

Leicestershire County Council and  
Leicestershire Together

# Annual Performance Report 2012

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## Introduction

This Annual Performance Report looks back upon the performance of the County Council and the Leicestershire Together Partnership during 2011/12. It focuses largely on performance against the improvement priorities for the area set by the Leicestershire Together Partnership in the Leicestershire Sustainable Community Strategy. These high priorities are described in terms of 28 priority outcomes and 4 cross cutting priorities that were agreed following a detailed review of the research evidence and wide consultation in 2011 which showed they are the most important in relation to improving life for Leicestershire residents.

The outcomes are set out under a number of important themes including ensuring that Leicestershire has a strong and thriving economy supported by an effective transportation system that provides sustainable jobs and prosperity for the future, protecting and enhancing the quality of our environment and responding to the impacts of climate change, ensuring people live healthier lives and reducing health inequalities, giving our children the best possible start in life and safeguarding the most vulnerable, and ensuring we have safer and stronger communities.

We have continued to implement significant changes to local services to ensure that they are best placed to respond to national public service changes including the move to more independent academy schools, the major changes to the commissioning of local health services including new Health and Wellbeing Boards, the early transfer to the authority of public health and the establishment of new Clinical Commissioning Groups, the strengthening of the voluntary and community sectors role in service design and delivery, and ensuring a more joined up interagency response to help Leicestershire families in need of support.

The report also sets out progress with the changes we have been making to a wide range of our services to both deliver efficiency savings to cope with the significant cuts that have been made to our government funding and to ensure that services are as efficient and value for money as they can possibly be. I am pleased that as a result of these efforts we have been able to freeze Council tax for the last two years to help ease the burden on hard pressed local taxpayers.

We will continue to maintain a strong focus on service value for money, efficiency and delivery over the next year to ensure we meet our overall aim of making Leicestershire the best place to live for its overall quality of life.

If you have any comments on the report, local public services or would like any further information please contact the Performance Team on 0116 3056096.

## **Performance Summary, Dashboards and Transparency**

In order to measure our progress against our priority outcomes we are tracking a number of key performance measures for each of the outcomes. These are summarised in a set of theme dashboards with ratings that show how our performance compares with other areas where known, whether we have seen any improvement in performance since the previous year and whether we have achieved any target set for that outcome.

As well as this annual report we also publish the theme dashboards on our website on a quarterly basis so that our overall performance progress is transparent. A copy of the performance position on the indicators as at the end of 2011/12 is set out at the end of each section of the report.

Overall the report shows continued good progress by the County Council and partners in delivering on local outcome priorities. We have seen improvement on 77 indicators (60%) out of the 131 reportable indicators this year – with around 31 showing similar performance levels. 23 have seen a decline in performance with a number of these linked to the state of the economy or more discretionary service areas. Increased numbers of children in care has also been a factor.

The report highlights examples of delivery across the range of area priorities including waste, highways and road safety, many aspects of children and young people's services such as NEETs (Not in Education, Employment or Training), teenage pregnancy, early years and improving looked after children provision, safer communities, smoking cessation and sports activity, delayed hospital discharges, Big Society projects and volunteering, and delivery of efficiency savings and service transformation.

The report highlights a small number of areas that data suggests require a continued delivery focus. These include housing and economic delivery, carbon emissions reduction, skills and worklessness, families with complex needs, outcomes from personalised social care, health inequalities and aspects of educational excellence. Current service planning and commissioning activity is underway to ensure priority outcome improvements are delivered.

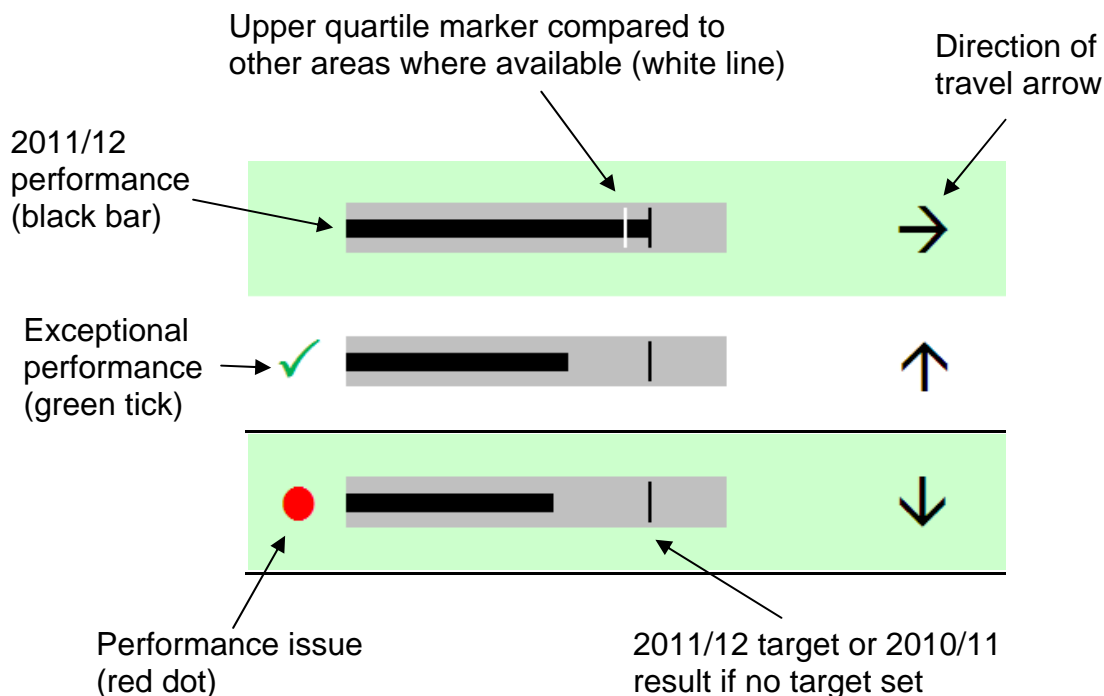
Comparative analysis shows that Leicestershire continues to be one of the top performing areas in the Country with a number of top performing services including waste management, and youth offending services. More information on service performance and progress is set out in the individual theme sections which follow.

### **Explanation of Performance Indicator Dashboards**

The later sections of this report set out year end results for a number of 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 Sustainable Community Strategy or general service planning.

Many indicators relate to more than one theme, but in this report, each indicator has been assigned to just one theme. Where relevant the performance sections show 2011/12 year end outturn against performance targets or indicators (where applicable) together with comparative performance information where available and commentary on performance. Where it is available, the dashboards indicate which quartile Leicestershire's performance falls into. The first quartile is defined as performance that falls within the top 25% of relevant comparators. The 4<sup>th</sup> quartile is defined as performance that falls within the bottom 25% of relevant comparators. Each dashboard uses different comparator groups and these are explained at the bottom of each dashboard. The polarity column indicates whether a high or low figure represents good performance.

The report uses performance dashboards for each theme to display performance data so that important information and risks 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. The report uses 'bullet charts' to display performance against targets as shown below.



- The vertical black line shows our target for 2011/12 (or the 2010/11 result where no target has been set).
- The black bar shows our end of year figure for 2011/12. Where the black bar extends beyond the vertical black line, the target has been met.
- The vertical white line shows the figure required to be in the top 25% of comparable authorities (not available for all indicators).
- A red circle indicates a performance issue.
- A green tick indicates exceptional performance.
- The direction of travel arrows indicate an improvement (↑) or deterioration (↓) in performance compared to the previous result.

## Part 1 – Securing the Future

### Economic Development, Planning and Rural Services

Given the prolonged and now double dip recession and the considerable instability in European and global markets we continue to prioritise activity to support local businesses and the local economy. Working with the local business community, partner agencies and the City Council we supported the establishment of the Leicester and Leicestershire Enterprise Partnership (LLEP) in May 2011 to lead economic growth across the area.

During 2012 we have agreed a new Economic Growth plan to 2020 setting out plans to create 25,000 additional private sector jobs, attract £2 billion of private investment and increase GVA by £4b to £23b. We have already made significant progress during 2011/12 with the work of the LLEP including:-

- A successful bid for an Enterprise Zone at MIRA Technology Park to create 2,000 jobs and attract £300m of private investment. MIRA has also attracted nearly £20m of Regional Growth Funding (RGF) to assist with road infrastructure improvements that will serve the new development.
- Attracting £25m in Regional Growth Funding to create new jobs and support local businesses and £13.4m in Growing Places Funding to accelerate economic development by unlocking stalled sites for employment and housing growth that will deliver 1,000 new homes and 2,800 jobs.
- A bid of £12.75m submitted for RGF Round 3 aiming to create 2,000 new jobs and lever over £37m of private investment by targeting small and medium enterprises (SMEs) in the manufacturing sector with growth potential and ability to trade and export.
- Introducing businesses to the Assisted Asset Purchase Scheme, lending around £3m to SMEs with a further £2.9m in the pipeline potentially resulting in 160 new jobs in the area.
- Establishing the LEP Capacity Fund and Growth Transition Funding, totalling £400K.
- Delivering an inward investment service in partnership with UKTI to attract foreign investment into Leicester and Leicestershire.
- Establishing an employment and skills group to deliver 19 priority actions to help local businesses access the skills they need to be competitive.
- Delivering the 'Better Business for All' national pathfinder to help SMEs and regulatory bodies to understand one another's requirements and reduce regulatory barriers to businesses start-up and expansion.

As well as supporting the LLEP the County Council has also supported a number of initiatives to help the economy during 2011/12 including:-

- Providing £10million to Lloyds TSB Bank in loans to offer affordable mortgages to first time buyers through the 'Lend a Hand Scheme'. Under the scheme first time buyers are able to obtain a mortgage with a 5% deposit helping them to get on the property ladder. We estimate some 400 first time buyers will benefit from the scheme and that in turn should result in a further 2,000 house moves. This should not only help people into homes but also boost the local economy.
- Up to £6m in investment, attracting extra funding from Government (£3.1m) and local district councils to deliver high speed broadband across Leicestershire to boost business growth. This work with broadband infrastructure providers will connect the final third of the county population currently without access to super-fast broadband – with a target of 90% connected within two years.
- A study to assess supply and demand for local employment land. Since 2008 there has been less investment in infrastructure and businesses have been more cautious about committing to new premises. The demand for large road-rail linked warehousing in particular is expected to increase in future years. The LLEP and Local Planning Authorities are supporting developers through the Growing Places Fund to invest in infrastructure and unlock stalled development sites and working on options to assist the private sector to deliver new space.
- £300,000 to support economic growth in rural areas for small businesses involved with the land, food and drink industry, tourism and the creative and knowledge sectors and £30,000 support to help village shops and Post Offices survive the economic downturn, boost their business and help local communities.
- A £150,000 scheme funded by the County Council, Melton Borough Council and the Melton Town Estate to revamp Melton Town Centre to make it more open and vibrant to encourage economic growth and improve business survival.
- Funding Leicester Shire Promotions to attract people to visit the county. For Leicestershire the economic impact value of tourism was £929m in 2011 up from £916m in 2010. Visitor numbers in the county also rose from 20.7m in 2010 to 20.9m in 2011. We have reviewed our £195,000 investment on support to increase tourism and will be implementing new ways to aim to increase visitors further in future.
- Investing in local transport improvements including the Loughborough inner relief road, the A426 through Blaby and £4 million to tackle congestion in Loughborough and Coalville through the Local Sustainable Transport Fund.

- Supporting young people in gaining employment experience and skills by providing 63 apprenticeships with the authority and supporting over 40 young people aged between 14 and 18 to take their first steps on the construction career path at the newly-built highways academy at Bosworth Community College.
- Offering free classes for adults at 50 venues helping people gain a nationally recognised qualification in English or Maths and installing two new computer suites in Loughborough's Moira Centre and Coalville Resource Centre to deliver new adult learning courses. Our Adult Learning Service and Library Service also teamed up to provide a comprehensive range of computer qualifications for beginners and up to Level 3 learners.
- Our Multi-Access Centres and Libraries have been helping people get back into work, training or attending interviews by part reimbursing bus fares for Leicestershire residents to whom cost is a barrier.

One of the County Council's priority outcomes is to increase the availability of affordable, well designed rural housing for rent or shared ownership in villages, so families and young people are not forced to move out by high prices. The County Council is investing £1m of New Homes Bonus funding which along with Blaby District Council (£100,000) and Melton Borough Council (£87,000) has so far funded 19 new affordable homes in Sapcote and Somerby. Further schemes are planned for Husbands Bosworth, Tilton, Breedon, Bitteswell, Elmsthorpe and Carlton. In the 2012/13 year this will support the development of 41 new affordable homes. Thanks to the investment £7 million worth of affordable housing will be built. Affordable rural housing provision on Rural Exception Sites has also grown in 2011 with more than 40 homes declared open for local people. Areas to benefit include Appleby Magna(8), Croft(6), Diseworth(6), Heather(12), Long Whatton(9) and Wymondham(5).

£150,000 has been invested through our INSPIRE programme to support growth in rural businesses – leveraging £267,500 of private sector investment and providing 36 jobs across the county. Sectors that have been supported include tourism, food and drink and equestrian. Over 130 businesses were supported through ICT workshops to improve their competitiveness and increase their profile on the web. Access to work and training for people in rural Leicestershire has also continued to be a high priority. Our Wheels 2 Work scheme provides a pool of 24 scooters throughout the rural districts helping young people to access work and training

Whilst economic conditions remain challenging our recent business survey shows positive performance amongst local businesses with many reporting increased turnover and profits. The local manufacturing sector has performed especially well and for the first time in a decade had become more optimistic than the service sector. Nearly one third of businesses reported an increase in workforce over the last 12 months with 11% planning for further rapid growth. Just 15% reported a decrease in workforce size.

Unemployment levels locally remain relatively low (6.5%) compared to the national position (8.2%). Whilst the proportion of the working age population claiming Job

Seekers Allowance in the County remains quite low (2.5% compared to 3.8% nationally) the number of local claimants has increased by 1,116 compared with 2011.

Leicestershire has a relatively well qualified workforce in terms of intermediate level skills with an estimated 54% qualified to NVQ3 level (equivalent to 2 A levels). 71.4% of our population is qualified to NVQ2 level, better than the England average of 69.5%. However, only 30% of Leicestershire's workforce is qualified to at least NVQ4 level, equivalent to a first degree, and below the national figure of 32.7%. A recent survey suggests there is a reasonable match between skills in the labour market and those needed by local businesses, but there is room for improvement with 28% of businesses experiencing some difficulties in recruitment. The LLEP is producing a new Skills Demand Plan which will enable the LLEP to influence training and skills provision and better meet employers' needs. Leicestershire Together has also established a Work and Skills Board to oversee a range of worklessness and skills interventions.

## Economic

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position (National comparison)	Polarity
<b><u>Business survival and growth</u></b>								
% businesses expecting business conditions in Leicestershire to improve in the next twelve months		→	22%		23%			High
Total employment in the knowledge based sector		↑	84,790		80,897	Figures relate to 2010 and 2009. Leicestershire job growth 4.8%, but slower than national growth of 8.4%		High
Total employment within the distribution and logistics sector ✓		↑	38,700		36,600	Figures relate to 2010 and 2009. Leicestershire job growth strong at 5.6%, compared to national decline of -0.3%.		High
Total employment within the tourism and hospitality sector		↓	21,273		22,286	Figures relate to 2010 and 2009. Some decline in employment in this sector linked to consumer confidence (-4.5% locally, vs -0.3% nationally).		High
Total employment within the food and drink manufacturing sector ✓		↑	7,900		6,600	Figures relate to 2010 and 2009. Leicestershire job growth very strong at 20%, compared to modest national growth of 0.3%.		High
% 3 year survival of newly born enterprises by births of units in Leicestershire		↓	65.9%		69%	National business survival rates also fell over same period (2009 to 2010). Leicestershire still better than national average.	Nat. Ave. 63%	High
Gross Value Added (GVA) growth rates year on year		↓	-1.6%		2.0%	Most recent figure relates to 2008/09. The Leicestershire decline in GVA mirrors the national trend (decrease of -1.6%).	Nat. Ave. -1.6%	High
Total employment change		↓	279,520		282,458	Total employment fell by -1% between 2009 and 2010, national fall was -0.3%.		
<b><u>Skills</u></b>								
% of businesses experiencing difficulties in recruiting staff		↓	28%		26%			Low
% Working age population qualified to level 2		→	71.4%		71.3%	Equivalent to 5 GCSEs at A* to C - considered labour market entry qualification	2nd	High
% Working age population qualified to level 4		→	29.8%		29.5%	Leicestershire performance has steadily improved, still slightly below the national figure of 32.7%	3rd	High
<b><u>Employment</u></b>								
% Working age population on Job Seekers Allowance		↓	2.5%		2.3%		1st	Low
Overall employment rate		↑	74.8%		71.4%	Leicestershire performing well on this indicator.	2nd	High

## Economic

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position (National comparison)	Polarity
<b>Infrastructure</b>								
% of population with access to high speed broadband		→	50%	90%	50%	Indicative figures from national sources.		High
<b>Housing</b>								
Net additional homes provided		↑	1,805		1,718	2011/12 figures exclude Harborough District.		High
Number of affordable homes delivered		↑	528		492	2011/12 figures exclude Harborough District.		High
Number of affordable homes delivered on Rural Exception Sites		↓	0		35	Although zero for this year work is being undertaken on a number of sites that once completed will reflect in next years figures.		High
<b>Tourism</b>								
Visitor numbers in the county	✓	↑	20.9m		20.7m			High
Economic impact value of tourism	✓	↑	£929m		£916m			High

Notes - comparator information is compared to other county council areas

## Highways and Transportation

In October 2011 the County Council was winner of the Transport Authority of the year at the National Transport Awards. However we continue to focus on providing a local transport system that is efficient, effective and safe and prioritises economic growth whilst operating within the reduced resources available to us. On April 1st 2011 we published Leicestershire's third Local Transport Plan (LTP3) which sets out how we will seek to ensure that transport continues to play its important role in helping Leicestershire to continue to be a prosperous, safe and attractive County.

Our transport plan is based on the introduction of the most comprehensive local transport model in the country, aimed at helping us make the best decisions on where to invest to support the economy and manage the impact of housing growth. The plan has unlocked £4m of government funding to improve local transport, primarily around Loughborough and Coalville in 2012. In addition in 2012 the Government announced a £500m scheme to electrify the Midland Mainline, following our long-running campaign.

We continue to make good progress in delivering schemes to reduce congestion in hot spot areas. In November 2011 we opened a new link road as part of the £20m Eastern Gateway scheme to reduce congestion in Loughborough. The road is of strategic importance as it forms part of the ring road and approximately 10,000 vehicles per day will be re-routed, improving quality of life for residents, removing through traffic and allowing better access to Loughborough rail station. We also launched a £170,000 scheme to improve a major route through Market Harborough during summer 2012.

A successful bid to the Department of Transport has also secured an additional £15m for a further major scheme to help combat congestion in Loughborough. The scheme will complete the inner relief road, connect parts of the town centre cut in half by the A6, make environmental improvements and bring in better public transport facilities. The main works are due to begin in October and be completed by spring 2015.

Our new £5.5m Birstall Park and Ride service opened in 2011 offering a fast and frequent service into Leicester. Buses link with the park and ride site in Enderby providing a connecting service aimed at reducing congestion and travel costs. During its first six months, 35,000 passengers took advantage of the service and by cutting congestion will save more than £6.5m over the next 10 years.

To ensure that the Council is better prepared to tackle winter maintenance, 6 new gritters were purchased and used during the 2011/12 winter. Further resources were committed to invest in replacing the entire fleet of gritters. This replacement programme will be completed by March 2013.

The condition of our roads continues to be good with only 5% of the network where structural maintenance needs to be considered, meeting our target. The Council also last year resurfaced an extra 30 roads badly affected by pot holes following the winter's big freeze – part of our £4m repair programme in addition to our routine resurfacing. Mending the damage involved resurfacing worn out sections of roads

which will extend their life for up to 15 years. More than 100 miles of pavements were also given a facelift in a £500,000 programme between May and October last year. The programme will extend the life of the pavements by up to 10 years at a tenth of the cost of resurfacing.

We continue to prioritise the importance of road safety and have delivered a number of schemes and initiatives during the year aimed at reducing accidents including:

- Improvements to the busy Nottingham Road in Ashby involving two new islands to reduce excess speeds and make it easier for people to cross;
- £100,000 safety improvements between Market Harborough and Billesdon;
- £30,000 improvements in Kegworth including new wooden entrance gateways, vehicle activated signs and pavement widening;
- Reductions in speed limit and improvements to signs and markings on the B5324 between Hathern and Church Town, producing a 44% reduction in accidents;
- £35,000 improvements in Castle Donington to reduce vehicle speeds;
- Delivering 1,000 high visibility ruck-sacks to cyclists and motorcyclists and 11 pre-driver days to 390 teenagers likely to start driving in the near future;
- Operating the popular Community Speed Watch scheme in 36 different parishes in 2011/12 in conjunction with the police; and
- Delivering the “Enhanced Rider Scheme” and “Bikesafe” motorcycle training schemes

Casualties on Leicestershire roads have dropped for the eleventh consecutive year. During 2011, there was a reduction in serious and slight casualties compared to the previous year. Whilst fatalities (39) have not reduced since 2010, this is the second lowest number recorded since records began.

One of our key priorities is to ensure Leicestershire residents have good access to services. The most recent DfT Core Accessibility data showed access by public transport to primary schools was high at 99%, secondary schools was 80% and access to employment by public transport to employment was 81%. Access by public transport to GP surgeries, hospital and food stores were all high (in excess of 88%).

Local bus passenger journeys experienced an overall decline of 1.17m compared to 2010/11. Whilst the recession was likely to have been a major factor we are carrying out further work to see if there is more we can do to improve this. We delivered over 100,000 new bus guides to homes last year to raise awareness of services. We have also secured £2.5m of government money to reduce bus journey times and improve services on the A426 between Blaby and Leicester.

We are focused on achieving effective and integrated public and community transport provision including targeted and innovative travel solutions which meet specific needs, especially for older and young people. During summer 2011, 20 schools benefited from grants for new cycle shelters and scooter racks in a £174,000 project to encourage more children to cycle to school. The cycle shelters increased the number of people cycling and help alleviate congestion around school gates.

Work has been completed to establish a new cycle route between Syston's Hobby Horse estate and Wreake Valley College. The new cycle facilities also link Syston with the Watermead Connect2 project that has boosted access for walkers and cyclists between Cossington, Birstall, Thurmaston and Leicester. The £67,000 scheme has been delivered by the County Council in partnership with Sustrans.




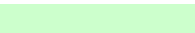


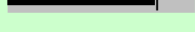

Our "Choose How You Move" campaign to promote greener modes of travel included a successful series of free cycle courses. Over 160 adults participated in the scheme. Nearly three quarters of attendees were still cycling 3 months following the end of the course. A new pool bike scheme was rolled out in Thurmaston encouraging youngsters to borrow one of 10 refurbished bikes retrieved from recycling sites around Leicestershire and refurbished by environmental charity Groundwork.

By keeping our Public Rights of Way, footpaths and pavements in good condition we hope to encourage people to walk more. Condition surveys during 2011/12 showed 83% to standard. Satisfaction with the condition of pavements and footpaths was good at 67% and 55% for the public rights of way network.

Overall Leicestershire's roads and transport came out as the top County Council in a national resident survey and fifth overall. Leicestershire's roads and transport were also ranked highest in a national satisfaction survey for 2011/12. The survey covered satisfaction with the condition of roads and pavements and the quality of local bus services.

We recently approved the Local Transport Plan Implementation Plan for 2012/13 setting out the further work we have planned to improve transportation during the next year.

## Transport

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile (2010/11)	Polarity
Total casualties on our roads.	✓ 	↑	1,964	2,129	2,116	Continuous year-on-year reductions since baseline year.		Low
People killed or seriously injured in road traffic accidents	✓ 	↑	237		238		<b>1st</b>	Low
% of the classified road network (A, B and C class roads) where structural maintenance should be considered (SCANNER)	✓ 	→	5%	5%	5%		<b>1st</b>	Low
Average vehicle speeds during the weekday morning peak (7am-10am) on locally managed 'A' roads in Leicestershire (mph)		→	31.4		31.5	Latest data is for period 2010, previous data is for period 2009		High
Total CO2 emissions in the local authority area originating from road transport (DECC) (kilotonnes).		↓	1,859	1,873	1,833	Latest data is for period 2010, previous data is for period 2009		Low
Carbon emissions from County Council Roads (Exc. Motorways) (ktonnes)		→	1,126.6	1,148.0	1,126.4	Latest data is for period 2010, previous data is for period 2009		Low
Overall satisfaction with transport and highway services		↓	59.5%		62.1%	Leicestershire's result was the highest of 22 county councils participating in the survey. The general trend nationally has been declining satisfaction over the past 3 years.	<b>1st</b>	High
Footpaths and other rights of way are sign posted and easy to use	✓ 	↑	83%	80%	80%			High

Notes - comparator information is compared to other county council areas.

## Climate Change and Environment

Our Sustainable Community Strategy priority outcome is that our contribution to climate change is reduced and that there is a high resilience to the effects of climate change. Our focus in 2011/12 has remained on reducing carbon emissions from the public sector estate and taking steps to understand and improve the resilience of services to future climate change. Whilst final figures are still being calculated all local authorities within Leicestershire Together anticipate having achieved a reduction of greenhouse gas emissions from their own operations.

The County Council revised its Carbon Management Plan during 2011/12 to ensure a clear programme to deliver our Environment Strategy Target of a 34% reduction in emissions by 2021 compared to 2009. In 2011/12 carbon emissions from the Council's estate fell by 13.5% compared to the baseline. This has been achieved through the continuation of our Accommodation Strategy involving vacating buildings and installing energy efficiency measures, driving down business mileage, installing technical solutions through an invest to save fund, and improved practices by staff. The County Council has continued to reduce business mileage during 2011/12 with a reduction of nearly 29% since 2008/09 by supporting flexible working arrangements, the use of technology to reduce the need to travel and the impact of general efficiency measures.

Our scheme to switch off or dim street lights is being rolled out to more villages with the aim of saving £800,000 and 3,000 tonnes of carbon. So far we have switched off 17,500 in 64 towns and villages and by 2014 we will have adapted three quarters of our 68,000 street lights.

The County Council participated in a regional pilot programme to support schools to reduce their carbon emissions and their energy bills. Working with Climate East Midlands, the Carbon Trust and 20 schools the programme reduced their carbon emissions and energy costs by an estimated 9%. We plan to continue this work in 2012/13 with more schools. During 'switch off fortnight' schools took part in a County Council run competition to reduce energy consumption and cut fuel bills

Our Communities Cutting Carbon Programme (a partnership between local authorities, De Montfort University and the Rural Community Council) supported a number of communities to take action on climate change. In addition 10 communities benefited from our SHIRE Community Climate Change Grants to support energy and carbon reductions in their community buildings.

The impact of climate change on the ability to deliver services to the community was assessed in 2011 and action to address these risks has been taken by partners. A Flood Risk Management Board has been established and interactive flood risk maps developed providing insight into where the risks from climate change will be greatest. Our Climate Change Resilience Plan, started during the year, will be completed during 2012/13 to identify further actions to improve overall resilience. For example the Farming and Water for the Future Project - a partnership between the Environment Agency, Severn Trent and the County Council - is working with local landowners within Whetstone and Broughton Astley to plan and implement a series

of projects to help control flood water and lessen the chance of properties downstream being flooded.

## **Waste Management**

Our priority is that less waste is produced and a reduced proportion goes to landfill. Working in partnership with local district councils we achieved a reuse, recycling and composting rate of 56.2% during 2011/12, exceeding our target of 53% and our highest ever recycling rate - ensuring we remain one of the best performing waste partnerships in the country. We have also updated our waste plans to continue to improve this in future years.

The amount of residual household waste not sent for reuse, recycling or composting has continued to reduce, now to 484kg per household, and compares favourably to our target of 540kg. The percentage of municipal waste sent to landfill has also continued to decrease in 2011/12, with only 32% landfilled, again better than our target of 40%. We also increased the amount of waste recycled and composted at our recycling and household waste sites (RHWS) to 74.5%.

These achievements have contributed to us more than meeting our Landfill Allowance Trading Scheme (LATS) compliance target for 2011/12, a figure set by the Government to limit the amount of biodegradable waste we can send to landfill. In 2011/12, our target was 107,374 tonnes and we successfully achieved this with only 61,620 tonnes going to landfill.

A wide range of campaigns and activities contributed to these improvements including our successful work to reduce food waste, encourage the use of real nappies and membership of the 'Rot-a-Lot' composting club to help residents achieve better results from their composting bins. We gained an additional 781 Rot-a-Lot members against a target of 700 and sold 1,887 home compost bins exceeding our target of 1,500. In 2011/12 we trained 20 Waste Action Volunteers to work with the community to promote waste prevention, reuse and recycling - increasing the number of active volunteers to 63 including our "Master Composters". More than 150 people took part in our cookery classes teaching people how to cook up a treat using food leftovers and we continue to offer our supporting Leicestershire Loves Leftovers book.

Other campaigns included 'Rooms in Strange Places' where a series of 'mock rooms' were set up in a range of public venues including a shopping centre, the side of a canal and a museum to raise awareness of using pre-owned furniture and preventing it from being sent to landfill. A competition to encourage the public to bring unwanted electrical items to RHW Sites by issuing of scratch cards resulted in an increase of 22% in small electrical items brought to the sites.

The Council continues to operate 14 RHW sites across Leicestershire where residents can recycle a huge variety of items. During 2011/12 we gave our Lount site an ultra-modern £1.5m makeover. The new look facility, almost twice the size of the previous site, now offers ample parking space, easy-to-access containers without steps, recycling for a range of materials and clear signage. Our Melton recycling

centre also benefited from a new road surface and markings and we launched consultation on plans to redevelop our Whetstone site.

Our Waste Partnership's 'Freeuse' website celebrated its second birthday in 2011. There were over 50,000 visits to the site offering a quick and easy way to give away unwanted possessions or search for something that can be put to good use. During the year 28 tonnes of items have been reused via the site, avoiding them being landfilled. County schools saved £250,000 after obtaining furniture from the site. We also launched a new iPhone application, now rolled out to android phones, during the year making it even easier for people to get involved in freeuse.

Schools across the county enlisted 165 of our Green Cone food digesters to dispose of break time waste and also collected 12 tonnes of electrical items in our Eco Day recycling initiative.

### **Leicestershire's natural and historic landscapes and environment**

The maintenance and development of green infrastructure across the county is important to deliver a range of social, health and biodiversity benefits. Through our approved Green Infrastructure Strategy and action plan we have delivered work with local district partners to position Green Infrastructure requirements in Local Plans as well as in on-the-ground projects.

Partnership working on rivers and canals is an important component of this work. In autumn 2012 the latest extension of the restored Ashby Canal will be opened to the north of Snarestone. Over the next 18 months further restoration works are planned near Snarestone and in central Measham. Work on enhancing the biodiversity of the restored section of canal is showing positive results. Also under the joint management of the County and City Councils the River Soar/Grand Union Canal Partnership is reviewing the action plan for the river/canal corridor from its confluence with the River Trent down to south of Leicester.

Two important steps have been taken towards developing Charnwood Forest as a Regional Park through establishment of a new steering group of partner local authorities plus representatives of farmers, the minerals industry, the local Access Forum, National Forest and the voluntary sector and the endorsement of a Heritage Lottery bid for a range of projects within the Forest. During 2012 we also assisted the Woodland Trust in choosing a county site between Ashby and Ibstock for a 460 acre flagship woodland to mark the Queen's diamond jubilee and we welcomed the opening of Miners Wood at Ravenstone.

Our Stepping Stones Project has continued to flourish. The Project's grant aid programme and in particular the one for Jubilee trees, has been popular as has the rural craft training programme covering hedge laying, dry stone walling and coppicing.

Beacon Hill and Market Bosworth Country Parks, managed by the County Council, and Watermead Country Park managed jointly with the City Council, each retained coveted green flag awards – a sign of being well maintained and managed with good facilities.



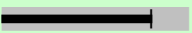


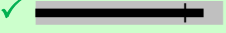

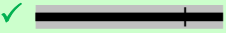

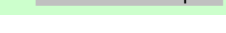
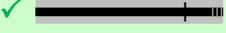

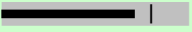

## County Council Environmental Performance

We revised our Environment Strategy during 2011/12 to maintain our aim of becoming one of the best performing County Councils in England on environmental issues. An Environmental Performance Report will be published separately in the autumn.

Our internal waste contract investment has improved internal facilities and the Council has increased its internal office recycling rate to 52%, ahead of the target for the year of 40%. The continued improvement in the recycling rate reflects the successful roll out of the Facilities Management arrangements for waste management, and the continued engagement with staff on their personal responsibility in this area.

In recognition of an impressive increase in our in-house recycling we were awarded a Bronze Star by the National Recycling Stars scheme. A celebration of the range of work carried out to reduce our environmental impact also took place in 2011 including displays about waste, country parks, cycling, video conferencing, and energy reduction. We also signed the silver World Wildlife Fund pledge to only purchase timber based products from sustainable sources. We have developed our environmental management system in line with ISO14001 allowing us to pursue certification to this standard in the future.

## Environment

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile	Polarity
<b>Climate change</b>								
Total CO2 emissions in the LA area (DECC) (kilotonnes)		↓	5,163	5,326	5,021		2nd	Low
Greenhouse gas emissions reduction from LA operations (All LAs)			94,382					Low
Carbon Emissions from LCC (excluding suppliers) (tonnes)		↑	69,475	69,481	77,635			Low
Carbon emissions from LCC stationary sources (tonnes)		↑	63,094	62,992	71,197			Low
NOx emissions Leicestershire County Council estate and operations (tonnes)		↑	131.0	126.2	139.8			Low
Total Business miles claimed ('000s of miles)		↑	7,823	9,887	9,384	Continued reduction with flexible working and new technology		Low
NI 188 Planning to adapt to Climate Change		→	Level 3	Level 4	Level 3			High
<b>Waste</b>								
Residual waste; any collected household waste that is not sent for re-use, recycling, or composting per household (kg)		↑	483	540	527	Subject to audit	2nd	Low
% of household waste sent by local authorities across Leicestershire for reuse, recycling, composting etc.		↑	56.20%	53%	54.02%	Subject to audit. Performance is amongst the top performing waste partnerships.	1st	High
% municipal waste landfilled		↑	32%	40%	41.87%		2nd	Low
Diversion from landfill for County recycling and household waste sites		↑	74.49%	72%	74.01%			High
Customer satisfaction rating at all RHWs		↑	99.3%	94%	89%	Refurbishments to some sites		High
Waste produced from LCC sites (tonnes) (rolling 12 month total)			1,070	Baseline	N/A			Low
% waste from LCC sites recycled (running rate over past 12 months)			52%	40%	34%	Successful roll-out of new facilities management arrangements.		High
<b>Environment</b>								
Water bodies meeting ecological river water quality targets as established through the water framework directive (%)			10%	100%	N/A	The target is to be achieved by 2027		High
Local wildlife sites and Regionally Important geological sites in Leicestershire County Council ownership to have a management plan for their long term survival (% of sites)		→	62%	70%	62%			High
SSSI's in our own ownership in target condition (% land area of SSSI's)		→	100%	100%	100%			High

## **Communities in Charge and Stronger Communities**

Our priority outcomes aim to ensure that Leicestershire is made up of stronger, thriving, integrated and cohesive communities which provide support for the most vulnerable and needy; that everyone has opportunities to influence decisions that affect them; that communities play a role in service delivery; everyone has the opportunity to be involved in their community and that more volunteering opportunities are taken up.

### Communities in Charge Programme

Underpinning the delivery of the Big Society in Leicestershire and our partnership priorities set out above, is our ambition to put “communities in charge”. This involves exploring how we can support communities to take charge of their own destiny and become more involved in decisions about the future of their community - playing a direct role in service delivery, supporting the most vulnerable and working with us to deliver our shared priorities, including the four Leicestershire Together cross cutting priorities of:-

- A reduction in the number of ‘troubled families’ in Leicestershire
- Services designed to support an ageing population and enable older people to live independently for longer
- The growth of the Leicestershire economy
- A healthier population with increased life expectancy

Our new Communities in Charge programme is also an essential component of our ambition to manage future demand by investing in prevention and early intervention. The programme will include projects supporting communities to deliver services, encouraging and supporting volunteering, support diverse service providers, a supporting community solutions pilot and helping communities to identify and tackle problems.

### Stronger Communities and Community Cohesion

The Stronger Communities Board has appointed a new Development Officer to support partners in updating the Stronger Communities strategy and developing a new Delivery Plan, with an emphasis on embedding the Stronger Communities outcomes within other priority work. The membership of the Board has been refreshed and a new Delivery Group established to lead the delivery of key projects and programmes, including a number to support the Communities in Charge programme.

Our new Community Cohesion Framework was approved by our Equalities Board in March 2012 and focuses on fostering good relations between people who share a protected characteristic and those that do not. Community cohesion principles are also incorporated in our ten Priority Equality Objectives in particular - Objective number 8 - enhancing understanding of equality, diversity, human rights and community cohesion issues within all areas of the County Council and Objective number 9 - Empowering communities across Leicestershire to have and develop high levels of cohesion, tolerance and resilience.

We continue to promote and support cross-cultural engagement and opportunities for groups to meet and develop relationships across various 'boundaries'. We also continue to improve our Community Cohesion Email Information Service as a means of communicating events, developments, and funding and to bring people together. We have also developed a Community Tensions Monitoring system for Leicestershire, with Leicestershire Constabulary, and provide input into Leicestershire's PREVENT programme around monitoring extremism and providing advice and guidance.

Our recent resident survey results show that circa 86.6% of residents think that local public services treat people with respect and consideration and that 82% think that public services treat all types of people fairly. 92.3% agree that people from different backgrounds get on.

### Volunteering

A Task Group of the Stronger Communities Board is also developing a new volunteering strategy which aims to recognise the value of volunteers in Leicestershire – including enhanced health and well being, increased capacity for local organisations, greater community cohesion, skills for both life and work and bridging gaps in service provision.

The County Council works with over 2000 volunteers and offers a range of volunteering opportunities. We are currently developing a new corporate approach to the use of volunteers to support the delivery of services, including by promoting all opportunities in one place on the website and developing consistent policies and processes for supporting volunteers. By providing a consistent “offer” we hope to be able to extend the number and type of services supported by volunteers in the future. As an example, more volunteering opportunities have been provided and taken up in our Country Parks, including more families volunteering together and through partnerships with local businesses. This allows work and projects to take place such as heathland restoration, reedbed management and specialist woodland work throughout the County that we would otherwise not have the resources to perform.

We have continued to fund Voluntary Action Leicestershire (VAL) as the main voluntary sector infrastructure organisation for the County. Over 9000 volunteering enquiries have been received by VAL over three years with 45% of the enquiries resulting in a person taking up a volunteering opportunity. The estimated value of volunteers brokered by VAL over the three years is £3.1m.

We also agreed an innovative proposal from Go MAD Thinking Ltd. to work to develop a ‘Think Leicestershire’ community social network to promote and facilitate community action and volunteering. The initiative is expected to deliver significant benefits for Leicestershire by improving community capacity and providing the tools and encouragement to enable Leicestershire residents and communities to solve local problems and achieve local goals. It will become part of the delivery of the Council’s Big Society objectives; in particular, those centred on co-ordinating and organising voluntary activity and empowering communities of interest and geography, and its drive to put “Communities in Charge”.

## Community Hubs

The County Council awarded four voluntary sector 'hub' organisations £165,000 in 2011/12 to develop new ways of delivering voluntary and community sector services. Two community hubs used the resources to successfully merge and develop new community services, one has developed a range of new services to local communities and another is working to become a social enterprise. Three other district community hubs sub-contract with VAL to deliver local engagement and representation services on behalf of local voluntary and community groups.

## Supporting Community Action

Our Big Society Grant fund allocated over £350,000 to 70 projects in 2011/12 promoting social action and empowering local communities. The projects covered a wide variety of community based initiatives including support to establish or develop community buildings, youth activities, arts and sports activities, engaging communities in local decision making and projects, providing debt advice and support for homeless people.

Our SHIRE Environmental Improvement and Village Hall grants supported 24 completed projects in 2011/12 providing important improvements to community buildings and public spaces across Leicestershire. Alongside the valuable advice, information and networking and awareness-raising opportunities for communities provided by the scheme these grants supported communities to attract total funding for these projects of four times the grant value.

Our 2011 and 2012 community forum budget processes enabled communities to decide how funding was allocated to community projects to improve the local area. The 2011 process saw an increase in the number of people taking part compared to a previous successful pilot process. 850 people were actively involved in allocating £320,000 across 25 community forums in the autumn of 2011. Satisfaction with the process was high, with 88% of participants indicating they enjoyed the meeting and were glad they attended and 91% indicating they felt they had plenty of opportunity to participate.

The experience of 2011 has been used to improve the 2012 process. This has resulted in a significant further increase in participation and satisfaction. In 2011 and 2012 we have dealt with over 530 project proposals, received 3600 comments, involved over 2200 people in decisions on local priorities and funded over 300 locally led community improvement projects.

A key element of the process, both during the bid process and critically after 'decision night', is the assistance to bidders (both successful and unsuccessful) to attract additional funding and signposting of other opportunities. Many groups have subsequently gone on to successfully bid for funding from our Big Society Grants or SHIRE grants.

## Neighbourhood Planning

The County Council, Parish Councils in the Blaby South Community Forum area, Blaby District Council and the Rural Community Council have worked together as front runners in piloting new national Neighbourhood Planning arrangements. Financial contributions from Government as well as from the Community Forum Budget and the Big Society Grants have enabled work on developing the plan to start.

Neighbourhood Planning is a new community power embedded within the Localism Act and the National Planning Policy Framework. The County Council will continue to work with District and Parish Councils to develop the necessary support structures and procedures to enable Leicestershire communities to benefit from this new power. An example of practical support is our interactive online tool that allows communities to view all the key local green spaces identified as part of the Green Spaces consultation. This allows communities to use the data as evidence to respond to relevant consultations as well as to inform the production of neighbourhood plans.

## Libraries Arts, Culture and Learning

During 2011/12, over 4 million people attended Leicestershire's libraries, museums, and Record Office, which together offered residents and visitors a wide range of learning, recreational and community resources and events.

Over 1000 volunteers have also been supported, with 131 new volunteers registered in 2011. Over half the volunteers in the county with learning disabilities are now volunteering for the Communities and Wellbeing service. Overall the volunteers contribute 40,000 hours of voluntary work, equivalent to £400,000 to the local economy based on the average hourly wage.

Creative Leicestershire continued to support small to medium sized creative businesses, with around 700 businesses attending seminars and receiving advice. The service also secured £85,000 from Arts Council England for a mentoring scheme and a further two year programme. Shona Richardson, the successful recipient of one bursary completed her crochet "Three Lions" as the East Midlands showpiece for the Cultural Olympiad.

Increased tourism impact from the Council's museums shows £9.6m return compared to £7.1m last year. Centre Stage and Centre Screen performances attracted over 15,700 people in rural areas. Our Record Office received funding for two internships to support access to collections, in addition to The National Archives support for cataloguing the Exton archive.

The new Bosworth Battlefield Trail was launched and Bosworth was winner of the Best Small Visitor Attraction in the 2011 Leicestershire Tourism awards. Harborough and Melton museums pulled in increased visitors after major refurbishments. Snibston Discovery Museum's key events attracted record numbers, with major

exhibitions *Getting Hitched* and *Support and Seduction*, receiving national publicity and in the Council's work with Stonewall.

Our annual Summer Reading Challenge attracted nearly 11,000 young people to this key literacy intervention via libraries. National studies indicate that 80% of children feel they become better readers by taking part in the scheme. The Bookstart scheme gifted books to 100% of children aged 0-12 months. The Words on the Street programme attracted over 400 people to its season of events, with a variety of big name authors visiting the County.

We commenced work on a £1.3m revamp of Loughborough library to provide additional services from the site including activities for people with disabilities - through a state of the art interactive multi-sensory area - and new adult learning provision. Our library service also launched a new free eBook service during the year with a range of fiction titles now available for children and adults

11,451 people enrolled on 1,408 courses delivered by Leicestershire Adult Learning Service during the academic year. The overall achievement rate for learners was 97%, consistent with the national average. Success rates for apprenticeship and family learning programmes remain well above the national benchmark. Our Multi Access Centre initiative supported 3,000 unemployed people to get information, advice and guidance in the job market, with 700 people being referred to training opportunities delivered by Leicestershire's Adult Learning Services or other providers.

Libraries and museums' work with Health and Social Care partners saw the launch of the *Held in the Hand* and *Touch Table* programmes for service users with dementia and for those with SEN and autism, and the further development and recognition of health resources in libraries for mental health service users.

The Council was awarded the Clore Award for Museum Learning for its '*Held in the Hand Scheme*', which centred on a series of sculptural artists commissions for children with Special Needs. The judges described the scheme as a "game changer" in young people's learning. The programme was awarded £10,000 in recognition of its innovative and high-impact approaches to working with young audiences. The resources are also being used to support adults with dementia, alongside the '*Touch Tables*' programme launched in 2011.

## Big Society and Culture

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position	Polarity
<b>Big Society</b>								
Number of volunteer enquiries (VAL)		↑	3,394	3,327	3,221			High
% of volunteers that take up volunteering opportunities (VAL)		→	45%	40%	48%			High
Satisfaction with community forums budgets	✓	↑	82%		73%			High
Number of people taking part in the voting at community forum decision nights	✓	↑	1,370		850			High
% feel belong to immediate neighbourhood	✓	↑	83.10%		60.10%	Previous result was 2008.		High
% agree people from different backgrounds get on well together	✓	↑	92.30%		82.10%	Previous result was 2008.		High
% agree that you can influence decisions	✓	↑	55.40%		27.50%	Previous result was 2008.		High
<b>Culture</b>								
Library total visits per 1,000 pop'n		→	5,879.9		5,894.6			High
Library total issues		↓	3,846,432	4,009,547	4,002,139			High
Participation in the Summer Reading Challenge		↓	11,154		14,777	Lower numbers may be due to reduced opening hours.		High
% completing the Summer Reading Challenge		↑	68.50%		63.30%			High
Bookstart delivery rate: Overall			16,665	17,034				High
Visits to / usage of museums per 1,000 pop'n	✓	↑	1,786		1,358	Increased usage numbers following refurbishment of Harborough and Melton museums.		High
Visits to museums in person per 1,000 pop'n		→	361		369			High
Visits to museums and galleries by pupils in organised groups		→	34,974		35,436			High
<b>Adult Learning</b>								
Adult Learning Service - number of enrolments ( all programmes)	●	↓	11,451	13,297		Enrolments were affected by the economic downturn, and changes to criteria for eligibility to fee remission.		High
Adult Learning Service - success rate			97%			Previous year calculations are based on different criteria. The vast majority of learners successfully completed their learning aims reflecting good quality in teaching and learning.		High

## **Part 2: Opportunity for All**

### **Children and Young People**

This year has seen almost unprecedented change in the delivery of children and young people's services as a result of the government's drive for more academy schools as well as a number of other major policy changes. To date 59 schools in Leicestershire have converted to academy status. It is anticipated a further 50 schools will convert between October 2012 and March 2013. This means that 65% of pupils are already in the academy conversion process.

However against this backdrop of major change in how services are structured we have reaffirmed our main priorities as to ensure that our children are safe, healthy, have high levels of morale and self esteem and achieve good results at school. Overall there continues to be good progress in achieving our aims and objectives for Children and Young People. Ofsted's most recent annual rating of children's services in Leicestershire rates services overall as "performing well".

### **Children and Young People Achieve**

We have placed considerable emphasis on supporting school improvement in recent years with 54 Leicestershire schools (19%) now judged to be "outstanding" by Ofsted, a small increase since last year. Overall, 76% of schools are now either rated good or better which is better than the national average of 69%. Attainment of 5 A\*-C GCSEs (including English and Maths) has improved from 46.7% (2006) to 56.8%. Attainment of Level 4 in English and Maths at Key Stage 2 has improved markedly. The figure for Level 4 (the national expectation) combined English and maths has risen by almost 6 percentage points and is now at 80%. This is a significant increase (a further 450 young people) and is to be welcomed.

Recent Year 1 phonic testing ranks Leicestershire in the top 10% with 64% of pupils meeting the required standard compared to 58% nationally.

At post 16 provisional figures indicate that Leicestershire students have achieved positive outcomes with an average points score per entry of 203. A number of centres achieved their best ever results and many young people were able to continue their studies in higher education following their success at 'A' level and other post 16 examinations.

In future, with the increasing number of independent academies and changes in government policy, schools themselves will be responsible for their own performance and securing improvement support. We have therefore restructured our school advice and improvement services which will now increasingly be provided through independent providers direct to schools. We will continue to advise schools on where to access good support and act as a champion of educational excellence and high standards locally.

Despite these changes 98% of pupils were offered a place at their first choice of secondary school with 90% of children offered places at their first choice of primary/junior school and 96% offered one of their top three choices.

### Early Years Services

Recent assessments show there continues to be one childcare place for every two children aged 0-4 years, meaning there are considered to be sufficient child care places across the County. Ofsted rate 71% of Early Learning Settings in the County as either 'good' or 'excellent', up 4% on last year. Achievement at the Early Years Foundation Stage has continued to improve up 4.1% since 2011 and 12.1% since 2008. The gap between the median and lowest achieving has closed by 3.1 points since 2008.

During the last year the Family Information Directory (which provides a range of information for families) had a total of over 1,600 visits – an increase of 15% on the previous period

Our Children's Centre Programme provides additional support to children and families at risk of poor outcomes in terms of early health, learning and development and addresses child poverty through early and targeted work. Children's Centre inspection outcomes during the year continued to show improvement and will remain a high priority for work in 2012/13.

### Special Educational Needs

We continue to improve our special educational needs services with a number of developments during the year including:-

- Opening of a new £1.1m pupil referral unit at Blaby to help those pupils excluded or at risk of exclusion from local schools;
- Opening a new centre at Birch Wood School in Melton Mowbray providing 50 places for students aged 11-19 with moderate learning difficulties;
- Launching a new audiology clinic for children with hearing loss in Coalville, offering state of the art testing equipment;
- Launching new youth groups for hearing impaired young people in Earl Shilton and Wigston to complement the scheme piloted in Loughborough;
- A range of events and activities as part of Dyslexia Awareness Week

We also launched consultation on our plans for a new special school in Charnwood at the Thorpe Hill Campus. The state of the art £9.3m area special school will provide a new home for Ashmount School and offer places for 125 children.

### Children in Leicestershire are Safe

Child protection and safeguarding continues to be a high priority for us and in line with many other places the number of children we have assessed through our child protection processes has significantly increased. We have therefore improved our children's social care services to ensure the continued provision of timely and consistently high quality responses to these new cases.

A rigorous inspection of our Child Protection Services during the year concluded that services are “good” and that we have *‘taken effective and robust action to restructure services to ensure that effective early help, support and protection are provided to children and young people who require such services.’* The inspection also found that *‘additional capacity has strengthened child protection provision and that robust decision making systems are in place to ensure that suitable action is taken promptly to protect and support children and their families.’*

A separate inspection of our safeguarding and looked after children’s services found looked after children services to be “good” and safeguarding services to be “adequate” with many areas “good”. We are using the detailed findings to further strengthen our services through implementation of our inspection action plan. Key improvements will be more consistent quality of assessments and more capacity within early intervention and prevention services to deliver an effective offer of early help to those in need.

Inspections of Children’s Centres during the year found safeguarding practice to be satisfactorily ensuring children are safe and, in some areas, practice to be good. *“Safeguarding arrangements are robust.....Staff are well versed in early detection of child protection issues and take appropriate action swiftly. The multi-agency cooperation is purposeful. The response from the social services to any safeguarding requests is highly efficient”*

Our anti-bullying team has worked with Leicester City Council and the police to develop a well-regarded anti-bullying website and, building on an earlier anti-bullying pilot an additional 21 local schools have achieved the “Beyond Bullying” Award. An evaluation of our work found that *‘There is less bullying and people know where to go and what to do if they are being bullied.’*

### Looked After Children

We continue to prioritise ensuring good educational outcomes for more vulnerable groups. Our recent Ofsted report found that *“The priority placed by schools on improving educational outcomes is reflected in good attendance and improving educational standards for looked after children”*. 36.6% of looked after children achieved 5A\*- C GCSEs in summer 2012 showing the continued improvement from previous years.

The attendance of children in care also continues to improve, rising to 89.76% in 2010/11, better than national averages. The proportion of children with more than 35 days absence is reducing faster than in similar authorities. Individual tuition and small group work supports improved attainment in English and mathematics. There have been good improvements in outcomes for children in care at Key Stages 1, 2 and 3.

It is our intention to ensure that more children in the care of the County Council are looked after in local family settings such as foster care and in placements with relatives and friends.

Adoption and fostering scorecard results show above average performance in respect of the length of time children have to wait for adoption. A new foster carer charter has been launched setting out our support for foster carers - in the last 12 months 300 children were fostered in the county.

### **Children in Leicestershire have improved health outcomes**

Reducing child obesity continues to be a high priority for us. Obesity in reception year children has now reduced to 7.0% (compared to the England average of 9.4%) and in year 6 children has fallen by 0.6% to 14.8% - significantly lower than the England average of 19.0%). The obesity programme in Leicestershire has raised awareness of key health and wellbeing issues affecting children under 5 and improved work between early-years services and parents. All early-years settings now have access to the Leicestershire Nutrition Guide for under 5 year olds.

School Meals is running at 35% uptake which is an increase of 3% compared to the same period last year. Overall there has been a significant increase of 25% since the service transferred back to the Local Authority. The School Food Support Service has also been awarded the "bronze medal" of certification endorsed by the Soil Association working with the Food for Life Partnership for the quality, provenance and locally sourced food provided as standard to children and young people in Leicestershire.

Schools in Leicestershire remain committed to improving the health and wellbeing of children & young people, to this end, 95% of schools in the county have national healthy school status which they renew every two years. This means they have the 'foundation of health & wellbeing' in place having fulfilled the 41 criteria for the 4 core themes of Healthy Eating, Emotional Health & Wellbeing, and Personal Social Health Education including Relationships & Sex Education & Drug Alcohol & Tobacco Education. In addition, in the last academic year a total of 33 schools have achieved 'Enhanced Healthy School status' by achieving meaningful health & wellbeing outcomes for key health and wellbeing priorities including Healthy Weight, Substance Misuse, Teenage Pregnancy & Sexual Health & Emotional Health & Wellbeing.

The local teenage pregnancy strategy continues to deliver reductions in the under 18 conception rate. Last year saw the lowest number for eight years - down 4% compared to last year. Since the baseline year 1998, Leicestershire's under 18 conception rate has reduced by 30%. Significantly lower than the national average. Our sexual health text line for young people provides anonymous advice and continues to attract high levels of enquiries We continue to work towards 60% of young mothers in education, employment and training (EET) and overall progress is positive.

## School Sport

In recognition of the importance we place on school sport and our concerns about the removal of Government funding to support School Sport Partnerships the County Council provided additional funding of its own to support the County Sports Partnership to retain as much of the school partnership infrastructure as it could, working with schools and other partners.

In Leicestershire 100% of 'hub' School Sport Partnerships have been maintained, now known as School Sport and Physical Activity Networks (SSPANs), with a new special school SSPAN formed across County and City. Nationally only 55% of the Partnerships have been maintained. In Leicestershire 100% of the SSPANs have found additional resources to support a full-time position or equivalent. Nationally, only 50% (of the 55%) have found such resources. Leicestershire's SSPANs are building an integrated school sport model that begins with school learning and teaching outcomes but is deliberately linked to a wider community sport, physical activity and health offer, which fits with the priorities of the Health & Wellbeing Board.

## **Young people enjoy high morale and self esteem**

A research project involving The Children's Society is being undertaken to understand levels of children's wellbeing across Leicestershire. The aim of the project is to identify factors that develop or inhibit morale and self-esteem and how these impact on outcomes for children. The findings will be used to strengthen our offer to young people.

The Council continues to encourage the active involvement of children, young people and their families and supports a wide range of opportunities for involvement in decision making including - the development of the structure for youth involvement, youth MP's attending parliament, "unheard voices" activity, development of the Jitty website and work with our young researchers. We has also continued to develop the Children in Care Council which now includes a wider range of children and young people in care. As a result a number of initiatives have begun, including creating a stand-alone children in care website and participation in the Corporate Parenting Board review. Children in care state that they feel more empowered since being involved with the council and have a better idea of what is going on. A significant amount of work is also being carried out to improve parental involvement across Leicestershire. Examples include parent representative s sitting on local decision making boards and involvement in the commissioning of local services.

## Youth Services

The work of the Youth Service now focuses on vulnerable young people who are identified and referred for additional help. During 2011/12 the number of regular users was 15,500 with 585 accredited outcomes being achieved. Young people involved in the locality based Positive Activities Programme numbered 14,131 through 83 different projects. A case study shows a positive impact of engaging these activities for individual young people. The Service also commissions VCS

projects which had 7,500 contacts with young people and the uniformed sector which had 2500 contacts with young people.

Leicestershire 'Locality Partnership Groups' are our devolved way of delivering Integrated Youth Support Services to young people. These groups support a range of positive activities for young people to provide personal and social development opportunities and act as a first point of contact prior to signposting to more specialised services such as substance misuse services. About half of the projects are targeted towards more vulnerable young people with the remainder being more general programmes and activities, with an emphasis on Friday evening and Saturday work. During 2011/12 new groups were launched for young parents in Harborough and Lutterworth.

In addition, partnership work to prevent offending and re-offending by young people has resulted in further significant reduction in young people entering the criminal justice system with a cumulative reduction of 27% 2011/12 compared to same period 2010/11. However the re-offending rate shows a small (0.14) increase compared to last year.

By the end of the summer 452 young people in the county have gone through the national citizenship programme. This includes 3 residential programmes followed by social action projects in the local community and has proved very popular with young people.

The percentage of young people not in education, employment or training (NEET) continues to fall in Leicestershire – reducing from 6.7% in 2006 to 3.5% in 2011 - the county ranked first compared to statistical neighbours.

The comparator period used to inform the first page of the 'Children and Young People' dashboard is 2010/11 and the comparator group used is Leicestershire's children's services statistical neighbours. These are the following areas: Central Bedfordshire, North Somerset, South Gloucestershire, Worcestershire, West Sussex, Warwickshire, Hampshire, Staffordshire, Essex and Kent. The comparator period used to inform the second page of the dashboard is 2011/12.

## Children and Young People

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile (2010/11)	Polarity
<b>Safeguarding</b>								
Referrals to children's social care going on to initial assessment		N/A	71.6%		61.60%		Avg. 73%	N/A
Initial assessments for children's social care carried out within 10 working days of referral		↑	48.8%	86%	41.60%	Overall reported performance was affected by a recording issue at the beginning of the year. Actual performance towards the end of the year was significantly higher.	4th	High
Core assessments for children's social care that were carried out within 35 working days of their commencement		↓	70.4%	85%	75.00%		2nd	High
Child protection plans lasting 2 years or more	✓	↑	3.7%		4.30%		1st	Low
Child protection cases which were reviewed within required timescales		↑	97.8%	95%	97.30%		4th	High
Children becoming the subject of a Child Protection Plan for a second or subsequent time		↑	14.0%	12%	16.60%		4th	Low
<b>Looked after</b>								
Stability of placements of looked after children: number of moves	✓	↑	8.3%		10.80%	Rapid improvements in the latter part of the year but was overshadowed by poor data in the beginning of the year. Recent figures are much more in line with national averages.	2nd	Low
Stability of placements of looked after children: length of placement	●	↓	62.5%		72.80%	Good performance in relation to Adoption Orders and Special Guardianship Orders adversely affects this indicator.	1st	High
Looked after children cases which were reviewed within required timescales		N/A	88.9%					High
Children in care reaching level 4 in English at Key Stage 2		↑	8/14		5/12			High
Children in care reaching level 4 in Maths at Key Stage 2		↑	9/14		5/12			High
Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4		↑	36.66%		36.4%			High
Total average time in days to place with prospective adopters		↑	549		590		2nd	Low
Average time in days to find adoptive family post court decision		↓	143		110	The number of children with a plan for adoption has increased and there are currently insufficient adopters available. Additional staff resource now in place to address.	1st	Low
Care leavers in employment, education or training		↑	60.8%	78%	35%		4th	High
Care leavers in suitable accommodation		→	92.2%		90%		2nd	High

## Children and Young People

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile (2011/12)	Polarity
<b>Schools and attainment</b>								
% of pupils offered first choice primary school		→	90%		91%			High
% of pupils offered first choice secondary school		→	98%		98%			High
Achievement of at least 78 points at Early Years Foundation Stage		↑	62.7%		58.60%		3rd	High
Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage		↑	27.9		28.4		3rd	Low
Achievement at level 4 or above in both English and Maths at Key Stage 2	✓	↑	80.0%		74.80%		2nd	High
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths		→	56.8%		56.90%	This year has been the first time since 2003 that 5 A*-C (EM) nationally has not increased - 0.4% lower. Leicestershire decreased by just 0.1%. English marking may have had an impact.	3rd	High
Proportion of schools assessed as good or outstanding		→	73.0%		73.00%			
Secondary school persistent absence rate (new definition for 2011/12)		↑	8.3%		9.00%	Reducing faster than in similar authorities.	4th	Low
<b>Young people</b>								
Youth Service - numbers engaged		↑	15,564		12,044	Figures for numbers of young people engaged in youth services now includes all funded activities as opposed to delivered services.		High
16 to 18 year olds who are not in education employment or training (NEET)	✓	↑	3.5%		3.8%	The NEET rate continues to fall and Leics is ranked first compared to similar authorities.	1st	Low

Note: comparator is childrens service statistical neighbours

## Supporting Leicestershire's Families

Despite significant investment in services many troubled families still experience the same problems from one generation to another. Our Programme to help families in need of support was established in 2011 as part of our work to pilot Community Budgets, and was under the name "Families with Complex Needs." The programme aims to improve outcomes for the most complex families and reduce the public service costs resulting from addressing the needs of these families.

The Programme undertook a comprehensive 'Insight Phase' to better understand the needs and views of families, as well as the views of practitioners, managers and services working with these families. This phase included the identification, geographical mapping and profiling of 1300 families in Leicestershire who met the agreed criteria for complex needs, as well as a further 2000 families who were identified as having some of the risk factors that could result in families becoming complex.

In spring 2012, The Government launched a Payment by Result Scheme for 'Troubled Families.' So far, a total of 260 families have been identified across Leicestershire as meeting the criteria set out in the scheme. However the Leicestershire Together Partnership has committed to supporting all of the families identified locally as well as those that meet the Government's scheme criteria.

The Programme Design Phase has overseen the development of a new Family Model which has been approved by the Leicestershire Together Board. The model involves an operational infrastructure to deliver services to families, a new Family Support Unit to manage and support family workers, a local evaluation framework, safeguarding protocols, supervision framework, family progress tool and quality assurance framework. The new Family Model will be fully implemented in April 2013. Dedicated Family Support Workers will be the key to success and provide long term and consistent support to the family both directly by providing practical support and by bringing in the services they need at the right time. Workers will be based in localities and co-located with the services needed. They will work with families on a co-operative basis.

Of the 260 families identified under the Government's Payment by Result Scheme, 133 are currently being worked with by local family support services and this number will increase as further families are identified. The Programme has also been working with local providers of the Department for Work and Pensions European Social Fund Programme to support families into work. The separate programme is worth circa £2m to Leicestershire. Referrals to the programme have been somewhat slow to start but as awareness of the service grows it is hoped that increasing numbers of families will receive support.

The County Council and partner organisations have contributed both in cash and in kind and together with funding contributions from Government will result in a £8m Programme of activity over the next three years to support Leicestershire Families most in need of support. Savings to the public sector are a key benefit of the Programme and these have been estimated at circa £50m for the Leicestershire area.

## Vulnerable Adults and Older People

We continue to place emphasis on ensuring that local services are designed to mitigate the impacts of an ageing population and to enable older people to live independently for longer through greater prevention and early intervention activity. We place priority on ensuring people have greater choice and control over their lives through personalised services and high quality provision. We also aim to improve care for those with complex needs such as mental health and complex disability needs.

During 2011/12 outcomes for people who receive adult social care have continued to improve with nine out of ten satisfied with the care and support they receive. Following on from the development of our self-directed support service, the transfer of customer contacts to our Customer Service Centre, and the launch of our new website [ChooseMySupport](#) all new and existing eligible customers go through our Self Directed Support (SDS) care pathway. The process has been revised and streamlined this year and we have significantly increased the numbers receiving services through self-directed support – on a typical day in March 2012, 61% of people receiving community based services did so through a personal budget. In a survey conducted in early spring 88% of respondents stated that care and support services help them in having control of their daily lives.

We continue to develop preventative and early intervention services. We now offer assistive technology as standard to all people who might benefit from it and have plans to increase take up and offer a responder service linked to housing related support. Assistive technology is now included in our reablement service to include people who are not eligible for a Personal Budget. Equipment includes fall sensors, reminder messages and alarm pendants.

Our award winning Home Care and Assessment Reablement Teams (HART) is at the forefront of the SDS care pathway reducing hospital and residential admissions and facilitating hospital discharge. The service, which is free of charge offers up to six weeks targeted support for people who leave hospital or live in their own homes. 40% require no long term support following the service. During 2011/12 the number of cases taken by HART increased by 4%. We have also developed a new agreement with health services regarding Intermediate Care Teams (ICT) and reablement to reduce avoidable hospital admissions and readmissions - during the pilot period the proportion of service users supported by HART who were re-admitted to hospital reduced from 20% to 17%.

In addition, the *Hospital to Home* scheme pilot, operating in Loughborough provides countywide time limited low level practical support for people returning home from hospitals after illness, surgery or accident and is planned to be extended countywide in 2012/13. This includes working with University Hospitals of Leicester NHS Trust, Leicestershire Partnership Trust and all community hospitals in the county and will potentially prevent escalation of need or identify need at an early stage. By enabling timely professional interventions and preventing avoidable hospital admissions the service will complement the offering from HART and ICT.

To support people to live independently in their communities we have reduced the number of people being admitted to permanent residential or nursing care. We have also continued to ensure a very low number of people remain in hospital due to a delay in the transfer of their care.

Our First Contact scheme enables and encourages take up of services through trusted and known professionals and volunteers advising on appropriate services within the person's home. The First Contact scheme has been expanded this year to include vulnerable adults aged 18+ and new partner agencies have joined. More than a thousand vulnerable people a year are now being helped by the scheme which puts them in touch with extra care and support such as help with benefits and fire safety checks.

The Leicestershire and Rutland Safeguarding Adults Board (SAB) has been strengthened following the appointment of a joint independent chair for both the SAB and the Local Safeguarding Children Board (LSCB). Safeguarding arrangements between children's and adults services have also been strengthened by adding a joint Adult and Children's section of the LSCB and SAB for board members to ensure common issues for families are not missed and cross agency learning is captured. In addition, the business support arrangements for the Board were joined with those of the Local Safeguarding Children Board in order to create increased efficiency and consistency.

In 2011/12 we received over 1,000 safeguarding referrals - a third more than the previous year. Seven out of ten of these referrals related to residential and nursing care settings. This reflects increased awareness from provider services in recognising and responding to potential safeguarding concerns. We have a dedicated Residential Safeguarding Team and a Residential Review Team providing a consistent approach to investigating safeguarding concerns in residential and nursing care settings. The team works with our Compliance Team to ensure effective contract compliance. A new Quality and Improvement Team has also been established to work proactively with providers to improve standards of care. Our Residential Safeguarding Team also operates a duty function which provides support and advice to our locality teams investigating community based safeguarding concerns and advice and information to providers about safeguarding referrals.

Work is in progress with partners to develop a threshold framework which can be applied to both community and residential safeguarding referrals across Leicester, Leicestershire and Rutland. We will evidence improvements through case file audits across a range of community and residential referrals and look at concern for welfare/safeguarding referrals, the outcome of which can then be measured against the threshold framework. The Safeguarding Governance Group will undertake a dedicated piece of work to consider ways in which users can be more effectively engaged throughout the process and the measurement of outcomes arising from it.

There are currently 115,000 people aged over 65 in the county and this is predicted to rise to 224,000 by 2025. We have commenced a multi-agency review of our approach to ensure that services are working strategically to prepare, adapt to and mitigate the impact of our ageing population. The findings will direct future work on this key issue.

We continue to develop our arrangements to ensure we are a high quality commissioner of services and to ensure value for money. We are working closely with the emerging Clinical Commissioning Groups to develop new approaches like Proactive Care and better integrated working with Leicestershire Partnership Trust.

We have launched a new initiative to provide support and advice for social enterprises, local small businesses and groups that provide community services to people with support needs to provide more choice for vulnerable adults. We have also agreed a new Advocacy Strategy 2011-14 to help people and carers gain the independent support and advice they need when choosing social care.

Following consultation, Community Life Choices was the name chosen for the new way of working around the provision of day services. We have successfully developed and are delivering far more flexible options for individuals and are using community resources more imaginatively, such as putting buildings to multiple uses e.g. libraries. In Charnwood, the redevelopment of the Loughborough library and improvements to the Victoria day centre provides a town centre location with community facilities such as shops and a leisure centre within walking distance enabling people with disabilities to be part of their community.

The County Council has a duty to ensure that informal carers of all ages are supported in their role. In order to support this we approved a new Carers' Strategy 2012-2015 with Leicester City Council, Rutland Council, and the NHS PCT Cluster - 'Supporting the Health and Wellbeing of Leicestershire Carers' - and an associated action plan. Additional funding provided will enable further investment in respite provision and support for carers' health and wellbeing.

During 2011/12 we progressed plans to transfer nine of our care homes to Leicestershire County Care Ltd - which will save £375k per year whilst retaining places for existing residents. Our tenth home is to be redeveloped as an Extra Care housing scheme.

With regard to progress on the County Council's Extra Care Housing Strategy in Leicestershire we have allocated £3m for the development of Extra Care Housing in our Capital Programme. A Programme Board has been created to deliver the Extra Care Housing Strategy through a strategic partnership approach with District Councils and Health.

There have been significant developments in relation to the implementation of the joint commissioning strategy for dementia focussing on early diagnosis, improving the hospital experience and the dementia care pathway. Furthermore, our Quality Assessment Framework (QAF) rewards homes to improve quality and includes particular measures relating to dementia. Over twenty providers are now recognised under the QAF.






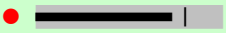

The level of demand for home adaptations continues to increase, primarily due to the demographics of an ageing population. As such it is important that systems are addressed to be as efficient and effective as possible. A successful project within Leicestershire in relation to simple major adaptations has demonstrated real savings

in terms of time to provide the equipment and cost and it is planned to roll this approach out across the County as a whole.

Older people are also benefitting from a new £300,000 handyperson service launched by the Council with government funding to ensure that disabled and older people can continue to live in their own homes as long as possible. In addition we have secured £120k for a campaign to tackle excess winter deaths known as 'Four Ways to Warmth'. This involves raising awareness and practical help in conjunction with independent and voluntary organisations.


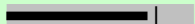
## Vulnerable and Older People

Note: 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile	Polarity
Permanent admissions to residential or nursing care of service users aged 18-64 per 100,000 pop (ASCOF 2a Pt I)		↑	13.7	14.4	14.4	The total number of permanent admissions in 2011-12 was 860 which was a 4% reduction on the previous year and well with the target of <898. Of these 55 related to people aged 18-64.	2nd	Low
Permanent admissions of service users aged >65 per 100,000 pop (ASCOF 2A Pt II)		↑	699.7	710.2	710.2	The total number of permanent admissions in 2011-12 was 860 which was a 4% reduction on the previous year and well with the target of <898. Of these 805 related to people aged 65+.	3rd	Low
Delayed transfers of care (NHS/Social care / NHS & social care) per 100,000 pop (ASCOF 2C Pt I)		New	6.5		N/A	Part I of this measure relates to <i>all</i> delayed transfers of care i.e. those attributable to the NHS or joint NHS and social care or just social care	2nd	Low
Delayed transfers of care (Social care / NHS & social care) per 100,000 pop (ASCOF 2C Pt II)		New	1.9		N/A	Part II of this measure relates to delayed transfers of care attributable to the NHS and social care or just social care i.e. it does not include those attributable to the NHS only	2nd	Low
% of people who use services and carers who find it easy to find information about services (ASCOF 3D)		→	67.20%	69.70%	69.70%	Performance in 2011-12 is similar to the previous year although remains lower than the national average.	4th	High
Overall satisfaction of people who use services with their care and support (ASCOF 3A)		→	58.40%	57.60%	57.60%	Performance in 2011-12 is similar to the previous year although remains lower than the national average.	4th	High
Number of people receiving home care reablement services		↑	4.1% increase	5% inc.		This is a local measure of the number of people receiving home care reablement services. In 2011-12 the number of people increased by over 4% although unfortunately was just short of the 5% challenging target.	N/A	High
% of older people discharged from hospital to reablement at home 91 days later (ASCOF 2B Pt I)		↓	77.90%	85.80%	85.80%	There was a reduction in performance in 2011-12 compared to 85.8% the previous year.	4th	High
% of older people discharged from hospital to reablement services (ASCOF 2B Pt II)		New	2.9%		N/A	This indicator relates to the proportion of hospital discharges going through reablement.	3rd	
% of people using social care who receive self-directed support (national, ASCOF 1C Pt I)		↑	39.20%	12.20%	12.20%	The proportion of people receiving care via self-directed support during 2011-12 was a significant increase from 12% the previous year.	3rd	High

## Vulnerable and Older People

Note: 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile	Polarity
% of users and carers receiving support via cash payments (ASCOF 1C Pt II)		↑	13.6%	10.60%	10.60%	The proportion of people receiving services via a cash payment increased from 10.6% in 2010-11 to 13.6% in 2011-12.	3rd	High
% of people who use services who have control over their daily life (ASCOF 1B)		→	66.10%	70.60%	70.60%	Performance in 2011-12 is similar to the previous year although remains lower than the national average.	4th	High
% of people who say that services have made them feel safe and secure (ASCOF 4B)		New	81.8%			New measure collected for the first time in the adult social care survey in March 2012	2nd	High

Notes: ASCOF benchmarks are compared to all social services authorities.

## Health and Wellbeing

The Health and Social Care Act 2012 gives us new responsibilities to integrate health, local authority and public health services in order to improve the overall health and wellbeing of our population. Together with the local NHS, GP Consortia and Leicestershire LINK we made an early start on transitional arrangements for these reforms. We were one of the Department of Health's "early implementers" for the new Health and Wellbeing Boards, which was put in place from April 2011.

Public health functions will transfer from the PCT to the County Council, Public Health England (PHE) and the NHS Commissioning Board (NHS CB) by 1 April 2013. We have established a Joint Change Programme Board and plan to govern the transition, oversee the development of the Health and Wellbeing Board, transfer public health and establish a new Local Healthwatch to replace LINK.

We have made good progress with our transition to ensure the transfer of staff and maintain effective service delivery during the transfer of contracts and finances. Our transition plan has been described by the Department of Health as "exemplary practice" and is being used as an example to help manage changes in other areas. Achievements to date include relocation of public health staff to the Council with the Director of Public Health part of the Council's Management Team, establishment of arrangements for emergency planning and resilience, including a new Local Health Resilience Partnership and transitional plans for public health contracts.

Our Health and Wellbeing Board aims to promote integration and partnership working between the NHS, Social Care, Public Health and other local services and improve local democratic accountability. The Shadow Board has focused on a number of areas in 2011/12 including development sessions for GP Clinical Commissioning Groups, developing relationships with other partners including the main NHS providers, independent primary care contractors, Voluntary Action Leicestershire and district councils, and a full refresh of the Joint Strategic Needs Assessment (JSNA) leading to development of a new Joint Health and Wellbeing Strategy starting in April 2013.

The JSNA refresh identified the key strategic objective for the Board as to "add quality and years to life", by improving health and wellbeing throughout people's lives, reducing inequalities and focusing on the needs of the local population. Our new Health and Wellbeing Strategy will set the strategic objectives to tackle the priorities identified in the JSNA.

During 2011/12 the Health and Wellbeing Board has targeted a number of strategic priorities including - increasing life expectancy and reducing inequalities, reducing the prevalence of smoking, reducing the harm caused by alcohol and drugs, reducing the prevalence of obesity and increasing physical inactivity, increasing choice and control, shifting investment to prevention and early intervention, making urgent care systems work effectively and organisational transition. The Board has also progressed early health wins including commissioning targeted sports and physical activity work for higher risk individuals, a £1m disabled facilities grant, a joint plan to spend extra on reablement and dementia services and a new multiagency dementia strategy.

## **Public Health Performance**

The overall health of Leicestershire people is generally better than the England average. Between 2008 and 2010 life expectancy in Leicestershire was 79.7 for men and 83.5 for women, better than the averages of 78.5 and 82.6 respectively. Despite longer average life expectancy there is considerable inequality across Leicestershire with life expectancy 6.2 years lower for men and 5.7 for women in the most deprived areas compared with the least deprived areas. We are focusing future work to try to close this gap.

Increased life expectancy is driven by reducing mortality rates from the major killers. In the last 12 years there has been a 53% reduction in premature mortality from cardiovascular disease in Leicestershire and a 17% reduction for cancer. We have established targets to deliver further reductions for both of these. Progress in these areas can be attributed to our work on smoking cessation and tobacco control, work with GPs to improve prevention for cardiovascular disease and diabetes, redesign of stroke care services, introduction of public health alcohol harm initiatives such as extending interventions in primary care settings, and supporting GP's to deliver specific programmes to address presentation of patients with bowel cancer and poor uptake of bowel cancer screening.

### **Reducing Smoking Prevalence**

Smoking remains the single greatest cause of preventable deaths in Leicestershire. Between 2008 and 2010, 884 deaths per year related to smoking. We have maintained our high quality stop smoking service helping 5,366 smokers quit in 2011/12, exceeding our targets. This has been achieved through effective targeting of vulnerable groups of smokers, such as pregnant women. The Tobacco-Free Leicestershire and Rutland community based partnership has also taken additional tobacco control efforts such as reducing supply by tackling underage sales and illicit tobacco; work with schools to educate staff, students and parents and provide on-site cessation; develop awareness campaigns, such as Step Right Out (the Smoke-free Homes and Cars campaign) and increased positive media exposure. Together these interventions are contributing to a continued decrease in tobacco use

### **Reducing the harm caused by alcohol and drugs**

Substance misuse, both drugs and alcohol, has a significant impact on individuals, their families, and communities. Our Substance Misuse Partnership Board has developed a multi agency approach aimed at tackling harm related to substance misuse. Alcohol misuse is a key priority and we have a 3 year reducing alcohol misuse delivery plan and a range of supporting initiatives. We have increased the number of alcohol liaison workers in hospitals, provided case management support for frequent alcohol related admissions and continued the alcohol brief intervention scheme for GP's. In 2012 we are concentrating on prevention and early intervention initiatives, Making Every Contact Count (MECC) and increasing the number of GP's providing brief interventions.

We have also commissioned a new integrated treatment system for both community treatment and the criminal justice system to offer individuals the opportunity to manage their addiction and get on the road to recovery, and give communities a break from related crime and antisocial behaviour.

Between 2004 and 2011 the number of hospital admissions for Leicestershire residents attributed to alcohol almost doubled from 6,508 to 12,046. The admission rate increased from 889 per 100,000 to 1,488, an increase of 67%. While alcohol-related hospital admissions continue to increase year on year, the percentage increase has recently dropped from 22% (2005/06) to 5% (2010/11) meaning we are on track to meet our target to reduce the rate of increase.

The number of drug users currently engaged in structured treatment is 1,329 - a 5% reduction on last year but overachieving against the annual target of 1,266. A greater number of clients are also engaged in brief interventions through our integrated treatment system. Historically drug treatment clients outnumber significantly the numbers in alcohol treatment, an estimated 80% drugs to 20% alcohol. This balance is now being redressed with the split for community treatment currently 57% drugs and 43% alcohol. The number of clients engaged in early and brief interventions has increased for all areas of substance misuse. In the coming year we will be focussing on improving successful completions, promoting abstinence and engaging a wider range of 'wrap-around' support.

### **Reducing the prevalence of obesity and increasing physical activity**

Our Healthy Weight Strategy has a number of key themes including changing the factors that contribute to obesity and to malnutrition, supporting access to healthy food, exercise and leisure activities, developing and implementing consistent weight management pathways, making workplaces healthier and communicating healthy weight messages.

Our recent focus has been on developing our 'healthy food' response and establishing referral pathways for weight management to provide consistent intervention points for health professionals. A range of services have been made available to support obese people with healthy eating and exercise such as the Family Lifestyle Club (FLiC). Over the last year Leicestershire and Rutland Sport (LRS) have implemented a new physical activity model in districts focussed on the family setting. This work is being recognised nationally as best practice for the commissioning of sport and physical activity. Our exercise on referral scheme offers individuals with a health condition a way of becoming more physically active in a safe, instructor led environment.

For 2010/11, the National Childhood Measurement Programme (NCMP) in Leicestershire measured 6,589 children in reception and 6,185 children in year 6 - a participation rate of 94.2% and 90.7% respectively. In reception, 11.7% of children were overweight (England 13.2%) and 7.1% were obese (England 9.4%). In year 6, 13% were overweight (England 14.4%) and 15% were obese (England 19%).

The Council's school food support service provides 22,000 meals to children every day – aiming to offer a nutritionally balanced diet. Pupils have been involved in

creating exciting new menus. Since the service was reorganised four years ago we have seen an increase of 32% in pupils choosing school meals.

### **Leicester-Shire Sport**

We continue to support Leicester-Shire and Rutland Sport (LRS) to promote sport and physical activity and to achieve a shared vision of making Leicestershire the most sporting and physically active place in England by 2025.

During 2011/12 over 99,000 opportunities were created for people to participate in sport and physical activity through the Active Together Programme. 4 local campaign weeks were also organised attracting 931 participants that were new to physical activity. LRS supported 108 local clubs with funding advice and 21 courses were provided and 327 coaches supported through the LRS Coach Education Programme. We have also launched a new £50,000 apprenticeship scheme to train sport coaches in order to boost primary school sport.

Thousands of residents were also given the chance to receive tailor made tips on how to improve their health this year through our backing of the Games4Life campaign – aimed at offering people a personalised activity plan.

299 disabled participants took part at the 2011 Parallel Youth Games and 78 young disabled athletes attended Talent Development Days. 98 talented athletes were supported through LRS's Go Gold scheme and awarded a total of £49,050 in support.

Over £2.1m was invested through our Local Sport Alliances and 10 School Sport and Physical Activity Networks established receiving £220k funding. Over £390k of funding was secured from Sport England's Inspired Facilities Fund for local clubs. £100,000 was invested to deliver Sportivate projects attracting over £72,000 worth of partner funding and resulting in 1920 participants aged 14-25 with 70% of those retained into physical activity. £50,000 has been invested to ensure that trainee sports coaches can support primary schools in increasing take up of sports and physical activity.

20 sports projects were awarded the Inspire Mark, the badge of the London 2012 Inspire Programme which recognises exceptional and innovative projects inspired by the London Olympics. Around 11,000 people took part in a wide range of sporting and cultural taster sessions across the county and city as part of the London 2012 Open Weekend.

In December 2010, the Government set out its plans to create a legacy from the Olympic and Paralympic Games. Leicester-Shire and Rutland Sport (LRS) working with partners has been charged with delivering national legacy programmes at a local level and has played a lead role in securing resources to build capacity to create a lasting sporting and physical activity legacy from the 2012 Games. Funding has been sourced to employ the Inspire LeicesterShire team and the Regional Legacy Coordinator (Children and Young People). The funded programmes, framed within the Places, People, Play initiative, include:

- Sportivate - a programme to inspire more 14-25 year olds to participate in sport and physical activity;
- Sport Makers - a programme to recruit more adult volunteers into sport and physical activity; and
- Inspired Facilities - a funding programme set up to improve local sports facilities.

LRS and Inspire LeicesterShire have maximised opportunities prior to the Olympic and Paralympic Games to help generate interest in sport and physical activity, as well as encouraging greater participation. Events and activities include:-

- 100 days to go to the Olympics and Paralympics. A series of events organised in each local authority area showcasing opportunities to participate in sport and physical activity;
- Legacy Makers - work with local authorities and the NHS to fund 11 full time employees to deliver local legacy programmes;
- High profile VIP visits including Lord Coe, Jonathan Edwards, MBE and other sporting VIPs to inspire young people through the Olympics and Paralympic Games;
- 54 “Well athlete” visits to schools and community settings, featuring current Olympians, reaching 8,000 young people;

In addition LRS plans to coordinate a series of visits to school and community settings during 2012 which will involve current Olympians or Paralympic athletes, 2012 Games Makers and/or Torchbearers. This Olympic/Paralympic tour will provide the platform for competitors and volunteers to share their Olympic and Paralympic experiences and aims to inspire their audience to get involved in sport and physical activity in their chosen capacity. It is expected that visits by athletes will generate local publicity, through which routes to participate and volunteer will be highlighted. LRS and Public Health are investing £15,000 into this new locally led programme.


### **Shifting investment to prevention and early intervention**

The Leicestershire Early Intervention and Prevention Board is developing a comprehensive strategy for early intervention and prevention across children's, adults and public health services based on at risk groups where early support will help people maintain a good quality of life, good health and the ability to live independently. It will aim to identify the risk factors which lead to increased need for services such as long-term residential care, hospital admission or expensive packages of care, effective services and interventions which represent good value for money and which address these risks and “tipping” points and any gaps between current services.

**Making urgent care systems for adults and children work effectively**

Locally the NHS have been addressing this priority through the Quality, Innovation, Productivity and Prevention (QIPP) work streams on - urgent care; right care; frail elderly; an approach to reduce prescribing spend; and maternity and paediatric service redesign. In 2011/12 the maternity and paediatric redesign has been completed and implemented. This has resulted in the removal of approximately £8m in cost pressures and has reduced hospital costs to a level manageable within income received. The urgent care and frail elderly priorities now each have a sponsoring CCG, clinical chair and supporting programme of work. Separately a series of service development initiatives have been agreed with the Leicestershire Partnership Trust allowing a reduction in the contractual block agreement.

## Public Health

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile	Polarity
Life Expectancy – Males (Leics)	✓ 	→	79.7		79.7	Latest data is for the period 2008-10. Males in Leicestershire can expect to live 1.1 years longer than the average for England.	1st	High
Life Expectancy – Females (Leics)	✓ 	↑	83.5		83.4	Latest data is for the period 2008-10. Females in Leicestershire can expect to live 0.9 years longer than the average for England.	2nd	High
Slope Index of Inequalities – Males (Leics)	✓ 	↓	6.2		6.0	The gap in life expectancy between the best-off and worst-off males in Leicestershire for 2006-10 (the Slope Index of Inequality) is 6.2 years. This is significantly better than the median gap in life expectancy for all upper tier local authorities in England (8.9 years).	1st	Low
Slope Index of Inequalities – Females (Leics)	● 	↓	5.7		4.8	The gap in life expectancy between the best-off and worst-off females in Leicestershire for 2006-10 (the Slope Index of Inequality) is 5.7 years. This is not significantly different to the median gap in life expectancy for all upper tier local authorities in England (5.9 years).	2nd	Low
CVD Mortality (per 100,000 population - Leics)	✓ 	↑	147.73		150.6	Latest data is for the period 2008-10. The mortality rate from cardiovascular disease in Leicestershire is significantly better than the England average with Leicestershire ranking 22/150 upper tier local authorities (1=best performing, 150=worst performing)	1st	Low
Cancer Mortality (per 100,000 population - Leics)		↓	158.33		155.85	Latest data is for the period 2008-10. The mortality rate from cancer in Leicestershire is significantly better than the England average. Leicestershire ranks 40/150 upper tier local authorities, placing it in the second quartile for performance nationally. (1=best performing, 150=worst performing)	2nd	Low
Self reported smoking quitters aged 16 or over per 100,000 pop (LCR)		↑	953		922	Leicestershire County and Rutland continue to meet their challenging 4 week smoking quitter targets and have increased the number of smokers that they have supported to stop smoking again in 2011/12	2nd	High
Rate of hospital admissions for alcohol related harm (per 100,000 population - LCR)	✓ 	↑	1,384	1,588	1,477	Result is among the best nationally with Leicestershire County and Rutland ranking 5/151 PCTs (1=best performing, 151=worst performing)	1st	Low

## Public Health

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile	Polarity
Proportion who successfully completed drug treatment and represent during 2011/12 (community treatment)			7%	10%		Local performance is better than the national average		Low
Proportion who successfully completed drug treatment and represent during 2011/12 (criminal justice treatment)			8%	10%		Local performance is better than the national average		Low
Obesity in primary school age children in Reception (Leics)	✓	↑	7.05%		8.21%	Latest data is 2010/11 academic year. This result is among the best nationally with Leicestershire ranking 6/150 local Authorities (1=best performing, 150=worst performing)	1st	Low
Obesity in primary school age children in Year 6 (Leics)	✓	↑	14.85%		15.29%	Latest data is 2010/11 academic year. This result is among the best nationally with Leicestershire ranking 8/150 local Authorities (1=best performing, 150=worst performing)	1st	Low
% of 11-16 year olds participating in 3 or more hours sport and physical activity per week (Me and My Lifestyle Survey of pupils in years 7-11)			65.80%			New survey		High
Smoking at time of delivery (LCR)		↑	11.34%	12.40%	12.30%	Smoking at time of delivery in Leicestershire County and Rutland is below the national average (not statistically significant) and continues to reduce.	2nd	Low
Prevalence of breastfeeding at 6–8 weeks from birth (LCR)		↑	44.5%	44.7%	43.3%	The PCT continues to increase the prevalence of breastfeeding and to continually improve uptake.	3rd	High
Under 18 conception (rate per 1,000 females aged 15-17) (Leics)	✓	↑	26.5		27.6	Latest data is for the period 2010. The teenage conception rate for Leicestershire is significantly better than the average rate for England. Leicestershire ranks 30/150 local Authorities (1=best performing, 150=worst performing)	1st	Low

Notes: public health benchmarks for LCR are compared to all PCTs. Public health benchmarks for Leics are against all upper tier local authority areas

## **Safer Communities**

We are committed to taking the necessary steps to make our communities safer. In our Sustainable Community Strategy we have identified a number of priority outcomes to help focus our work including reducing anti-social behaviour, protecting the most vulnerable in communities, particularly repeat victims of crime, reducing reoffending with a focus on earlier intervention with troubled families, improving public confidence in crime and disorder services and reducing substance related crime and disorder.

Working together with different organisations and the public is the most effective way to make our communities safer. Community Safety Partnership work in local areas and across the county has contributed to continued reductions in crime compared to last year, with 1,600 (4.5%) fewer offences reported. This has been supported through a number of projects in local areas from closer partnership working to prevent offenders re-offending to work with local garages to fit anti-theft number plate screws to prevent theft of number plates.

Our partnership and community based problem solving approach has contributed to further reductions in anti-social behaviour (ASB) and criminal damage in the past year, with 430 fewer (6.4%) incidents of criminal damage. We have reviewed and strengthened partnership ASB case management and the processes we have in place to assess and respond to vulnerability to ensure we support and address concerns of communities and vulnerable people effectively. As part of our focus on early intervention and prevention we have supported the extension of the successful Twenty:Twenty mentoring programme for young people at risk of involvement in ASB from Charnwood Borough across the whole of Leicestershire.

More than 200 young people also took part in football sessions to keep them active and off the streets as part of schemes in Loughborough, Measham, Thurmaston, Coalville and Melton. The schemes were part of the IMPACT Project run by the Council's Youth Offending Service.

This joint working is helping local people feel safer: 98.5% of people now feel safe in their local area during the day and 84.5% at night. The proportion of people reporting that they believe that the police and other local services are successfully dealing with ASB and crime has increased to 68.5% from below 60% in previous years.

The proportion of offenders that re-offend is low in Leicestershire compared to the rest of the country, although the economic downturn and the related increases in unemployment and reduction in resources remain the largest threat to this.

Partnership work with young people at risk of getting involved in crime has led to continued reduction in the number of first-time entrants to the youth justice system - down to 303 in 2011/12, a 27% reduction compared with last year, and a reduction of 74% from 2006/07. This does mean that those who enter the youth justice system are more likely to re-offend and we have seen an increase in re-offending by the more at risk young people this year following a reduction of 32% over the past six years. We are investigating how best to address this and have brought together our

intensive support and resettlement into a single service to improve our approach to those at most risk of re-offending. This will allow us to offer more support, over and above what is already delivered to young people and offer a broader range of credible alternatives to custody.

Our approach to prevent offending and reduce re-offending by adults and young people is also being reviewed as an important part of our new service model for Supporting Leicestershire's Families (see previous section).

Domestic Abuse continues to affect the lives of many people in Leicestershire. We have seen more people contacting support services in Leicestershire, and almost 1000 people have been supported by these services. Different approaches to supporting those affected by domestic abuse are being considered to ensure that we use the limited resources we have in the best way. The changes to courts mean that the majority of Domestic Abuse cases across the county that go to court will now be seen in a Specialist Domestic Violence Court.

We continue to work to address the harm caused by drugs and alcohol to individuals and communities through our Substance Misuse Partnership Board. Alcohol awareness training has been introduced as an alternative to fines for low level alcohol related offences to prevent future offending. Our enforcement approach to inappropriate sale of alcohol has been strengthened by increased training and capacity in the police force regarding licensing, and by increased test purchasing of licensed premises to prevent underage sales. The number of assaults committed in the County has continued to reduce and in the last year 3 cases involving the sale of alcohol to under 18s have resulted in more stringent alcohol licensing conditions being applied. Further reduction in alcohol-related crime and disorder is expected through current work to develop a joint approach to licensing and enforcement across all areas of the county.

Work by Leicestershire County Council's Trading Standards Service to protect consumers and crack down on a range of unfair trading practices has seen almost 3000 counterfeit goods, valued at £332,000 seized and 29 cases involving unfair trading brought before the courts during 2011/12, all of which resulted in convictions, and total fines and costs of £45,000. Undercover action is also being taken to catch shopkeepers who sell tobacco or aerosol paint to children. A further 6 'no cold calling zones' were established in 2011/12 to bring the total to more than 500. These zones help to reduce the fear of crime amongst vulnerable residents and prevent doorstep crime including distraction burglaries.

Arrangements are being made for the establishment of a Police and Crime Panel for Leicestershire, Leicester and Rutland to scrutinise the actions and decisions of the new Police and Crime Commissioner who will be elected in November 2012. A "Leicestershire Strategic Transition Board" has been established to oversee the implementation of the reforms in the Police Reform and Social Responsibility Act 2011 in Leicestershire and it has been agreed that the County Council will take the lead in setting up the Panel on behalf of the local authorities in the Police area.

## Safer Communities

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position - quartile	Polarity
<b>Anti-social behaviour and confidence</b>								
% of people stating that they have been a victim of anti-social behaviour			9.50%			Data from new Community Based Survey		Low
Criminal damage rate (per 1,000 population)	✓	↑	9.62	10.28	10.28		1st	Low
% of people stating that they feel that the police and other local public services are successfully dealing with ASB and crime in their local area	✓	↑	68.50%		59.50%	Reductions in crime and continuous improvement in our response to ASB and crime.		High
% of people feel safe in their local area during the day			98.50%			Data from new Community Based Survey		High
% of people feel safe in their local area after dark			84.50%			Data from new Community Based Survey		High
<b>Crime</b>								
Total Crime rate (per 1,000 pop.)	✓	↑	52.37	54.86	54.86		Avg	Low
Acquisitive crime rate (per 1,000 pop.)		↑	26.69	27	27			Low
Assault rate (Assault without injury and with less serious injury per 1,000 pop.)	✓	↑	6.92	7.45	7.45		1st	Low
<b>Offending and re-offending</b>								
% of adult and juvenile offenders re-offending within 12 months		→	21.50%		21.72%		1st	Low
Number of first time entrants to the criminal justice system aged 10 - 17	✓	↑	303		415	Significant improvement over past year, continuing a long term trend.	1st	Low
<b>Vulnerable people</b>								
% of domestic violence cases reviewed at MARAC that are repeat incidents		↓	19%	28%	10%	Increased as expected as MARAC has become more embedded.		Low
Reported hate incidents (per 1,000 population)		→	1.12	1.4	1.27			High
Reported domestic abuse incident rate (per 1,000 population)		→	11.32	11.78	11.66			High

Note: The comparator areas used to inform the crime indicators are other East Midlands authorities. The comparator areas used to inform the re-offending indicators are other county council areas.

## **Part 3: Great Local Services**

### **Customer Services, Access and Satisfaction**

We continue to place great emphasis on high standards of customer service and customer satisfaction. Our survey feedback suggests that around 90% of people are satisfied with the service they receive when they first contact the Council by phone or face to face but we are doing work to understand how we can improve this further.

However only 62% of people are currently satisfied with the service they receive through the Council's website. Although this is above average for County Councils we wish to significantly improve our web satisfaction levels. In response we have made improvements to our online information and advice across the whole range of services and continue to work on improvements to quality. Over the last year we have placed a particular emphasis on improving the information and advice available to older users of our services. We are checking the quality and accessibility of our online information with service users, and will make further improvements on the basis of this feedback. We are also continuing to implement a new online strategy to ensure that improvements are consistent and in line with best practice.

In July 2012 we introduced the Looking Local service, which gives citizens access to a range of national and local information and services via smartphones, digital television and other devices. We have also piloted improved self-service opportunities for citizens and early indications are that take up has been good.

A key principle of our Customer Service Strategy is that we will adopt a proactive approach in providing information that is clear, timely and accurate and available through multiple channels and that wherever possible meets the requirements of people with specific needs.

We launched a new service during the year to make it easier to register the birth of a child. Our Tell Us Once Service gives parents the option of the registrar informing a range of agencies of the birth so they don't have to contact them – saving parents time and hassle. The launch follows our launch of a similar successful scheme relating to registering deaths.

We also launched a new free online Family Information Directory aimed at parents, and carers with children containing a wealth of information including about childcare, healthy eating, services for disabled children and children's centres.

Improving complaints handling is a key element of our Customer Service Strategy. Complaints across all services are handled centrally to ensure compliance with relevant procedures and to ensure that we learn from the complaints that we receive. The corporate complaints service promotes best practice in complaint handling which helps to raise awareness and has significantly improved complaints response times. During 2011/12 60% of all complaints received a response within 10 working days and 89% within 20 working days (compared to 46% and 73% respectively during 2010/11). Lessons learnt from complaints are identified and these are followed up to ensure that they are implemented and shared across service areas.

Another key principle of our Customer Services Strategy is that we are recognised as an outstanding service organisation and be recognised as a centre of best practice. In support of this principle we have pursued accreditation against the Government's Customer Excellence Standard. The Customer Service and Operations Division, one of our key support services employing over 400 employees, was re-accredited with the Customer Service Excellence Standard in March 2012 and we are developing a planned approach to gain official recognition across other services.

In February 2012, the Local Involvement Network (LINK) carried out a 'mystery shopper' exercise on the Adults and Communities Customer Service Centre (CSC). Their report congratulated the CSC on the quality of service provided. 90% of their calls were rated as good to excellent in the way they were handled. The report found that *"staff were friendly, empathetic, patient and understanding and the advice they give is excellent."*

However the report also pointed out that there could be a wait for the phone to be answered. In response to this comment, a thorough review of the CSC was carried out in the summer and a range of service improvements were identified designed to reduce the times customers have to wait. The review's recommendations are currently being implemented and should reduce waiting times in the future.

Keeping residents informed about opportunities to contribute to and use services is a key priority for us. However our communications also need to be as cost effective as possible. In 2011 we revised our communications strategy and agreed a new campaign plan. Each campaign is carefully planned to support delivery of key community objectives such as reducing alcohol misuse or deterring rogue traders and to meet key service objectives. As a result of changes to our communications approach during 2011/12 we have also reduced the overall cost of our communications by 65%.

Information on customer feedback and satisfaction with specific services is included in the individual sections of this report. However the County Council and Police Authority also jointly commission a resident's survey to understand a range of issues including satisfaction with local public services and perceptions of local neighbourhoods. Results for 2011/12 indicate that since 2009 resident satisfaction rates have risen by 10% to 50.6%. In addition, people generally now feel more informed about services and benefits, with ratings rising from 52% in 2009 to 78.2%. Nevertheless we are keen to improve these rates further and this will continue to be a focus for our improvement activity during 2012/13 and beyond.

## Value for Money and Efficiency

We recognise the financial pressures that hard pressed taxpayers are experiencing and have therefore implemented a range of savings and efficiency measures to achieve our aim of freezing Council Tax rates for the last two years.

Last year we took prudent decisions to balance our budget but now, faced with further pressures such as a reduction in Government grant, the loss of funding to academies and increased demands for services such as social care and waste disposal, we have to save a further £78m over four years. We are dealing with a significant reduction (of around 40%) in government funding over this period - in 2012/13 the reduction was 8.5% following a 13.8% cut in 2011/12.

The drive for efficiency and value for money is therefore of great importance to the County Council and partner agencies and given the state of the public finances the Authority has implemented and continues to implement a range of measures to reduce spending and stay within the reducing resources available. Each service has efficiency targets and our financial planning process ensures the achievement of these targets is monitored and remains high profile. We aim to find the savings through £49m efficiency savings, £25m service reductions and £4m in increased charges.

The County Council has a good track record of achieving savings. Examples of savings either achieved during 2011/12 or actions taken that will result in savings in future years include:-

- Dimming and switching off street lights saving £700k per year;
- £800,000 per year savings through having fewer offices as a result of our office accommodation strategy;
- Changes to staff terms and conditions saving £2m;
- Savings of £440k from changes to library and museums opening hours;
- £1.5m savings from changes to road repairs and grass cutting;
- £3.88m in procurement savings through smarter buying;
- New home care contracts saving £2.5m per year;
- £2.4m through a reorganisation of our computer services operations including sharing with other organisations;
- Savings of £7m being made through management and administration reductions;

- Reducing our communications and PR services – saving £2m;
- Saving £1m through sharing back office services with Nottingham City Council;
- £600k phone contract savings; and
- Changes to night street light patrols in rural areas saving £70k and cutting carbon emissions by five tonnes per year.

In addition shrewd management of the Council's investments has generated £11m – with £3m extra interest achieved in the last year.

Despite having to cut back in many areas our prudent financial planning has meant we were able to find extra resources to care for vulnerable children, for special educational needs, social care transport and increased costs related to more older and vulnerable people and disposing of waste in more sustainable ways.

We have also reviewed our balances and reserves in order to make sure these are at a prudent level but also put to good use – including the release of £10m to fund a new mortgage guarantee scheme.

Independent analysis by the Chartered Institute of Public Finance and Accountancy (CIPFA) of the performance and spend of individual County Council services showed that Leicestershire County Council achieves value for money in the services it provides. The Council's net expenditure per head of population is 10% lower than the average and the lowest compared to similar county councils. By spending at this level we are spending approximately £39m a year less than the average of similar councils. This is increasingly being recognised with 52% of residents in our resident survey now feeling the Council provides value for money.

## Scrutinising Local Services and Performance

Our Budget and Performance Scrutiny Panel receives regular reports on performance against the various outcome priorities, key related service performance indicators and expenditure. Our Scrutiny Function has also been actively involved in a number of major policy reviews in 2011/12 including:-

### *Special Educational Needs*

Following publication of a Government Consultation Paper a review was conducted to better understand the current SEN arrangements and ensure the direction of travel for the service was appropriate and affordable. The Panel supported the development of outreach and partnership work between Special Schools and surrounding mainstream schools. It also urged raising the profile of SEN teaching in local teacher training agencies and with schools and governing bodies. The Schools' Forum was asked to review the method of funding schools for SEN, but this issue has now been overtaken by changes nationally to the Schools Funding Formula.

### *Big Society*

With the recent shift in national government policy to open up public services to a range of providers including the voluntary sector, a review was conducted looking at how social action could be promoted, public services could be opened up, and communities could be empowered. The review found communities in Leicestershire were already achieving a lot and there were many organisations able to offer help, guidance and training to those hoping to provide services. It was important to build on this good work by ensuring it was well publicised and information was made easily accessible to raise awareness and encourage others to get involved. The review found we need to look at new ways of providing services as we move away from the traditional assumption that local authorities will run all services. Supporting the growth of social enterprises and other delivery models will help ensure that these are able to provide services which respond better to local needs, meet required standards and offer greater value for money.

### *Academies*

In recognition of the changing landscape with regard to schools, a workshop was held for Scrutiny members on the changing role for the County Council as more schools move away from local authority control.

Members noted the key role for the Council would be to ensure that education standards in Leicestershire remained amongst the highest in the country. To that end, the Council should develop its role as a "champion", providing leadership to ensure that the interests of the child remained the highest priority.

### *Child Safeguarding*

A panel was established to ensure the systems in place for protecting children from harm were working efficiently and that if there were lapses, these were looked into and lessons were learnt. This arrangement for oversight of safeguarding was commented on favourably by our recent Ofsted inspection.

### *Personalisation of Adult Social Care*

The personalisation of Adult Social Care has meant moving away from the traditional way social services are provided and offering opportunities for service users to take more choice and control of their care and support services. The review sought to understand any risks associated with this and ensure that, despite changes to the way services are provided, vulnerable people are safeguarded. Personal budgets are increasingly becoming the norm which have improved outcomes and individuals can choose the services they want rather than accept those traditionally presented. It has meant the Council needs to think differently about its services. The 'Support with Confidence' accreditation scheme is an example of how the Council is responding to this agenda.

### *Health*

A key area of external scrutiny was undertaken by our Adults, Communities and Health Scrutiny Committee and involved looking at the activities of local health bodies. The Committee has had a role to play in ensuring that, as commissioning power transfers from the Primary Care Trust to the GP led Clinical Commissioning Groups, the needs of patients remain at the heart of service provision. Examples of scrutiny in the past year include:-

- Monitoring the impact the financial difficulties at Leicester's Hospitals has had on the quality of patient care;
- Investigating problems with the Day Care Unit at St. Luke's Hospital, Market Harborough;
- Supporting the retention of children's congenital heart services at Glenfield Hospital; and
- Supporting the proposal to move the Loughborough Walk-In Centre from Pinfold Gate to the site of the Community Hospital.

## Procurement and Commissioning

One of our key aims is to move to a more strategic approach to the commissioning of local services, in partnership with other local agencies, to improve outcomes for service users and reduce costs to taxpayers. Our Sustainable Commissioning and Procurement Strategy provides a framework for all Council procurement activity. During 2011/12, £3.88m procurement savings were achieved to assist delivery of the Council's Medium Term Financial Strategy.

During 2011/12, 52% (£174m) of the Council's total procurement expenditure was with small and medium size enterprises (SMEs), consistent with the Council's corporate social responsibility objectives. There has also been a further increase in expenditure transacted electronically, up to £30.3m from £23.8m last year, creating further process efficiencies.

Our SME-friendly procurement processes were used as a best practice case study in the Local Government Association's guidance Buying into Communities, which aims to help local councils achieve their ambitions for growth and economic success in their communities.

The Council has developed a streamlined version of its Pre-Qualification Questionnaire (PQQ) in partnership with Voluntary Action LeicesterShire (VAL) and ESPO, which is appropriate and proportionate for procurement exercises involving the voluntary sector. This PQQ-light has since been rolled out with a series of training sessions jointly delivered by the Council and VAL, and has been used for a number of procurement exercises.

The Stonewall Workforce Equality Index 2012 awarded the Council top marks for the way its procurement processes take account of equality and diversity, for example, through the checking of suppliers' policies, training and ongoing contract monitoring.

Our Environmental Procurement Policy was refreshed and a procurement version of the corporate Environmental Implications Tool developed and launched to support officers in identifying and minimising the environmental impacts of their contracts.

Business critical procurement projects worth £160m were subject to independent challenge by our corporate Commissioning and Contracts Board, put in place to oversee contract awards and contract management and to maximise efficiency savings and ensure best practice.

ESPO facilitated the procurement of 45%<sup>1</sup> of all contracts on the corporate Contracts Database, consistent with the Council's objective of realising efficiencies through greater collaboration. As ESPO's servicing authority, the Council is currently supporting the implementation of the ESPO Change Programme which has three key priorities:

- Supporting Member Authorities to deliver their strategic objectives and priorities;

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<sup>1</sup> Contracts with a total value of £100k or more, excluding construction and civil engineering.

- Reducing Member Authorities' exposure to risk and providing greater transparency and accountability for decision making; and
- Demonstrating the business efficiency of ESPO.

The Council was one of the finalists in the Municipal Journal (MJ) 2012 Innovative Procurement Award for its Midlands Highway Alliance Framework Agreement.

## **Property and Asset Management**

The Council's ongoing ability to efficiently maintain and improve its property assets and services will be secured by the replacement of its Property Management Information Service with the new Property Asset Management System (PAMS). The specification for this has been finalised and, when implemented will offer further opportunities to enter into either shared or hosted services with other public bodies to improve efficiency.

Continued progress has been made to deliver our Office Accommodation Strategy, which aims to reduce the number of County Council office buildings from 53 to 22. During 2011/12, the reduction of the office portfolio contracted to the now anticipated final number of 18 buildings (4 fewer than originally planned), reducing the total floor area by almost 20%. The Strategy has realised the target revenue savings forecast in our Medium Term Financial Strategy, which will reach a final figure in excess of £800k of annual revenue savings. Work continues to achieve the final figure of £3.5m of capital receipts, which is now anticipated to be achieved within 18 months of the originally forecast date; a delay attributable to the challenging economic climate.

Office space is now shared in four of seven districts within Leicestershire (Melton, Hinckley and Bosworth, Charnwood and North-West Leicestershire) all now host the County Council's staff. The County Council contributed financially to the development of Melton Borough Council's new office accommodation in return for the provision of future accommodation for County Council staff. Similar arrangements have been made with Hinckley & Bosworth Borough Council regarding the *Hinckley Hub*, and with Harborough District Council regarding refurbishment of their office accommodation.

We have agreed the acquisition of the Leicestershire and Rutland Fire and Rescue Service's headquarters, and will take possession when that service moves to its new accommodation in Birstall. This facility will be developed as a new centre for the Registration Service and for the Learning and Development service.

Residual vacant office space within the County Council's portfolio is being utilised by other public sector partners, including the Health Protection Agency, Citizen's Advice Bureau and the local NHS hospitals trust. A number of parcels of land have also been sold successfully during 2011/12. Our new web-based Public Sector Asset Map continues to support the planning and management of county-wide public sector assets to help identify partnership opportunities and solutions.

The County Farms Estate continues to support new start farmers and the Trading Account produced a net surplus of £347,810 during 2011/12 compared to £251,756 in 2009/10. The Estate significantly exceeded average return on capital, net income return and capital growth rates derived from the industry-wide Savills Rural Estates Benchmarking Survey. The County Council's industrial units continue to support new start businesses.

We are pleased with the response there has been to our decision to commission the highly regarded Glasgow sculptor, Kenny Hunter, to provide a new memorial at County Hall as a tribute to honour local servicemen and women who have lost their lives in conflicts around the world since 1945. The design, called 'stand easy', which features crossing paths and a central inscribed path, depicts young recruits taking part in a military drill. The sculptured figures will be cast in bronze by a specialist foundry with installation and related works complete in October 2012 and in public use in time for Remembrance Day in November 2012

## **People Strategy**

Our People Strategy supports delivery of our other priorities through both improved management of the Council's most important resource – its people - and delivery of our Medium Term Financial Strategy. This is vital given the need to transform services to meet unprecedented spending cuts, increased customer expectations and the need for greater flexibility and innovation.

Our People Strategy to 2013 incorporates seven strategic workforce themes and under each theme there are a set of specific actions. Achievements during 2011/12 include:

- A new leadership and cultural change programme delivered to 140 senior managers, and being extended to middle managers;
- Continued progress on the delivery of the East Midlands Shared Service programme in partnership with Nottingham City Council to provide low cost, resilient, and high quality transactional HR services;
- An increase in the number and range of Apprenticeships we offer to young people, from 35 to 70 active apprenticeships;
- Delivery of 'Signs of Safety' training to support the protection of vulnerable children and young people;
- The achievement of an 11<sup>th</sup> consecutive ROSPA Gold Award for safety;
- The revision of our Equality and Diversity learning programmes to support knowledge, skills, and behaviours in line with the Council's commitment to equalities; and
- A collective agreement being reached with the recognised Trade Unions on revised terms and conditions which will deliver savings for the Council of £2.4m.

Whilst managing attendance is a continued priority for the Council, attendance is now managed more effectively than in previous years and the HR service focuses on providing managers with solutions to complex cases. A new occupational health service began in April 2011 and is being used proactively to provide solutions to health cases. Tailored learning programmes continue to be delivered to managers, so managers understand their role and know when to take action. Wellbeing promotional events are also delivered around the county to improve the health and lifestyle of our workforce. Over the last 5 years the Council has improved its performance from 9.3 days per employee lost to sickness absence to 7.46 days per employee, achieving the target for 2011/12 of 7.5 days or less. We have rolled out a new mental health first aid course to managers to further help with preventative work to support employees to be a healthy workforce and ensure high attendance rates.

## **Equality and Diversity**

Following the County Council's achievement of the 'Excellent' level of the Equality Framework for Local Government in March 2011, the Council has been focussed on maintaining our positive performance on equality and diversity. The County Council is committed to continuing to promote the equality and diversity agenda, both throughout the organisation and with local communities.

As part of the Equalities Act 2010 legislation, April 2011 saw the introduction of the Public Sector Equality Duty, which requires all public bodies to ensure they have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations in the course of developing policies and delivering services. The aim is for public bodies to consider the needs of all individuals in their day to day work, in developing policy, in delivering services, and in relation to their own employees. One of the requirements of the Public Sector Equality Duty is for public bodies to publish a set of key Priority Equality Objectives

During the year we agreed an updated Single Equalities Action Plan (2012-2013), Community Cohesion Framework (2012-2013), and Priority Equality Objectives (2012-2016). We have taken the decision not only to comply with the legislative requirement to publish a set of equality objectives by the deadline agreed in the Public Sector Equality Duty, but also to undertake a consultation process in order to validate the proposed objectives and to seek views on our Single Equalities Action Plan and Community Cohesion Framework, which together effectively act as delivery plans for the ten priority equalities objectives.

Following consultation with relevant stakeholders, we have finalised and published ten Priority Equality Objectives, which can be seen on the Council's website:

[http://www.leics.gov.uk/index/your\\_council/equality\\_and\\_diversity/priorityequalityobjectives.htm](http://www.leics.gov.uk/index/your_council/equality_and_diversity/priorityequalityobjectives.htm)

The Council's Corporate Equalities Board Action Plan has identified strategic leads and operational leads. We also continue to ensure that equalities issues are embedded within service planning and changes and throughout the organisation.

Equality Impact Assessments remain a core element of our approach to promoting and protecting equality, diversity and human rights. These assessments are completed as a part of service or policy change.

A wide range of EIA's have also been completed relating to various areas of Council business, including (amongst others):

- Youth Offending Service
- Infrastructure Support Services provided to the Voluntary and Community Sector
- Hate Incident Reduction Strategy
- Leicestershire Rural Strategy
- Carer's Strategy
- Library and Museum Opening Hours
- Fairer Charging Policy (Adult Social Care)
- Schools Attendance Improvement Service
- School Improvement Service
- Highway Maintenance
- Street Lighting Service
- Road and Street Works Co-ordination

Our Learning and Development equality plan has been updated to ensure that staff training reflects legal requirements in relation to equality and diversity and local priority issues. We have also ensured that each training element has a link to one or more of our Priority Equality Objectives.

We have also made progress in terms of ensuring that Equalities issues are comprehensively embedded within our Procurement processes. Equality in procurement involves ensuring that not only are our suppliers appointed fairly but also that there is equality in service delivery and that our suppliers practice equality in employment. This approach has helped us to deliver better services that meet the needs of the diverse community of Leicestershire by building equality requirements into contracts and then ensuring compliance.

The Council continues to provide effective communications to all staff regarding equalities issues, to ensure the importance of equalities is embedded across the Council. This includes an annual week of equalities related activities and events in November every year.

In September 2012, the Council was invited to a Local Government Association event in London to provide an overview of our work related to equality and diversity, as one of the 10 local authorities in the Country who have achieved the 'Excellent' level of the Equality Framework.

The Council's ongoing work to address intolerance and discrimination has helped to improve its ranking on the Stonewall equality index of the top 100 gay-friendly employers. The Council is now ranked 23<sup>rd</sup> in the country, up from 30<sup>th</sup> in 2011 and from 166 in 2009. The Stonewall submission for 2013 has recently been submitted, and we are aiming to improve on our current position of 23<sup>rd</sup> in the country.

The bi-annual Council Staff Survey undertaken most recently in 2012 provided a number of good results regarding staff views relating to equality and diversity, as follows:

- 90.8% of staff believe the Council is committed to equality and diversity
- 92.6% of staff believe their manager treats them with fairness and respect
- 85.5% of staff believe they are treated with fairness and respect at work

## Efficient and Effective Services

Description	2011/12 performance	Direction of Travel	End of Yr 2011/12	Target 2011/12	End of Yr 2010/11	Commentary	Comparative position	Polarity
<b>Customer access and satisfaction</b>								
% feel well informed about local public services	✓	↑	78.20%		40%	Previous result was 2008		
Satisfaction with contact with the County Council - telephone			88%	85%	92%			High
Satisfaction with contact with the County Council - face-to-face	✓	→	88%	80%	88%			High
Satisfaction with contact with the County Council - website		→	51%	60%	52%			High
Number of complaints received	●	↓	208		158			Low
Number of complaints responded to within 10 days	✓	↑	76%		50%	Significant improvement on previous year		High
Number of complaints responded to within 20 days	✓	↑	93%		72%	Significant improvement on previous year		High
% think Leicestershire County Council doing a good job	✓	↑	50.60%		42.9%	Previous result was 2008		High
<b>Finance and procurement</b>								
% Invoices paid on time		↑	93%		91%			High
% agree that Leicestershire County Council provides value for money	✓	↑	48.80%		30.9%	Previous result was 2008		High
Net expenditure per head of population		↑	1,493.19		1,535.72			Low
County Council procurement spend with SMEs	✓	↑	52%		46%			High
County Council procurement savings	✓	↑	£3.88m		£2.28m			High
<b>Equalities and staffing</b>								
Working days lost to sickness	✓	↑	7.46		7.85			Low
Equality framework for local government	✓	→	Excellent	Excellent	Excellent			High
% of whole workforce from a BME background		↑	9.42%		8.95%			High
% of whole workforce that is Disabled ( as a proportion of those whose disability status is known)		→	5.98%		5.87%			High
% of employees graded 13 and above that are women		↑	50.62%		47.90%			High
% of all staff that feel the organisation supports flexible ways of working	●	↓	60%		73%			High
% of the workforce that feels that LCC is committed to equality & diversity		→	90.80%		92.70%			High
Stonewall Workplace Equality Index Ranking		↑	23		30			Low