key services with other County Councils. For example, a low relative score for 'cost' indicates that Leicestershire spends less than most other County Councils on a particular service. Plainly, it is desirable to have low scores for cost and a relatively high score for performance. Areas of high cost or low performance are investigated by the Council and further action taken.



The Council's net expenditure per head of population is 9% lower than the average and third lowest compared to similar county councils. By spending at this level we are saving approx £43m a year compared to the average of similar councils.

In the 2009 Comprehensive Area Assessment (CAA), the Council achieved 3 out of 4 for the Use of Resources element of the Organisational Assessment. The assessment highlighted the Council's significant progress against its priority of getting the most it can out of taxpayers' money by providing a wide range of good and excellent services whilst keeping council tax low. This has been achieved despite being one of the lowest funded county councils in the country.

## Efficiency Savings

The County Council has achieved £20.8m cumulative Value for Money gains (National Indicator 179) over the past two years (£12.2m gains achieved in 2008-09 plus £8.6m new gains in 2009-10). This exceeded our cumulative target of £17.8m by £3.0m. The partnership LAA target of £75.7m has been exceeded by £17.1m

Examples of savings achieved during 2009-10 are set out below:

- Integrated Passenger Transport Unit. This initiative achieved £911k savings in 2009-10. Total savings of £3.0m have been achieved since 2006-07. Savings have been achieved through better procurement of public transport services.
- £758k savings from various Strategic Change Programme initiatives including:
  - Modernising Human Resources and Payroll (£356k)
  - Electronic Home Care Management System (£251k)
  - Facilities Management Review (£151k)
- £1.8m from holding costs below inflation in Adult Social Care.
- £2.5m from various procurement efficiency savings.
- £655k from reducing council tax single person discount fraud.

The Council, in view of the financial climate, also reviewed its structure and the number of departments it had in September 2009. The outcome was that the Community Services Department ceased as a department effective from 1<sup>st</sup> February, 2010. Frontline services were transferred to other departments, but a number of senior and middle managers posts and support posts were deleted as part of the Council's drive to be more efficient.

Further innovative savings are planned for future years. For example there are proposals to achieve £700k savings from a combination of dimming streetlights beside main roads and switching off streetlights that are not needed. As well as achieving substantial savings, this proposal will cut energy usage and carbon dioxide emissions.

In addition, the Council has been part of the Total Place initiative that seeks to generate savings through clearer integration of public services within an area, including pooling of budgets. Over the next year it is anticipated that this will result in savings for the public sector in Leicestershire.

## **Procurement**

The Council's Sustainable Commissioning and Procurement Strategy provides a framework for all Council procurement activity. During 2009-10, £3.6m of procurement savings were achieved to assist delivery of the Council's Medium Term Financial Strategy, exceeding the annual procurement savings target of £1.2m.

During 2009-10, 42% of the Council's total procurement expenditure was spent with Small & Medium Enterprises (SMEs), consistent with the Council's corporate social responsibility objectives. To achieve further process efficiencies, there has been an increase in the procurement expenditure transacted electronically from £17.7m to £20.4m.

The Council was awarded 'beacon' status by the Stonewall Workplace Equality Index 2010 for its supplier diversity policies and practices. The Council was also shortlisted for the national Society of Procurement Officers (SOPO) Award for 'Outstanding Achievements in Procurement,' for the second year running.

## **Asset Management**

The Council manages the performance of corporate property assets through a range of national and local performance indicators.

In terms of the condition of the Council's assets, the percentage requiring urgent work to prevent immediate closure or address high risk health and safety issues has been reduced from 29% in 2003-04 to a nominal 2% level.

The Council is performing well against its own targets and in comparison with other Local Authorities for building accessibility. 92% of Council buildings (excluding schools) open to the public are suitable for and accessible to disabled people.

All Council assets are routinely subject to suitability surveys through the Asset Challenge process. This process has identified 40 properties as potentially surplus and suitable for disposal or transfer as community assets.

The Total Place pilot developed a Public Sector Asset Map which provides information about all property interests owned by contributing public sector organisations across the county. The Map and associated database are fundamental to identifying opportunities for co-location, development, improved use, sharing or disposal.

As part of the Office Strategy work is progressing well to reduce the number of office buildings from 53 to 22, with a view to realising a potential £3.8m capital receipts and a total £900,000 annual savings.

## **Equalities, Diversity and Human Rights**

The Council is making good progress in its drive to achieve the 'Excellent' level of the Equality Framework for Local Government by the end of March 2011. The Council was awarded the Equality Mark for 'Achieving' in March 2009.

The political and officer leadership of the Council has signed up to the Equalities, Diversity and Stronger Communities Charter, which shows the Council's visible commitment to embracing equality and tackling all forms of discrimination.

A combined Equalities Task Group has been established to identify issues and suggest ways to improve equality for all, and the 2010 Staff Survey showed that 92% of staff agree that the Council is committed to equality and diversity, an increase from 90% in 2008.

Whilst a reduction in recruitment activity has had an impact, we are still committed to achieving our long term targets to develop a workforce that is representative of all the communities in Leicestershire. Our representative panels register, mentoring and targeted career development opportunities have contributed to an increase in the proportion of the workforce from a black and minority ethnic (BME) community. We have produced guidance for managers to better enable them to support disabled employees and for employees to encourage declaration of disability status. The Council has also worked hard to improve equality for lesbian, gay and bisexual people resulting in the authority moving from 166th position to 32nd on the Stonewall Workplace Equality Index within a year.

Our services are continuing to make good progress in mainstreaming equalities considerations into service design and delivery. Equality Impact Assessments are being used to help highlight the implications of a new or significantly changed policy, service or function on people with 'protected characteristics'. For example, Equality Impact Assessments were conducted for 10 major procurement exercises, to ensure no inadvertent discrimination during the process and to explore opportunities for promoting equality and diversity through the subsequent contracts.

The Authority's partnership working to address hate incidents has developed significantly, particularly with the Stop and Tell campaign and the development of a pilot case work service supported by the East Midlands Improvement and Efficiency Partnership. All of which has built confidence and has led to an increase in the reporting of hate incidents by 12%. The Council also hosts two workers funded through the Regional Improvement and Efficiency Partnership to improve the co-ordination of work to ensure equalities and diversity across Leicester, Leicestershire and Rutland, including the development of a partnership Equality and Diversity Strategy.

The Council is developing a new Equality Monitoring Policy which will improve our understanding of services users and their needs through better data collection and analysis. An Equality Mapping Report has been produced which is helping the organisation to better recognise people's different needs, situations and goals so that the services we provide promote equality and fairness.

## People Strategy

The People Strategy supports delivery of the Council's Medium Term Financial Strategy and improved management of the Council's most important resource – its people. This is vital given the climate of increasing customer expectations, the need for greater flexibility, innovation and to secure greater efficiencies.

The strategy's aim is to develop and maintain a world class workforce - with staff who are skilled, motivated, engaged and feel valued and are well managed and developed to take on new and innovative roles as we work creatively providing excellent high quality services, with our 'Leicestershire Together' partners.

The People Strategy programme has led to a number of achievements during the year including:

- Implementation of Oracle HR and Payroll system to further modernise our back office arrangements and provide a solid platform to develop shared services;
- Review and improvement of the employment framework including new organisational change and redeployment policies;
- Development and implementation of an innovative workforce planning model to assist managers to better understand and plan future workforce requirements;
- Delivery of the workforce engagement strategy which included corporate management team roadshows held across the county and re-launch of the 'Speak Up' staff suggestion scheme;
- Delivery of the staff survey 2010. About 77% of employees remain very positive about their jobs, their managers and believe that the Council is a good employer, speaking highly of it outside work. More than 90% understand the Council's need to make greater efficiency savings, and that the Go Green message about reducing our impact on the environment is being clearly communicated;
- Delivery of the reward and recognition strategy including the review of 'Just Rewards' staff benefit scheme and 'You're a Star' recognition event held twice in 2009;
- Establishment of a single Learning and Development service to provide better value for money learning interventions, working more strategically including advising and partnering the business and ensuring the workforce achieves its potential;
- Delivery of an innovative new Leadership in Partnership Programme with the University of Warwick to develop leadership capacity and capability across the county;
- Strengthening of the management competency framework and Personal Development Review (PDR) process; and
- Implementation of the corporate Health and Safety Strategy and strengthening of the policy framework to improve the health and well being of employees and the organisation.

In addition the Council has transformed its approach to people management and has created a new HR service, Employee Service Centre and redefined the role of a line manager to take on full people management responsibilities. This has enabled the Council to make better use of its resources, realise efficiency savings and manage people more effectively to continue the delivery of excellent services.

### **Attendance Management**

Attendance is now managed more effectively and the HR service focuses on providing managers with solutions to complex cases. HR also monitors absence and provides Departmental Management Teams and managers with accurate data. The occupational health service is used proactively and robustly, tailored learning programmes assist managers in their role and wellbeing promotional events are delivered to improve the health and lifestyle of our workforce.

Managing attendance was identified as a key priority for the Council in 2007. Over the last 3 years the Council has improved its performance significantly. During 2009-10, 6.75 days per employee was lost to sickness absence, compared to 7.8 days for the previous year.

Because of the Council's excellent performance, the target for 2010-11 is to maintain this level of performance whilst the Council downsizes and repositions itself for the future.

## Efficient & Effective Services

PI Code	Description	09/10 performance	Direction of Travel	End of Yr			Commentary	Polarity	LAA 2 Indicator
				09/10	09/10 target	10/11 target			
NI 14	% of customer contacts assessed as being avoidable		↑	6.4%	-	-	-	Low	No
NI 179	Total net value of ongoing cash-releasing value for money gains - Leicestershire County Council (£millions)		↑	20.8	17.8	27.9	-	High	Yes
NI 179	Total net value of ongoing cash-releasing value for money gains - All Leics authorities (£millions)		↑	92.8	75.7	118.6	Provisional figure. LAA partnership target exceeded.	High	Yes
EQI 17	Equality framework for local government		→	Achieving	Achieving	Excellent	-	High	No
BV 8	% Invoices paid on time		↓	89.0%	94.0%	-	Target missed due to computer system changes and resourcing issues.	High	No
BV 12	Working days lost to sickness		↑	6.75	7.24	-	Target exceeded	Low	No
BV 156	Buildings accessible to the disabled		↑	92.0%	90.0%	-	-	High	No
EQI 1	% of whole workforce from a BME background		↑	8.9%	9.0%	-	Limited recruitment has made achievement of the target difficult.	High	No
EQI 2	% of workforce graded I3 and above from a BME background		↑	7.5%	8.0%	-	Limited recruitment has made achievement of the target difficult.	High	No
EQI 3	% of recruitment panels that are representative (include an employee from a BME background)		↓	52.0%	60.0%	-	-	High	No
EQI 4	% of whole workforce that is Disabled (as a proportion of those whose disability status is known)		↓	5.8%	6.5%	-	Limited recruitment has made achievement of the target difficult.	High	No
EQI 5	% of employees graded I3 and above that are disabled		→	5.0%	6.5%	-	Limited recruitment has made achievement of the target difficult.	High	No
EQI 6	No of worktaster places provided for Disabled jobseekers		↑	22	25	-	-	High	No
EQI 7	% of employees graded I3 and above that are women		→	49.8%	51.0%	-	Limited recruitment has made achievement of the target difficult.	High	No
EQI 8	% of men that feel the organisation supports flexible ways of working			71.7%	90.0%	-	-	High	No
EQI 9	% of women that feel the organisation supports flexible ways of working			70.0%	90.0%	-	-	High	No
EQI 10	% of employees declaring their sexual orientation		↓	25.8%	30.0%	-	-	High	No
EQI 11	% of employees declaring as Lesbian Gay or Bisexual		→	0.5%	0.8%	-	-	High	No
EQI 12	% of employees declaring a religion		↓	34.3%	40.0%	-	-	High	No
EQI 13	% of employees declaring a religion other than Christian		↑	12.1%	10.0%	-	-	High	No
EQI 14	% of employees aged under 25		→	4.4%	5.8%	-	-	High	No
EQI 15	% of the workforce that feels that LCC is committed to equality & diversity			90.2%	90.5%	-	-	High	No
EQI 16	% of the workforce that feels they are treated with fairness and respect at work			87.4%	90.0%	-	-	High	No

## Appendix 1 – LAA 1 Reward projection

Baseline	Without reward	With Reward	Final LAA1 performance	Reward Value	Reward Achieved	Reward Not Achieved

### Children & Young People

1.2.1 - Number of Permanent Exclusions in Secondary Schools	114	108	69	72	190,522.50	£175,866.92	14,655.58
1.2.2 - Number of U18's in Drug/Alcohol Treatment Programmes	54	137	174	140	254,030.00	-	254,030.00
1.2.3 - Homelessness Decisions for 16-17 year olds	119	139	100	42	444,552.50	444,552.50	-
1.2.4 - % of Young People prevented from reoffending	115 (64%)	64%	70%	72%	381,045.00	381,045.00	-
1.3.1 - Increase in average point scores of pupils	361	374	395	413	1,270,150.00	1,270,150.00	-
<b>TOTAL</b>					<b>2,540,300.00</b>	<b>2,271,614.50</b>	<b>268,685.58</b>

### Cleaner & Greener

2.1 - Diversion from Landfill BV82a & BV82b (all districts)	32%	38%	42%	46.03%	444,552.50	444,552.50	-
2.2 - Diversion from Landfill BV82a & BV82b (Lowest Authority)	23%	30%	35%	41.53%	381,045.00	381,045.00	-
2.3 - Diversion from Landfill at LCC CA sites	40%	50%	60%	70.93%	444,552.50	444,552.50	-
<b>TOTAL</b>					<b>1,270,150.00</b>	<b>1,270,150.00</b>	<b>-</b>

### Stronger Communities

3.4 – Influence decisions – personally	15.6	15.6	21.6	20	317,537.50	232,860.83	84,676.67
3.5 – Influence decisions – collectively	61.7	61.7	67.7	62.7	317,537.50	-	317,537.50
3.8 – Cultural Cohesion – Neighbourhood	57.8	57.8	63.8	59.3	635,075.00	-	635,075.00
3.9 – Unpaid help – Formal Volunteering	14.3	14.3	17.8	12.8	1,270,150.00	-	1,270,150.00
<b>TOTAL</b>					<b>2,540,300.00</b>	<b>232,860.83</b>	<b>2,307,439.17</b>

### Healthier Communities

4.1.1 - Adults - moderate intensity sport	22.3	22	23	127,087	1,270,150.00	1,270,150.00	-
4.2.1 - Reduction in Pupils smoking	981	931	784	645	127,015.00	127,015.00	-
4.2.2 - Adults accessing a stop smoking service	808	848	1050	990	508,060.00	357,151.09	150,908.91
4.2.4 - Smoke Free Adults	420	441	546	208	635,075.00	-	635,075.00
<b>TOTAL</b>					<b>2,540,300.00</b>	<b>1,754,316.10</b>	<b>785,983.91</b>

### Older People

5.2 - Number of Direct Payments received	45	143	200	280	63,507.50	63,507.50	-
5.9 - Number of OP over 65 claiming Attendance Allowance	14900	17864	19320	16700	571,567.50	-	571,567.50
5.10 - Number of OP over 65 claiming Housing Benefit	9800	9996	10796	10238	317,537.50	-	317,537.50
5.11 - Number of OP over 60 claiming Council Tax benefit	19400	22052	22800	21724	317,537.50	-	317,537.50
<b>TOTAL</b>					<b>1,270,150.00</b>	<b>63,507.50</b>	<b>1,206,642.50</b>

### Economic Development & Enterprise

6.3 - Incapacity Benefit Claimants into work below 16 hours per week	43	43	103	128	158,768.80	158,768.80	-
6.4 - Incapacity Benefit Claimants into work 16hours plus per week	78	78	258	118	1,111,381.20	-	1,111,381.20
6.8 - Number of business start ups in Leicestershire	390	1260	1512	1742	1,270,150.00	1,270,150.00	-
<b>TOTAL</b>					<b>2,540,300.00</b>	<b>1,428,918.80</b>	<b>1,111,381.20</b>

**Safer Communities**

7.02 - Number of reported Domestic Violence incidents	5887	5887	6187	7069	508,060.00	508,060.00	-
7.03 - Domestic Violence crimes by repeat offenders	30%	30%	20%	30%	762,090.00	-	762,090.00
7.06 - Number of offences by Prolific Offenders (cohort 1)	177 by 18 offenders	-5.70%	-18.70%	-69%	381,045.00	381,045.00	-
7.07 - Number of offences by Prolific Offenders (cohort 2)	161 offences by 16 offenders	-5.70%	-18.70%	-69%	381,045.00	381,045.00	-
7.08 - Theft of Motor Vehicles	2151	1448	1405	1247	165,119.50	165,119.50	-
7.09 - Theft from Motor Vehicles	5070	3417	3316	3739	88,910.50	-	88,910.50
7.10 - Domestic burglary	3290	2535	2470	2495	228,627.00	-	228,627.00
7.11 - Theft from Person	544	482	472	704	12,701.50	-	12,701.50
7.12 - Personal robbery	253	241	236	295	12,701.50	-	12,701.50
<b>TOTAL</b>					<b>2,540,300.00</b>	<b>1,435,269.50</b>	<b>1,105,030.50</b>
<b>OVERALL TOTAL</b>					<b>15,241,800.00</b>	<b>8,456,636.40</b>	<b>6,785,162.70</b>

## Appendix 2 – Local Area Agreement Reward Projection

Theme	Red	Amber	Amber / Green	Green
Improved life chances for vulnerable people & Places	0	3	0	6
Stronger More Cohesive Communities	0	0	6	0
A Safe and attractive Place to Live and Work	0	1	1	3
A More Effective Response to Climate Change	0	1	0	3
A Prosperous and Dynamic Economy	2	0	0	1
A Healthier Leicestershire	3	0	2	3
More Efficient and Effective Service Delivery	0	1	0	0
<b>Reward Projection Total</b>	<b>5</b>	<b>6</b>	<b>9</b>	<b>16</b>