



Meeting: **Cabinet**

Date/Time: **Friday, 25 November 2022 at 11.00 am**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Miss. G. Duckworth (Tel. 0116 305 2583)**

Email: **gemma.duckworth@leics.gov.uk**

Membership

Mr. N. J. Rushton CC (Chairman)

Mr. B. L. Pain CC	Mrs H. L. Richardson CC
Mrs D. Taylor CC	Mrs. P. Posnett MBE CC
Mrs. C. M. Radford CC	Mr. R. J. Shepherd CC
Mr. O. O'Shea JP CC	Mr. P. Bedford CC
Mr. L. Breckon JP CC	

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– Notices will be on display at the meeting explaining the arrangements.

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 25 October 2022.	(Pages 3 - 8)
2. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
3. Declarations of interest in respect of items on the agenda.	
4. Annual Delivery and Performance Compendium 2022.	Chief Executive (Pages 9 - 110)



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|----|---|--|-------------------|
| 5. | Managing the Risk Relating to the Delivery of Infrastructure to Support Growth. | Chief Executive and Director of Corporate Resources | (Pages 111 - 122) |
| 6. | Leicester, Leicestershire and Rutland Carer's Strategy 2022-25. | Director of Adults and Communities, Director of Children and Family Services and Director of Public Health | (Pages 123 - 162) |
| 7. | Transfer of a Section of the Ashby Canal Transport and Works Act Order. | Director of Environment and Transport and Director of Law and Governance | (Pages 163 - 166) |
| 8. | Items referred from Overview and Scrutiny. | | |
| 9. | Any other items which the Chairman has decided to take as urgent. | | |



Minutes of a meeting of the Cabinet held at County Hall, Glenfield on Tuesday, 25 October 2022.

PRESENT

Mr. N. J. Rushton CC (in the Chair)

Mr. B. L. Pain CC

Mrs D. Taylor CC

Mrs. C. M. Radford CC

Mr. L. Breckon JP CC

Mrs H. L. Richardson CC

Mrs. P. Posnett MBE CC

Mr. R. J. Shepherd CC

Mr. P. Bedford CC

Apologies

Mr. O. O'Shea JP CC

In attendance (including via Teams)

Mr. R. Ashman CC, Mrs B. Seaton CC, Mr. J. Poland CC, Mrs R. Page CC, Mrs A. Hack CC

179. Minutes of the previous meeting.

The minutes of the meeting held on 23 September 2022 were taken as read, confirmed and signed.

180. To advise of urgent items.

The Chairman advised that there was one urgent item for consideration, a joint report of the Director of Law and Governance and Director of Adults and Communities titled "Local Government and Social Care Ombudsman Report Regarding Adult Social Care". The report was urgent as the Ombudsman Report had been published after the agenda for the meeting had been circulated and in light of the timescales required by the Ombudsman it was preferable for the report to be considered before the Cabinet met again on 25 November.

181. Declarations of interest.

The Chairman invited members who wished to do so to declare any interests in respect of items on the agenda for the meeting. No declarations were made.

182. Net Zero Leicestershire Strategy and Action Plan.

The Cabinet considered a report of the Director of Environment and Transport regarding the outcome of consultation on the draft Net Zero Leicestershire Strategy and Action Plan and seeking approval for the revised documents to be submitted to Council. A copy of the report, marked 'Agenda Item 4', is filed with these minutes.

Also filed with these minutes are the Net Zero Consultation Summary Report (circulated for information), a draft minute of the Environment and Climate Change Overview and

Scrutiny Committee, which had considered the report on 20 October, and comments from Mr. Max Hunt CC on behalf of the Labour Group.

Mr. Pain CC said that the Council was committed to achieving Net Zero for its own operations by 2030 and hoped that, working with others, Net Zero could be achieved for the County by 2045.

RESOLVED:

- (a) That the findings of the public consultation on the draft Net Zero Leicestershire Strategy and Action Plan and comments of the Environment and Climate Change Overview and Scrutiny Committee be noted;
- (b) That the amendments made to the Net Zero Leicestershire Strategy and Action Plan in response to the consultation findings, as described in the table in paragraph 39 of the report be supported;
- (c) That the amended Net Zero Leicestershire Strategy and Action Plan, and the 2030 Net Zero Council Action Plan be submitted to the County Council for approval at its meeting on 7 December 2022;
- (d) That the Director of Environment and Transport, following consultation with the Lead Member for the Environment and Green Agenda, be authorised to make any further minor amendments to the Net Zero Leicestershire Strategy and Action Plan in the light of any feedback from Environment and Climate Change Overview and Scrutiny Committee and the Cabinet.

(KEY DECISION)

REASONS FOR DECISION:

The amendments made to the Net Zero Leicestershire Strategy and Action Plan respond to the feedback received by the public and stakeholders through the public consultation.

The Net Zero Leicestershire Strategy and Action Plan sets out a countywide strategy for achieving net zero greenhouse gas emissions in Leicestershire by 2045 which will involve local authorities, partners, businesses and residents.

In view of its significance the Strategy and associated documents are to be submitted to the County Council for approval. It may be necessary to make some final minor changes arising from consideration by the Environment and Climate Change Overview and Scrutiny Committee and the Cabinet.

183. Treatment of Post-2020 Residual Waste Procurement.

The Cabinet considered a report of the Director of Environment and Transport regarding the procurement of capacity for the treatment of residual waste. A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

Also filed with these minutes are comments from the Loughborough Air Quality Protection Group and comments from Mr. Max Hunt CC on behalf of the Labour Group.

The Director advised that the contract with Biffa Waste Services Ltd. had now been signed.

RESOLVED:

That the award and anticipated signing of the contract with Biffa Waste Services Ltd. for the treatment of residual waste be noted.

REASONS FOR DECISION:

The Director of Environment and Transport was authorised to procure and secure capacity for residual waste treatment and disposal from April 2020 and has kept the Cabinet informed of progress with this work.

184. Household Support Fund.

The Cabinet considered a report of the Director of Corporate Resources regarding operation of the Household Support Fund from April 2022 to September 2023 and setting out proposals for the administration of the Fund from October 2022.

A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

Mr. Breckon CC commended the proposals, which would help ensure that funds went to those households most in need of support.

RESOLVED:

- (a) That the support for Leicestershire residents that has been provided through the Household Support Fund (HSF) from April 2022 to September 2022 be noted;
- (b) That the delivery approach of the HSF from October 2022 onwards as detailed in the report be approved;
- (c) That the HSF Policy, appended to the report, be approved;
- (d) That the Director of Corporate Resources, following consultation with the Cabinet Lead Member, be authorised to make minor amendments to the eligibility and payment values in the HSF Policy.

REASONS FOR DECISION:

Approval was needed to make changes to the administration of the Household Support Fund in light of changes in the grant terms from the Department for Work and Pensions.

Enabling the Director to make minor amendments to the agreed approach will allow the Council to respond promptly to changing demand in certain areas of the Fund.

185. Exception to Contract Procedure Rules - Urgent Action Taken by the Chief Executive to Appoint a Supplier to Provide Enhanced Substance Misuse Projects in line with the Supplementary Substance Misuse Treatment and Recovery Grant.

The Cabinet considered a report of the Director of Public Health regarding urgent action taken by the Chief Executive to agree an exception to the Council's Contract Procedure

Rules to enable a direct appointment to carry out two projects within the area of substance misuse. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

RESOLVED:

That the urgent action taken by the Chief Executive to agree an exception to the Contract Procedure Rules to enable the appointment of Falcon Support Services to carry out the projects funded through the Supplementary Substance Misuse Treatment and Recovery grant provided by the Office for Health Improvement and Disparities for up to 3 years be noted.

REASONS FOR DECISION:

The Council's Constitution (Contract Procedure Rule 6 (b)(ii)) provides that exceptions to the Contract Procedure Rules may be made by the Cabinet where it is satisfied that an exception is justified on its merits and that in urgent cases the Chief Executive (after consultation with the Leader or Deputy Leader save where this is not practicable) may direct that an exception be made subject to it being reported to the Cabinet.

The direct award of contracts to Falcon Support Services was required to enable the projects to progress in line with the grant conditions and for Leicestershire to benefit from the additional funding.

186. Items referred from Overview and Scrutiny.

There were no items referred from the Overview and Scrutiny bodies.

187. Local Government and Social Care Ombudsman Report Regarding Adult Social Care.

The Cabinet considered a joint report of the Director of Law and Governance and Director of Adults and Communities regarding a report of the Local Government and Social Care Ombudsman concerning the investigation of a complaint against the Council in respect of its duties to assess and provide support for eligible adult social care needs (Care Act 2014 and Care and Support Statutory Guidance). The report was urgent as the Ombudsman Report had been published after the Cabinet agenda was circulated and in light of action required to be taken by the Council it was considered that the report should be submitted to the Cabinet at the earliest opportunity. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

RESOLVED:

- (a) That the public report of the Local Government and Social Care Ombudsman (LGSCO) be noted;
- (b) That the Director of Adults and Communities be required to implement the recommendations of the LGSCO as set out in paragraphs 59 to 62 of the LGSCO report.

REASONS FOR DECISION:

To bring to the attention of the Cabinet the facts of the case and to explain the various actions which the Council is taking in light of the Ombudsman's findings.

When a public report is issued by the LGSCO, there is a statutory requirement that it is 'laid before the authority concerned' and there is an obligation for the Council to report back to the LGSCO to confirm this action has been taken.

2.00 - 2.27 pm
25 October 2022

CHAIRMAN

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CABINET – 25 NOVEMBER 2022

**ANNUAL DELIVERY REPORT AND PERFORMANCE COMPENDIUM
2022**

REPORT OF THE CHIEF EXECUTIVE

PART A

Purpose of the Report

1. The purpose of this report is to present the draft Annual Delivery Report and Performance Compendium for 2022 which sets out the Council's progress and performance over the past year. The Delivery Report itself (attached as Appendix A to this report) focuses largely on delivery against the new County Council priorities as set out in the Council's Strategic Plan 2022-26 and other main service strategies.
2. The Performance Compendium (attached as Appendix B) includes information on comparative performance and 2021/22 performance outcome results, low overall funding for Leicestershire and the current associated risks.

Recommendations

3. It is recommended that:
 - (a) The overall progress in delivering on the Council's new Strategic Priorities, as set out in the draft Annual Delivery Report 2022 be noted;
 - (b) The Council's current low comparative funding, good performance position, and financial pressures and risks now facing the Authority set out in the Performance Compendium be noted;
 - (c) In light of the pressure on the Council's financial sustainability arising from continued service demand and cost pressures, the Council continues to press its case for a fairer funding settlement, noting that the delay in implementation has created significant uncertainties as to how the Council can now address the many service challenges and priorities it faces; and
 - (d) The Chief Executive, following consultation with the Leader, be authorised to make any amendments to the draft Annual Delivery Report and Performance Compendium prior to its submission for approval to the County Council on 7 December 2022.

Reason for Recommendations

4. It is best practice in performance management, implicit in the LGA Sector-Led approach to local authority performance and part of the Council's Internal Governance Framework, to undertake a review of overall progress at the end of the year and to benchmark performance against comparable authorities. It is also good practice to produce an annual performance report and ensure that it is scrutinised, transparent, and made publicly available.
5. The National Audit Office has issued best practice guidance for annual reports, highlighting that the annual report is a key mechanism for transparent disclosure of an organisation's in-year performance and governance matters. The report should discuss how the entity has performed in the year, including areas where performance has deteriorated or is below expectations, and the other key risks.
6. The County Council is poorly funded in comparison with other local authorities and this, until addressed, will continue to affect delivery, performance, risks, and Council Tax levels.
7. The draft Annual Delivery Report and Performance Compendium may be modified to reflect comments made by the Cabinet as well as to include any final national comparative data which becomes available prior to its consideration by the County Council.

Timetable for Decisions (including Scrutiny)

8. The draft Annual Delivery Report and Performance Compendium 2022 was considered by the Scrutiny Commission on 9 November. The views of the Commission are set out in paragraphs 27 to 30 below. The Annual Delivery Report and Performance Compendium is scheduled for consideration by the County Council at its meeting on 7 December.

Policy Framework and Previous Decisions

9. The Annual Delivery Report and Performance Compendium form part of the County Council's Policy Framework. The information outlined in the report provides performance data which will help the Council and its partners to ensure services continue to meet standards, provide value for money, and that outcomes are being achieved for local people.
10. The five priority outcome themes in the Council's new Strategic Plan, approved by the County Council in May 2022, encompass a number of supporting outcomes, which together form the overall Single Outcomes Framework which sets priorities for the Authority and enables more effective deployment and targeting of resources. The Annual Performance Report includes an assessment of initial progress in relation to the Outcomes Framework.

Resource Implications

11. The report has no direct resource implications.

Circulation under the Local Issues Alert Procedure

None.

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PART B

Background

12. The draft Annual Delivery Report and Performance Compendium, appended to this report, cover County Council delivery over the last twelve months or so. They draw largely on 2021/22 data, although older data and benchmarking is included where more up to date information is not available. In some cases, the data is more recent.
13. The assessment of performance has been divided into two parts – the Annual Delivery Report (the first part) is narrative, describing delivery, progress with implementing agreed plans and strategies, and achievements over the last twelve months. It largely focuses on performance against County Council priorities for community outcomes, as set out in the Strategic Plan 2022-26 and other main service strategies.
14. The second part is the ‘performance compendium’ which contains information on:
 - Current inequality in funding and the Council’s Fair Funding campaign and proposals.
 - Comparative performance, cost, and service benchmarking 2020/21 including lower comparative performing areas.
 - 2021/22 end-of-year performance figures, where available.
 - Service and corporate risks.
15. There is some comparative data still to be published, some of which is due to be published by December 2022. The overall Council benchmarking position for 2021/22 will also be updated at that point.
16. The appended Annual Report is a draft document and will continue to be developed to incorporate points made by the Cabinet, as well as the inclusion of any final national comparative data which becomes available prior to its consideration by the County Council on 7 December. The final Annual Report will be published on the County Council website (<http://www.leics.gov.uk>).

Delivery Summary

17. Overall, analysis of the narrative shows some good examples of delivery across the theme outcome areas. The Report has substantial sections on economy, transport and skills, health and wellbeing, safer communities and children and families’, clean and green environment and stronger communities, reflecting a range of work which is on-going to meet priority outcomes in these areas.
18. There remain good planning arrangements, financial management and governance in place supporting delivery, including new Outcome Delivery Boards for each theme of the Strategic Plan.
19. Examples of some of the delivery highlights from the priority themes include: -

Clean and Green – the major new Net Zero Strategy and Action Plan, £1m funding secured for electric vehicle charge point roll out, support to vulnerable households for energy efficiency improvements, the Green Homes Grants delivered 278 environmental measures, and there were 2357 energy company obligation referrals.

Over 130,000 trees have been planted towards the target, Shire Environment Grants to local projects to support biodiversity, and leaving wildflowers on urban roadside verges across the county. An updated Resources and Waste Strategy including initiatives to reduce waste, ongoing improvements to Kibworth Household Waste Site, 1000 home composting bins sold and a range of waste campaigns. Environmentally friendly treatment of oil/chemicals in road gullies.

A 75% reduction in our carbon emissions from 2009, planned roll out of a new solar farm with enough electricity to power all our properties, saving £600k a year, Leicestershire's first zero carbon primary school and supporting sustainable tourism.

Strong Economy – investment in key development sites, progressing plans for the new Freeport, on schedule and expected to create 61,000 new jobs, and plans to extend the successful Airfield Business Park. £1m support to businesses including community pubs. Support and guidance to businesses through the Business Hub and the Place Marketing Team secured £185k to support place marketing activities. Leicestershire Trading Standards Service delivered a range of advice to existing and start-up businesses as well as enforcement action to protect legitimate activity. Completing phase 3 of the broadband programme, connecting 75,000 homes, with 97% coverage, and working to create 50 gigabit hubs in rural areas.

Skills – secured £3m to improve basic numeracy skills through the Multiply Programme over 3 years, and £500k LLEP support to extend Kickstart work placements for young people. Supported apprentices with the Council and other employers, and the Work and Skills Leicestershire project supporting 650 personalised work plans. Hundreds of 'Go Learn' courses were also delivered through the Adult Learning Service.

Transport - £120m developer money secured to pay for new community infrastructure, and apportionment of the 91,000 new homes needed to 2036. Completion of improvements to the M1 junction at Loughborough, road improvements for Hinckley, and progressing plans for major road improvements around Melton Mowbray and Coalville. Successful bids to upgrade traffic lights to LED and reduce faults and £11m to maintain roads including protecting 600,000 square metres from potholes. A total of £19.28m invested in Highways Asset Maintenance and the service responded to three major storms and flood related issues.

Progressing bus service improvement plans, including establishing an enhanced partnership with bus operators, launching three fully accessible minibuses bookable via an app or call and FoxConnect, a three-year trial through a successful funding bid. £170k funding secured to develop cycling and walking

infrastructure plans around Loughborough and south of Leicester. Park and stride schemes with schools, two camera enforcement cars patrolling at 167 schools and the school streets initiative.

Great Communities – a new Communities Strategy to 2026, supporting 700+ Ukrainians to live in the county, implementing a new Hate Incidents Strategy, equalities mentoring programme and retaining Disability Confident accreditation, Armed Forces employer gold award and Stonewall top 100 ranking. The SHIRE Grants budget was upped by £500k to help voluntary organisations, with support to 169 projects totalling £900k, and also active volunteer programmes and support.

Continuing to support 35 community libraries, with visitors to libraries and heritage attractions recovering post pandemic, museums bettered their high inspection scores with the 1620s House and Garden and Bosworth Battlefield getting top accolades. Snibston Colliery Park won a Green Flag and the new Watermead Memorial Walk with 58 trees was established. Support for local resilience arrangements, with 59 Community Response Plans.

Improved Opportunities - supporting access to free early years education, promotion and materials around a child's first 1001 days of life, advice for new parents and relaunching the Healthy Tots Programme. Targeted funding and additional support to schools that need it, partnership work to reduce the attainment gap for the most disadvantaged. 90 school capital improvement projects totalling £3.7m, 705 additional school places delivered, and a £17.5m project to refurbish and provide new school places in Shepshed. Plans for a new £6m primary school in Hinckley.

Special needs support resources developed, and 19 new SEND resource bases established in mainstream schools. A new eco-classroom in Coalville, and a new Forest School. Children and Families Wellbeing Service and Centres providing targeted support to families in need. New group to address the impact of the cost-of living crisis and supporting action plan. Household Support Fund offering vulnerable families help with fuel and food costs and supporting free meals and activities in the school holidays totalling £7.2m. Volunteer run community fridges. An active families programme to encourage physical activity in targeted groups.

Supporting young people with advice/guidance to help them into education, employment and training. Care leaver service with dedicated resources, financial advice and access to accommodation and new family worker to help those affected by substance misuse. Supported living services for working age adults, new supported living scheme for people with mental health needs and new mental health floating support service.

Safe and Well - new Community Safety Strategy, work to pursue community safety priorities and developing the response to tackling child criminal exploitation. Increasing service child protection training and a new approach to serious violence amongst young people. Disrupting the illegal supply of age restricted products and tackling scammers and rogue traders who exploit vulnerable

customers. Focusing on reducing first time entrants to the criminal justice system and supporting speed reduction measures in Leicestershire's villages.

Improving the quality of social work support to children in need of help and protection. Work through the Virtual School to support children in care and promote trauma informed practice and supporting foster carers to help almost 700 children in care in the County. Recommissioning domestic abuse and sexual violence services to support victims and investing £1.1m to provide accommodation and support for victims of domestic abuse. Completing 700 adult safeguarding enquiries.

A new Public Health Strategy and continuing to promote steps to prevent the spread of Covid-19, including vaccinations. A new workplace health offer and further roll out of the Making Every Contact Count programme. The Good Food Leicestershire service continues to work to tackle issues from food poverty to diet-related ill health and 150 new mothers benefitted from special healthy food boxes. A new healthy weight strategy and action plan was implemented and the Weight Management Service set up new face to face sessions and a free 12-week programme.

Opening a new supported living scheme for people with mental health support needs, offering awareness raising and support services to reduce suicides and targeted support to help children's emotional wellbeing. Tackling loneliness and social isolation through The Friendly Communities of Leicestershire initiative. Commissioning substance misuse treatment services more tailored to local residents' needs, enhancing drug treatment and harm reduction services and introducing a Fibrioscanner project for early identification to prevent liver disease.

Launched a new Care Technology Service in April 2022, meeting targets for new users and financial benefits. Agreed a refreshed Better Care Fund Plan worth approximately £65m to support joining up of health and care and help people to live independently. Invested £7.5m in 51 units of new residential accommodation including opening of the facility New Ashby Court, the third scheme opened that year. Working with adult care employers towards Care Charters, developing a new Carer's Strategy and commissioning a carer's support service.

Performance Data Analysis

20. In late 2019 the Council was identified by the consulting firm IMPOWER as the **most productive council** using a range of performance and spend measures. The Council's own more detailed benchmarking shows that it was third **best performing county** in England on a wide range of performance measures in 2020/21, despite being the second lowest funded. The final position for 2021/22 will be confirmed early next year.
21. Initial analysis of 2021/22 end-of-year data shows that of 202 performance metrics, 92 improved, 38 showed no real change and 72 worsened. Direction of travel cannot be determined for 19 indicators, due to the absence of previous data or changes to indicator definitions. Clearly the impact of the pandemic has

continued to be felt, affecting outcomes in a number of areas, and some of these issues are flagged in the associated dashboards. A summary of progress on the indicators is set out in the Performance Compendium along with the actual detailed data and dashboards.

Fair Funding

22. The report analysis identifies that low funding remains the Council's Achilles heel. Leicestershire remains the lowest-funded county council in the country with greater risks to service delivery as a result. If it was funded at the same level as Kensington and Chelsea it would be £413m better off. London Boroughs are particularly prevalent at the top of the funding league table.
23. The list of authorities with serious financial issues continues to grow, with some counties having moved towards providing services only at the statutory minimum level. The Council has in the past published a new simplified funding model based on factors that drive demand for local services. It allocates money fairly based on need and narrows the gap between the highest and lowest funded councils. If implemented, the model would unlock up to an extra £47m for Leicestershire.
24. The extent of service reductions made has already affected most areas of service delivery and some areas of performance, and further cuts will put other areas at risk. These pressures have been further exacerbated by the financial and service implications arising from the demand impact of Covid-19 as well as demands arising from the cost-of-living crisis and inflation.
25. The service risks section of the Compendium highlights a number of areas of risk which are subject to additional monitoring.

Areas for Continued Focus

26. Given the significant financial challenges, demand, and delivery pressures facing the Council, areas for focus include: -
 - Continuing to implement the new Strategic Plan and Outcomes Framework, Medium Term Financial Strategy and updated Strategic Change Programme, including more digital delivery and the Workplace Strategy.
 - Taking forward actions arising from the Climate Emergency Declaration, the Environment Strategy and Net Zero commitment.
 - Continuing to maintain the Fair Funding Campaign, pursue savings initiatives and cost mitigation measures and seek more sustainable funding for local services.
 - Progressing the continued delivery of improvements to support vulnerable children and families and meet demand pressures on children's social care and SEND.

- Maintaining the good progress on health and care integration, implementing a new Public Health and Health and Wellbeing Strategy, and public health preventative measures and pressing for an effective government solution to the challenges in Adult Social Care.
- Implementing economic recovery, growth and skills plans and measures to support those impacted by the cost-of-living crisis.
- Continuing partnership work with the Police and Crime Commissioner to pursue targeted crime areas such as domestic violence.
- Maintaining the focus on supporting workforce health and wellbeing and tackling recruitment and retention pressures.

Views of the Scrutiny Commission

27. The draft Annual Delivery Report and Performance Compendium was considered by the Scrutiny Commission at its meeting on 9 November 2022. The Commission last year asked for a shorter report format focusing on County Council delivery and performance. Hence a more summarised document has been produced this year.
28. The Commission welcomed the new, more streamlined approach to the Delivery Report, focusing on key delivery items underpinning progress on the Council's Strategic Plan Outcomes. It was suggested that, once finalised, the report link could usefully be circulated to members to aid wider communications. The good work that had been carried out this year across the Council and with partner agencies to support delivery of the outcomes was also noted. It was also suggested it would be useful to include a few more metric results in the Delivery Report itself, to evidence some of the progress made.
29. The Commission noted the Core Spending Power league table, and that Leicestershire was still the lowest funded county and 3rd lowest funded authority, with considerable differentials between the lowest funded and those even in the middle of the funding table. The low funding was now impacting delivery, council tax rates and services across a range of areas, including service improvement in areas such as SEND, discussed earlier on the Commission agenda.
30. The significant impact of the Covid-19 pandemic on residents, communities and services was noted and that this had impacted outcomes and performance across a range of areas over the last 18 months. Some service outcomes had started to move back towards previous levels pre-Covid-19, but there were also a range of metrics which had been adversely affected this year, set out in the report. Trends, performance and service demand continued to be monitored closely. It was confirmed that the annual performance benchmarking analysis resulted in a Performance Improvement Action Plan which was put together with service departments and fed into annual service planning processes.

Equality and Human Rights Implications

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

Background Papers

Report to the Scrutiny Commission – 9 November 2022 - Annual Delivery Report and Performance Compendium 2022

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=137&MId=6872&Ver=4>

Leicestershire County Council Strategic Plan 2022-26

<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>

Local Government Association: LG Inform Benchmarking System

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

Appendices

Appendix A - Draft Leicestershire County Council Annual Delivery Report 2022

Appendix B - Draft Performance Compendium 2022

Annual Delivery Report

| 2022



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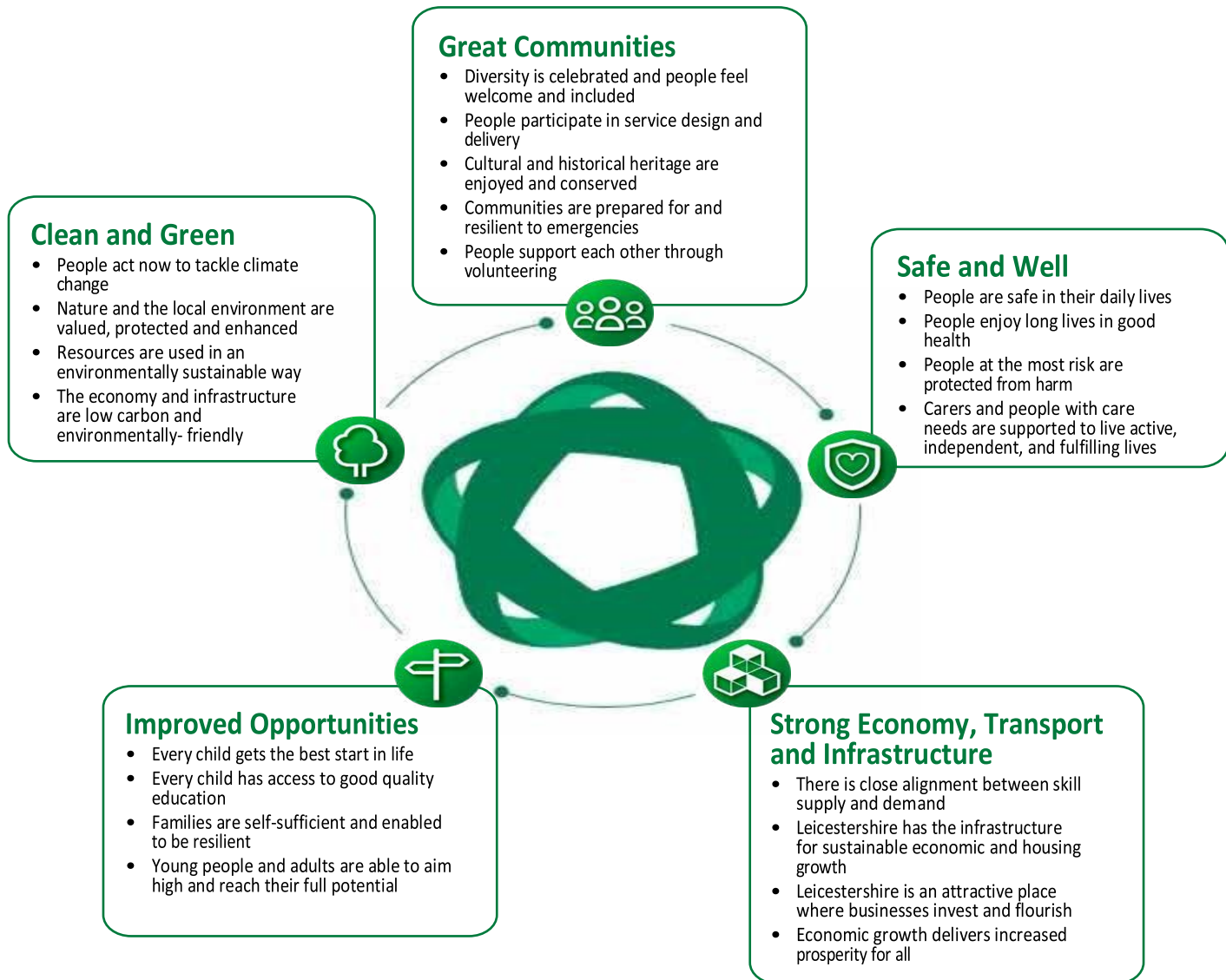
1.Introduction/Foreword

In May 2022 the County Council agreed a four-year Strategic Plan covering the period to 2026. The Plan focuses on the things that will make life better for people in Leicestershire and sets out our approach to meeting the many challenges emerging post-Covid-19 and to support the wider levelling up agenda. Our aspirational vision and outcomes are set out in section 2 and this report summarises our key aims and some of the progress over the past year or so.

The Council is continuing to operate in an extremely challenging financial environment following a decade of austerity and spending pressures, particularly from social care. This has been further exacerbated by the Covid-19 pandemic. Since the 2022-26 MTFS was produced, the financial situation facing the Council has become even worse, with rapidly rising inflation, growing infrastructure costs, and an unrelenting demand on services all contributing to what is being described as a 'dire' financial challenge. The funding gap is projected to potentially be around £135m by 2026/27 and balancing the books will be harder than ever.

The County Council continues to be one of the lowest funded authorities and continues to campaign for a fair funding deal, recently leading the formation of the F20 group. We continue with our efforts and lobbying of MPs and in the meantime, we are seeking to deliver as many of our Strategic Plan outcomes as possible, by focusing available resources on our key priorities.

2. Our Vision for Leicestershire



3.Clean and Green

This outcome reflects the need to protect and enhance the environment and tackle climate change.

Sub-Outcome	Our Aims by 2026
People act now to tackle climate change	<ul style="list-style-type: none"> • More residents actively involved in tackling climate change
Nature and the local environment are valued, protected and enhanced	<ul style="list-style-type: none"> • Increase in the percentage of county land which promotes diversity of habitat and species
Resources are used in an environmentally sustainable way	<ul style="list-style-type: none"> • Increase in the percentage of household waste sent for reuse, recycling and composting and reduction in the percentage landfilled
The economy and infrastructure are low carbon and environmentally friendly	<ul style="list-style-type: none"> • Net-zero carbon emissions from the Council's own operations by 2030 • Work with partners to ensure Leicestershire is on track to achieve net zero carbon emissions by 2045

3.1 People act now to tackle climate change and protect the environment

To achieve net zero carbon emissions, we need people to take action to reduce their environmental impacts, such as by being more resource-efficient and travelling by sustainable modes.



Our aim by 2026

- More residents actively involved in tackling climate change

Progress in 2021/22

- A major new 2045 Net Zero Strategy and Action Plan for Leicestershire developed and consulted on ahead of upcoming approval.
- £1m of Government funding secured towards the delivery of around 100 public Electric Vehicle charge points across the county.
- “Green Living Leicestershire” launched which supports vulnerable households to reduce their bills by installing cavity wall insulation, loft insulation, solar panels, air source heat pumps and other energy efficiency measures. We have also worked with Solar Together to provide residents with the opportunity to reduce their energy costs by investing in solar panels.
- Our Green Homes Grant delivered 278 environmental measures across 224 homes to improve energy efficiency.
- “Energy Company Obligation” referrals supported 2,357 households to access insulation and heating upgrades.
- Initiatives to promote biodiversity and environmental protection have been included in 38 Neighbourhood Plans.
- Warm homes newsletter launched to inform residents of new initiatives to support energy efficiency improvements.
- An interactive map of 1,800 miles of public footpaths made available to the public to encourage walking

3.2 Nature and the local environment are valued, protected and enhanced

Biodiversity describes the enormous variety of life on Earth. Biodiversity and the eco-system clean our water, purify our air, regulate the climate and provide us with food and resources for medicines. Loss or damage of natural environments is among the biggest threats to wildlife. In Leicestershire, where more than 80% of the land is farmed, our wildlife continues to decline due to a lack of good habitats.



Our aim by 2026

- Increase in the percentage of county land which promotes diversity of habitats and species

Progress in 2021/22

- Over 130,000 trees have been planted following the launch of the Leicestershire Tree Charter, which pledged to plant 700,000 trees over the next 10 years.
- The Leicestershire Lieutenancy promoted the Queen's Green Canopy tree planting initiative to mark the Platinum Jubilee in 2022. Residents from across the County were invited to "Plant a Tree for the Jubilee".
- Shire Environment Grants worth £16,000 were awarded to local projects that improve the biodiversity of Leicestershire.
- Planning permission was granted for restoration of Croft Quarry which will provide over 60 hectares of habitat including reed beds, open water, wet grassland, wet woodland, acid grassland, open mosaic, species rich grassland and woodland.
- A new partnership with local wildlife charity Nature Spot aims to boost biodiversity and wildlife by leaving wildflowers on urban roadside verges across the County. Last year, over 330 species were recorded across 26 different wildlife groups including wildflowers, grasses and insects. The urban wildlife verge scheme now includes 71 verges across 57 parishes.
- Delivery of the planned Bardon link road will produce a biodiversity net gain through new landscaped features and wetland areas.

3.3 Resources are used in an environmentally sustainable way

We are using the planet's resources at a faster rate than they are being replenished and in a way which does not allow them to be reused. To address this, we need to move to a more efficient alternative to a traditional linear economy (make, use, dispose) where resources are used for as long as possible, then recovered, regenerated, or recycled.

Our aim by 2026

- Increase in the percentage of household waste sent for reuse, recycling and composting and reduction in the percentage landfilled

Progress in 2021/22

- The Leicestershire Waste Partnership has reviewed the Leicestershire Resources and Waste Strategy, with a public consultation receiving 5,000 responses. The Strategy includes a range of initiatives to reduce waste sent to landfill and to promote waste prevention, reuse and recycling.
- A campaign to reduce contamination in recycling was delivered. This included adverts on TV and instore at supermarkets, as well as a 'Digivan' travelling around the County. We also promoted national Recycle Week.
- Our Kibworth Household Waste and Recycling Site is being improved and expanded. The redevelopment will allow for more bays and will make the site safer and easier to use.
- Nearly 1000 subsidized home composting bins were sold during 2021/22 to reduce the amount of waste sent to landfill. We also supported Compost Awareness Week to promote home composting.
- 50 two-hour theatre sessions were offered to all primary schools in the County to inspire future generations to adopt more sustainable behaviours by reducing, reusing and recycling.
- Free workshops were provided to community groups covering how to cook healthy meals from scratch and how to make the most from leftovers, as well as furniture restoration and textile reuse.
- Promoted campaigns to reduce food waste, such as "Love Food Hate Waste", a national campaign devised by WRAP, a leading sustainability charity. This included Food Waste Action Week, which highlighted the link between food waste and climate change.
- We began to use plants and artificially created salt marshes to clean oils and chemicals in water collected from road gullies as part of our Ecological Treatment System at our Croft Highways Deport to treat water collected from drains.

3.4 Economy and infrastructure are low carbon and environmentally friendly

Decarbonising the economy and infrastructure is one of the key solutions to addressing the climate emergency, as nearly 70% of Leicestershire's emissions come from commercial, industrial and transport sources.



Our aims by 2026

- Net zero carbon emissions from the Council's own operations by 2030
- Work with partners to ensure Leicestershire is on track to achieve net zero carbon emissions by 2045

Progress in 2021/22

- We developed a 2030 Net Zero Action Plan to achieve net-zero carbon emissions across our operations. The Council reduced its operational emissions by a further 20% in 2020/21 and has achieved a 75% reduction since 2008-09.
- Plans have been approved for our new solar farm that will generate enough electricity each year to power all our properties and thousands of streetlights. The green energy complex is to be built on a 55-acre farmland site, north of the A6 near Quorn. It will save around £600,000-a-year in energy bills.
- The Normandy Way development in Hinckley will include our first zero-carbon primary school. This follows development of a new primary school standard design in line with the Council's Net Zero Carbon policy which achieved an excellent external rating for the sustainable built environment.
- A successful bid with Midlands Connect and four other local authorities is providing £935k Government funding for 349 electric vehicle charging points across the Midlands with up to 100 further charging points across Leicestershire.

- A Hydrogen Skills Academy, backed by Loughborough, Nottingham and Derby Universities, is being progressed to open in November 2023. It complements innovative hydrogen projects being undertaken by the region's Hydrogen Task Force and will be the UK's first practical, industry-based training centre associated with the production, handling, storage and use of hydrogen. Helping put the East Midlands at the forefront of the UK's Net Zero transition.
- We are developing further plans to generate renewable energy, run electric park and ride buses and convert council fleet vehicles to run on renewable fuels. We are also fitting solar panels and low energy lights to buildings.
- A Leicestershire visitor economy intervention with UK Shared Prosperity Funding has been developed to promote sustainable tourism with a focus on improving the green credentials of businesses and celebrating our natural capital as a tourism and leisure asset.

4. Great Communities

This outcome aims for Leicestershire to have active and inclusive communities in which people support each other and participate in service design and delivery. Communities also need to be resilient; able to avoid, prepare for, respond to and recover from emergencies.

Sub-Outcome	Our Aims by 2026
Diversity is celebrated and people feel welcome and included	<ul style="list-style-type: none"> • Work with partners to increase community cohesion and tackle hate crime • Council services are more accessible and inclusive
People participate in service design and delivery	<ul style="list-style-type: none"> • Increase in the percentage of residents who feel that they can influence Council decisions
Cultural and historical heritage are enjoyed and conserved	<ul style="list-style-type: none"> • Increase in the number of residents and visitors engaging in cultural and heritage activities
Communities are prepared for and resilient to emergencies	<ul style="list-style-type: none"> • Increase in the number of active Community Response Plans
People support each other through volunteering	<ul style="list-style-type: none"> • Wide variety of volunteering opportunities and activity across Council services • VCSE organisations remain financially viable and maintain their service delivery

4.1 Diversity is celebrated, and people feel welcome and included

We are committed to equality and diversity because we believe that everyone deserves to be treated fairly and to feel that they can be themselves without fear of discrimination or inequality.

Our aims by 2026

- Work with partners to increase community cohesion and tackle hate crime
- Council services are more accessible and inclusive

Progress in 2021/22

- 711 Ukrainians had arrived in the County by August 2022 under the Homes for Ukraine initiative. We continue to assist sponsors and guests directly and in partnership with district councils and partners.
- A Leicestershire Strategy for Tackling Hate has been implemented together with a partnership Delivery Plan.
- Locally driven Hate Action Plans have been implemented through Community Safety Partnerships with priorities based on local need.
- Our Public Health Service has conducted work with different communities (Bangladeshi, Homeless and Carers) on cancer screening within Charnwood and provided the Primary Care Network with recommendations.
- We have made a commitment to becoming an anti-racist organisation by updating our Equality and Diversity Strategy and Action Plan; scrutinising performance on Equality, Diversity, and Inclusion; promoting “Big Conversation” events in order to engage staff on key initiatives and supporting Holocaust Memorial Day and the Black Lives Matter campaign.
- An equalities mentoring programme has been launched, which focuses on race and equality. Mentors work with senior officers to help drive change and tackle inequality.
- We have retained our Disability Confident accreditation, achieved the Armed Forces Defence Employer Recognition Scheme gold award and scored in the top 100 employees on the Stonewall Employment Diversity Index.

4.2 People participate in service design and delivery

Residents should feel that they can get involved in decisions about public services and policies which affect their lives. County Councillors have a key role in representing the needs and interests of residents, however the Council aims to improve how it engages residents in service design and delivery so that more residents feel they can influence Council decisions.



Our aim by 2026

- Increase in the percentage of residents who feel they can influence Council decisions

Progress in 2021/22

- We have agreed a new Communities Strategy to 2026 to develop and strengthen the collaboration and community involvement that existed before the pandemic but were brought to the fore by the challenges it posed.
- The Leicestershire Equalities Challenge Group consists of individuals and organisations of people with protected characteristics. The Group provides a constructive challenge to us on the equalities implications of proposals and has considered over a dozen proposed policy and service changes in the past year.
- 250 members are signed up to the Neighbourhood Planning Network who can access information affecting their neighbourhoods via the Leicestershire Communities website. The site also includes resources around setting up a community group, accessing funding, Community Managed Libraries and community engagement using asset-based approaches. Use of the website continues to grow with over 80,000 page views and 20,000 users last year.
- Support for parish and town councils in partnership with the Leicestershire and Rutland Association of Local Councils has included promoting understanding and involvement in key programmes of work through briefings on the Strategic Plan, Communities Approach, Waste Strategy and Net Zero targets.
- County Councillors have been supported to liaise with their communities to develop suggestions for the Members Highways Fund, with updates provided on our website.
- The Adults and Communities Engagement and Advisory Panel, representing those accessing services, continues to meet to support strategy and policy development.
- The Children in Care Council and Supporting Young People After Care Group provide forums for children and young people to meet with senior leaders and participate in work to ensure their voice is heard and represented in key service developments.
- The Children and Family Services Voice Strategy drives integration of children and family voice into service design and delivery through a Voice Strategy Group.
- A proactive and inclusive approach is taken to undertaking consultation and community engagement activity.

4.3 Cultural and historical heritage are enjoyed and conserved

Culture is our past, present and future. It's what we have inherited, what we are experiencing now and what we would like to see remembered. We want to preserve and make accessible our local cultural and historic heritage to enhance the wellbeing of residents.



Our aim by 2026

- Increased number of residents and visitors engaging in cultural and heritage activities

Progress in 2021/22

- Visitor numbers to the County's library services and heritage attractions continued to recover following the pandemic.
- Our communities 35 Community Managed Libraries continue to be supported.
- Our Libraries and Heritage service teamed up with the Science Museum to promote the Summer Reading Challenge to create a science and innovation themed challenge to spark children's curiosity about the world around them.
- In December 2021, Charnwood, Harborough and Melton Carnegie museums were all inspected by Visit England and bettered their already high scores from their last inspections.
- The 1620s House and Garden received a top accolade from Visit England. The House and Garden at Donington le Heath was given the national tourism body's Welcome Award.

- Bosworth Battlefield Heritage Centre was also awarded a top prize at the Leicestershire Promotions tourism and hospitality awards 2021, which celebrate the best of hospitality throughout the county.
- The British Museum awarded a prestigious prize to the ‘Do You See What I See?’ project which saw people from diverse groups living in and around Loughborough taking a new look at their history, heritage and culture.
- The Snibston Colliery Park was among the winners of a prestigious Green Flag award. The park was opened in December 2020 after a £3m regeneration project.
- Watermead Covid Memorial Walk opened with 58 trees planted along a 2.6-mile route that links the city side of the park in the south to the county side in the north.
- Green Plaque Awards were awarded to 6 recipients including the first woman to qualify as a pharmacist, the founder of the Quaker Movement, a soldier posthumously awarded the Victoria Cross, and military stables in Melton.
- Advice was offered on more than 800 proposals affecting the County’s historic environment, including County and District planning applications, agri-environment projects and utilities schemes.

4.4 Communities are prepared for and resilient to emergencies

Covid-19 has highlighted the importance of communities being able to respond to, withstand and recover from adverse situations. Developing a Community Response Plan enables a community to identify the skills, knowledge and resources in their local area which can be mobilised during a crisis.

Our aim by 2026

- Increase in the number of active Community Response Plans

Progress in 2021/22

- Proactively supported the Local Resilience Forum in its preparedness, response to and recovery from risks, threats and incidents.
- Provided training and equipment to Flood Wardens and Snow Wardens.
- 59 Community Response Plans now in place

4.5 People support each other through volunteering

Volunteers perform a key role in supporting local communities and delivering our vision for Leicestershire. We want to support volunteering opportunities and activity as volunteers provide wide community benefit beyond the Council's direct service provision.



Our aim by 2026

- To offer a wide variety of volunteering opportunities and activity across Council services
- VCSE organisations remain financially viable and maintain their service delivery

Progress in 2021/22

- Volunteering is supported and promoted through an infrastructure services contract with Voluntary Action Leicestershire. People are supported to volunteer and organisations are supported to recruit, manage, train and develop volunteers.
- Our volunteer managers network coordinates best practice, develops policy, and promotes the use of volunteers to support council services. A Volunteering Opportunities website is also being developed.
- Our SHIRE Grants budget was supplemented by an additional £500,000 to help VCSE organisations to manage the impacts of the pandemic. The budget was allocated in full to 169 projects, totalling approximately £900,000 of investment.
- Council departments manage diverse volunteering programmes, with a total of 391 active volunteers recorded in March 2022. Examples include:
 - Programmes in Childrens & Family Services (with 250 volunteers) that offer befriending services, advice and support to vulnerable children in communities and care.

- Environment Action Volunteers help residents to establish positive environmental behaviours through attending events, delivering talks and providing support and advice to residents.
 - Piloting a green social prescribing resource in Charnwood that encourages people to take up volunteering opportunities in green spaces.
 - A friendship group for people with learning disabilities, along with their carers and friends. The group provides activities which develop an individual's independence, as well as supporting their health and wellbeing.
- Our County Council Chairman hosted an event for Leicestershire volunteers and attended over 170 events during the year, recognising the work of a variety of groups and organisations.

5. Improved Opportunities

This outcome aims to ensure that all children and young people get the best start for life and have the opportunities they need to fulfil their potential, regardless of their circumstances. We believe children are best supported to grow within their own families and as such the outcome reflects our aspiration for families to be self-sufficient. It also aims to ensure that disadvantaged adults, such as those with learning disabilities and/or mental health conditions, can aim high and achieve their aspirations.

Sub-Outcome	Our Aims by 2026
Every child gets the best start for life	<ul style="list-style-type: none"> • More children achieving the expected level of development at age 2-2.5yrs • More children achieving a good level of development at foundation stage
Every child has access to good quality education	<ul style="list-style-type: none"> • Sufficient, high quality school places and specialist SEND provision • Improved educational attainment amongst disadvantaged pupils
Families are self-sufficient and enabled to be resilient	<ul style="list-style-type: none"> • Families are able to deal with issues as they arise, and the Council achieves its targets for the number of families achieving progress through the Supporting Families Programme
Young people and adults are able to aim high and reach their full potential	<ul style="list-style-type: none"> • Best 25% of counties for the rate of young people aged 16-17 who are NEET • Best 25% of counties for the percentage of adults (learning disability) who are in employment/living independently • Percentage of adults (mental health) who are in employment/living independently is above national average

5.1 Every child gets the best start in life

The first 1,001 days from pregnancy to age two set the foundations for cognitive, emotional and physical development. We want to improve how we support families during these 1,001 days.



Our aims by 2026

- More children achieving the expected level of development at age 2-2.5yrs
- More children achieving a good level of development at foundation stage

Progress in 2021/22

- Following lower uptake during the pandemic, our Early Years Inclusion and Childcare service worked with partners to ensure that children eligible to access free education entitlements did so.
- An informative animated video was launched to help new parents learn the importance of their child's first 1001 days of life. The video was part of our campaign to highlight the critical significance of early growth and development by supplying information and advice to new and existing parents on how they can best support their baby's brain development.
- In June 2022 we hosted a series of events sharing information, guidance and support for new and expectant parents. Sessions took place in Wigston, Braunstone Town, Barwell, Market Harborough, Melton and Coalville.
- Top tips for parents have been written to support two-year-olds for reading, problem solving, physical skills, social skills and communication.

- The Healthy Tots Programme has been successfully redeveloped and relaunched with 31 settings signed up between February and July 2022.

5.2 Every child has access to good quality education

Education has the potential to drive social mobility and improve outcomes for the next generation. It is therefore important that children have access to good quality education. Further, we believe that most children with SEND should have their needs met in a mainstream school to promote inclusion and better outcomes.



Our aims by 2026

- Sufficient, high quality school places and specialist SEND provision
- Improved educational attainment amongst disadvantaged pupils

Progress in 2021/22

- Work continues to support those most at risk through targeted funding and additional support for schools. Partnership work in 2022/23 aims to reduce the gap widened by remote education and raise attainment amongst the most disadvantaged.
- Almost £15m income from Section 106 agreements linked to new developments was collected in 2021/22 in respect of supporting education. A total of 90 school capital improvement projects were completed totalling £3.7m, including new boilers, windows, roofs, asbestos removal, and fire risk improvements.
- 705 additional school places were delivered in 2021/22 through a mixture of projects.

- Our Special Educational Needs and Disabilities Information Advice and Support Services (SENDIASS) website has been further developed to highlight support services available for SEND.
- Our SEND Programme has seen 19 new resource bases established in mainstream schools.
- A new 'eco-classroom' opened as part of a £30m scheme to improve provision for young people with special educational needs and disabilities (SEND) in the county. The Den is a new hub at Forest Way School in Coalville which provides a space for up to 12 pupils with communication and interaction needs.
- A new Forest School has also been opened. Outdoors, hands-on learning can play a big part in children and young people's development and wellbeing. Cloud Hill Forest School is based in Worthington and runs on Saturday afternoons.
- In October 2021 we announced work was to begin on the next stage of a £17.5m extension and refurbishment project which will provide hundreds of new school places in the Shepshed area. This sees the former Shepshed High School building transformed into a 630-place school for St Botolph's CE Primary School, which will increase in size over the years ahead.
- In August 2022, a planning application for a new £6m primary school on land off Normandy Way in Hinckley was submitted. The school will accommodate up to 210 pupils. In line with our green agenda, the school will also include solar panels and air source heat pumps and is expected to open in September 2023.
- The Healthy Schools Programme was successfully redeveloped and relaunched, with 64 schools signing up to the programme since September 2021.

5.3 Families are self-sufficient and enabled to be resilient

Many families have complex needs which require support to enable their children to achieve good outcomes in life. We need to identify issues early and work directly with families in collaboration with other services.

Our aims by 2026

- Families are able to deal with issues as they arise, and the Council achieves its targets for the number of families achieving progress through the Supporting Families Programme.

Progress in 2021/22

- Our Children and Families Wellbeing Service continued to focus on supporting the most vulnerable families in Leicestershire. The integrated service is delivered from our Family Wellbeing Centres across the county and provides targeted support to families in need.

- We have established an interagency-agency group to address the impact of the cost-of-living crisis including an action plan to improve debt advice, contain illegal money lenders, widen interventions on child poverty and develop new initiatives to support struggling families.
- The Household Support Fund scheme offered vulnerable families help with fuel and food costs. We aimed to have spent £7.2m supporting households in Leicestershire with living costs such as ensuring that children entitled to Free School meals also get this benefit in the holidays.
- We funded Citizens Advice to help them offer vital support, including an extra £250k to bolster money and debt advice.
- We also provided people in hardship with furniture and electrical goods, plus emergency food and fuel support.
- Our volunteer run community fridges continued to support their local communities by providing donated food for free to anyone who needed it.
- Hampers containing everything from Christmas dinner ingredients to books and gifts for children were handed out to families in need across Leicestershire in the run up to the festive season.
- We worked with our partners Active Together to deliver our Summer 2022 Holiday Activities and Food (HAF) programme, Leicestershire Holidays Together, which provided free holiday clubs for children living in Leicestershire who were eligible for free school meals.
- We completed a Sport England-funded Active Families programme to encourage physical activity as family groups. This was targeted at families previously worked with by the Supporting Leicestershire Families and Early Help Services.
- A service review for children on the edge of care has been completed and will lead to a more focused use of resources in 2023.

5.4 Young people and adults are able to aim high and reach their full potential

To fulfil their potential, young people need access to relevant, good quality post-16 education, training and employment opportunities. It is also critical that adults who may be disadvantaged due to learning disabilities and/or mental health issues are able to live as independently as possible and access suitable employment.



Our aims by 2026

- Best 25% of counties for the rate of young people aged 16-17 who are NEET
- Best 25% of counties for the percentage of adults (learning disability) who are in employment/living independently
- Percentage of adults (mental health) who are in employment/living independently is above national average

Progress in 2021/22

Post 16 / NEET

- The Council continues to support young people aged 16-19, and up to 25 with special educational needs or disabilities, with advice and guidance to help them into education, employment and training.
- The Care Leaver Service has dedicated resources to ensure young people receive the right financial advice when they need it, have access to appropriate accommodation and receive emotional wellbeing intervention.

- We supported Young Carers Action Day, and we continue to offer a range of activities and support to our young carers.
- We introduced a family worker to specifically help those affected by a person's substance misuse, including support to young people as well as young carers, through input from Turning Point.

Disadvantaged Adults

- We continued to implement our objective to ensure that working age adults can live independently in supported living where appropriate.
- We launched a supported living scheme for people with mental health as a support need.
- We commenced work to refresh the Council's Supported Employment offer.
- We started a new mental health floating support service.
- Adults with disabilities or mental health issues also became a target group for the new Multiply Project led by our Adult Learning Service.

6. Strong Economy, Transport and Infrastructure

This outcome reflects our aim to use innovation and skills to build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering. We also need our transport, housing and digital infrastructure to support a growing population and economy.

Sub-Outcome	Council Aims by 2026
There is close alignment between skill supply and demand	<ul style="list-style-type: none"> • Fewer employers reporting skills shortages or gaps • Increased opportunities in the labour market for young people
Leicestershire has the infrastructure, including transport, for sustainable economic and housing growth	<ul style="list-style-type: none"> • Infrastructure capacity and capability supports growth and net zero carbon emissions
Leicestershire is an attractive place where businesses flourish	<ul style="list-style-type: none"> • Increased investment in Research and Development • Increase in the number of businesses and business survival rates
Economic growth delivers increased prosperity for all	<ul style="list-style-type: none"> • Growth in Gross Value Added (GVA) in the local economy corresponds with a reduction in deprivation

6.1 There is close alignment between skill supply and demand

It is important to ensure that education and skills are aligned to employers' needs as this will drive economic growth and ensure people can get good jobs and make progress in their careers.



Our aims by 2026

- Fewer employers reporting skills shortages or gaps
- Increased opportunities in the labour market for young people

Progress in 2021/22

- We continue to work with the Leicester and Leicestershire Enterprise Partnership (LLEP) to forecast future skills needs, including considering new and growth sectors.
- In June 2022, universities and councils across Leicester and Leicestershire signed a historic agreement to work together to drive economic growth and tackle social challenges across the region.
- Through the Education, Employment and Training Strategy we have invested in targeted careers advice and guidance for 16- to 18-year-olds.
- A Visitor Economy Skills Charter has been developed to increase engagement between industry and the education sector to develop a pipeline of future talent.
- Employment Skills Plans are in place for Council highway works projects over £1m through the Midlands Highways Alliance Plus framework.
- We have been awarded £3m to improve adult basic numeracy skills through the UK Shared Prosperity Fund Multiply Programme which will involve the delivery of hundreds of free courses over the next three years.
- We have encouraged companies to extend placements offered under the Government's Kickstart Scheme from 6 to 12 months, after the LLEP pledged £500,000 in support. The scheme offers work placements to 16–24-year-olds receiving universal credit and at risk of becoming long-term unemployed.

- The Council continues to support apprentices employed directly by the Council as well as apprentices with other local employers via our Adult Learning Service.
- Our Work and Skills Leicestershire project offers support, advice and information to anyone actively seeking paid employment, training or volunteering. It has supported over 650 local people looking for employment, through a personalised work plan, with over 100 subsequently in employment.
- People were able to sign up for hundreds of part-time day, evening and weekend courses as part of Go Learn, through our Adult Learning Service. The courses started early in 2022 and covered a wide range of subjects.

6.2 Infrastructure for sustainable economic and housing growth

We need our housing, transport and digital infrastructure to support economic and population growth, whilst helping to deliver net zero carbon emissions.



Our aim by 2026

- Infrastructure capacity and capability supports growth and net zero carbon emissions

Progress in 2021/22

- With significant numbers of new homes needed by 2050 and a population set to grow by 20% in the next 20 years its crucial we put the right infrastructure in the right place. We are working with District Councils to plan for a future Leicestershire and with developers and partners to lever money - £120m over the last two years – to pay for the infrastructure communities need.

- A Statement of Common Ground relating to Housing and Employment Land Needs has been prepared by the County Council, the City Council and the seven district councils to confirm the apportionment of the 91,000 new homes that will be needed in the years to 2036. The statement was approved by the County Council in September 2022 but has not yet been endorsed by all partners.

Major Schemes and Road Maintenance

- Over £20m in income from Section 106 agreements has been secured for mitigating the impact on infrastructure from housing and economic growth across the county, including roads, schools, civic amenity sites and libraries.
- In September 2021 a multi-million-pound project to tackle congestion and ensure smoother journeys for motorists was completed on the M1 J23 and A512 at Loughborough. The scheme funding comprised different sources including developer contributions, £5 million from Highways England and £13.8 million from the LLEP.
- In April 2022 work began on a package of road improvements in Hinckley which will mean smoother and more efficient journeys for motorists. The scheme is focused in and around Rugby Road, which suffered from significant congestion at peak times.
- In December 2021 we concluded an agreement to fund the southern leg of the Melton Mowbray Distributor Road. We expect to receive up to £18.2m from Homes England towards the total cost. The scheme unlocks the development of the Melton South Sustainable Neighbourhood with a minimum of 2,000 homes by 2036, alongside 20ha of employment land, a new local centre and primary school.
- The A511 around Coalville has been identified as part of the Council's Major Road Network (MRN), providing a key link between the A42 and M1. We expect to receive £41m from the Department for Transport towards the cost. The improvements will provide businesses with an enhanced route to the Strategic Road Network, which to the north offers connection to the international gateways including East Midlands Airport and Gateway Industrial Cluster (EMAGIC).
- In September 2021 after a successful bid, we received £250,000 towards upgrading old traffic lights to improve reliability and reduce faults to provide longer term maintenance savings. LED lights will also be retrofitted to some signals to save on energy use.
- In May 2022 work got underway to protect more than 600,000 square metres of Leicestershire roads from potholes. We also invested £11 million more in maintaining and repairing our roads.
- The County experienced three major storms in Spring 2022. Over this period, our teams responded to 176 trees down as well as several flood related issues. Over 350 enquiries were dealt with.
- In 2021/22 a total £19.28m was invested in Highways Asset Maintenance including £15.6m on carriageways, £1m on footways and rights of way, £0.42m on bridge

maintenance and strengthening, £1.63m on street lighting maintenance, £0.26m on flood alleviation and £0.23m on traffic signal renewal.

Public Transport

- In October 2021 we published our Bus Service Improvement Plan (BSIP) setting out our ambitions to deliver the Government National Bus Strategy and in April 2022 our Enhanced Partnership with Local Bus Operators was formed, which will be the delivery vehicle for our BSIP ambitions going forward.
- 13 Community Transport Projects continue to help provide accessible public transport across the County. We have launched a fresh approach designed to better connect rural areas. 3 fully accessible minibuses bookable via app or call centre offer a modern, on-demand transport service between Leicester and Hinckley. FoxConnect is a 3-year trial funded through our successful bid for £1.3m from the Government's Rural Mobility Fund.

Walking and Cycling

- We secured c£170k of Government funding to support development of Local Cycling and Walking Infrastructure Plans, with Loughborough and an area to the south of Leicester the first two to be developed.
- In March 2022 staff at workplaces were encouraged to take part in a new challenge by travelling in an active way and leaving their cars at home. The Let's Go Workplace Challenge took place, with participants from 75 workplaces clocking up miles of green and healthy travel. The challenge invited anyone who travels to work to walk, run, wheel, ride or use public transport.

School Transport

- We teamed up with schools to run park and stride schemes to get children to walk safely to school. The schemes allow children to meet in a nearby car park before making the 5-10 minute accompanied walk to school. The initiative aims to reduce traffic congestion, boost activity and reduce air pollution.
- More than 500 fines were issued to drivers putting the safety of children at risk by parking illegally outside the gates of Leicestershire schools. Our two electric camera enforcement cars patrol 167 schools at picking up and dropping off times.
- The Schools Streets Initiative aims to provide a solution to congestion issues often experienced outside of schools by providing a time limited congestion free zone within the immediate vicinity of the school.
- A new system which allows parents to apply for SEN transport went live in February 2022 with compliments from members of the public on how easy to use and effective the new system is.

6.3 Leicestershire is an attractive place where businesses flourish

To support a flourishing economy, we need higher productivity rates facilitated by increased investment in research and development (R&D). There are also opportunities to capitalise on our prime location for international business.



Our aims by 2026

- Increased investment in Research and Development
- Increase in the number of businesses and business survival rates

Progress in 2021/22

- In partnership with the Midlands Engine, we invested in key development sites. This forms part of the Midlands Investment Portfolio, which is a £33bn investment portfolio to create 220,000 jobs in the region.
- Plans for the UK's only inland freeport, led by the Council, will incorporate land at East Midlands Airport in Leicestershire as well as Ratcliffe on Soar Power station in Nottinghamshire and next to the Toyota factory in Derbyshire. The Freeport is on schedule to become operational from late 2022 and is expected to create around 61,000 new jobs and generate £8.9bn for the economy over the next 30 years, while helping level up the region.
- Airfield Business Park in Market Harborough has been such a success that we are planning to extend it, with a planning application for another 27 units. We strive to ensure that developments are built in a sustainable manner, aiming to produce zero carbon during construction and with the new builds being energy efficient.
- In the last year we provided just under £1m to support businesses, including community pubs.

- We continue to support businesses including through the Business Hub, which offers advice and guidance and providing space for innovative businesses to locate and expand in the County. We are also working with partners and the LLEP to support the local economy's recovery from Covid-19.
- The Place Marketing Team secured £185,000 of funding to support place marketing activities.
- In June 2022 visitors to Leicestershire could enjoy a new 'Fitcation' short break, experiencing a wide range of thrill-seeking challenges and adventure activities, as well as learning a new sport or finding some active family fun. Developed by Visit Leicester in partnership with Active Together, one of the key aims of the Fitcation campaign is to encourage families, individuals and groups to include physical activities when booking a short break.
- We have provided support to adult social care businesses through staff expertise, public health and infection prevention and control advice, financial support passported from government, and the Inspired to Care recruitment and retention initiative.
- Our Trading Standards Service continues to deliver a wide range of regulatory advice to existing and start-up businesses, as well as continuing to undertake enforcement activities to reduce the risk of harm to legitimate businesses and the local economy.
- The Leicestershire Rural Partnership has recently renewed its Rural Framework which sets the priorities until 2030 for the work of the group in supporting the vitality of rural areas.

6.4 Economic growth delivers increased prosperity for all

Inclusive economic growth does not just contribute to Gross Value Added in the local economy; it improves living standards by reducing levels of deprivation and creating opportunities for everyone.

Our aim by 2026

- Growth in Gross Value Added (GVA) in the local economy corresponds with a reduction in deprivation

Progress in 2021/22

- To address rural isolation and connectivity, there is a need to improve rural broadband focussing on specific rural blackspots. We completed phase 3 of our broadband programme 3 months ahead of schedule and have connected 75,000 homes and 97% of the county's commercial coverage.
- We are also working with Building Digital UK on an initiative which by 2024 will create around 50 hubs in rural areas, including schools, libraries, recycling centres and

offices. Gigabit broadband is the fastest connection currently available, and the project will help connect at least 85% of premises by 2025.

- We have been working alongside district councils to ensure the County doesn't miss out on Government funding allocated to district councils to install energy efficiency measures in those homes most in need of support. As a result, over the next year, more than £3m will be spent making Leicestershire's homes warmer and tackling the crucial issue of rising energy prices.
- We continue to work to raise awareness of Free School Meals with eligible families

7. Safe and Well

This outcome aims to ensure that people are safe and protected from harm, live in a healthy environment and have the opportunities and support they need to live active, independent and fulfilling lives.

Sub-Outcome	Council Aims by 2026
People are safe in their daily lives	<ul style="list-style-type: none"> • More residents feel safe in their local area • Fewer children and young people involved in and impacted by criminal behaviour
People at the most risk are protected from harm	<ul style="list-style-type: none"> • Vulnerable children and adults are identified and protected from harm and abuse
People enjoy long lives in good health	<ul style="list-style-type: none"> • Improved healthy life expectancy and reduced health inequalities • Increased proportion of residents with a healthy weight • Improved mental wellbeing and reduced prevalence of mental ill health
Carers and people with care needs are supported to live active, independent and fulfilling lives	<ul style="list-style-type: none"> • More people find it easy to access information and advice about Adult Care services • Improvements in the experiences of those who receive adult social care and support • Carers feel more recognised, valued and supported to undertake their caring role

7.1 People are safe in their daily lives

We aim to keep people safe by working with partners such as district councils, NHS, Police and Fire and Rescue services to raise awareness of and prevent crime.

Our aims by 2026

- More residents feel safe in their local area
- Fewer children and young people involved in and impacted by criminal behaviour

Progress in 2021/22

- In June 2022 we agreed a new Community Safety Strategy. The Strategy sets out work to pursue priorities including identifying and protecting the most vulnerable, reducing crime and the fear of crime, reducing the incidence and impact of Anti-social behaviour (ASB), reducing the harm from alcohol and substance misuse, reducing the risk of harm to young people from cybercrime and bullying. Increasing reporting of domestic abuse and protecting the most vulnerable and increasing confidence in reporting of hate incidents.
- We are strengthening links with district Community Safety Partnerships to help shape future priorities using an evidence-based approach and linking with existing public health provision.
- We have led the development of the regional response to tackle child criminal exploitation and to develop improved information sharing.
- We were successful in achieving a government grant to increase services, development and training regionally regarding protecting children and young people from extra familial harm.
- We are working with the Violence Reduction Network to implement a public health approach to Serious Violence with a particular emphasis on young people.
- Our Highways Service works with Leicestershire Police to change street lighting settings to support local policing operational activities and prioritises the removal of graffiti on council highways assets that is racially offensive or sexually explicit.
- Our Trading Standards Service continues to disrupt the illegal supply of age restricted products including reducing the risk of children accessing cheaper illicit tobacco products and continuing to raise awareness of and tackle scammers and rogue traders who exploit vulnerable consumers.
- We have reduced First Time Entrants to the Criminal Justice System. Our Children and Families Department has a strong prevention offer, that is supported by an enhanced youth work offer and can identify children at the earliest opportunity to provide support and intervention.
- We have installed more measures including vehicle-activated signs which show a slowdown message and village gateway signs designed to encourage road users to slow down before entry. Funded from our £1.4m scheme to provide small scale highway and environmental improvements.

7.2 People at the most risk are protected from harm

There is a long-term upward trend in demand for child safeguarding, and we have a duty to work with partners to identify and protect vulnerable people.



Our aim by 2026

- Vulnerable children and adults are identified and protected from harm and abuse

Progress in 2021/22

Children's Social Care

- In March 2022 Ofsted reported on the positive progress made in supporting vulnerable children and young people in need of help and protection in Leicestershire. They concluded that positive progress had been made across the service and that the quality of social work support provided to children in need of help and protection had improved.
- We have co-located our First Response Service, Children and Family Wellbeing and Domestic Abuse team to streamline processes when children are first referred for services. We are seeing a timely response with children receiving the right service from the outset.
- Our Virtual School supports activities to promote trauma informed practice in schools, and activities that provide children in care with opportunities to lift their self-confidence and be aspirational.
- We have continued to recruit and support foster carers to help the almost 700 children in care in the County. Our fostering team have been out on the road at various pop-up events, virtual sessions and venues across the County.

- We reviewed and relaunched Corporate Parenting Apprenticeships Scheme for Care Leavers.

Domestic Abuse

- We successfully recommissioned Domestic Abuse and Sexual Violence Services to support victims.
- More than £1.1m is being invested in providing safe accommodation and support for victims of domestic abuse and their children in Leicestershire. The funding will ensure they are able to access much-needed support such as therapy and counselling, as well as a safe place to live.
- Artwork has been displayed to open conversations about domestic abuse. The showcase was an artistic collaboration between Leicestershire-based artists and groups.

Vulnerable Adults/Adult Safeguarding

- During 2021/22 we received 5,500 adult safeguarding alerts. An alert can include any concern for welfare and will often require a response from the Authority. There were 700 completed safeguarding enquiries, and of the enquiries where an outcome was expressed, 93% were fully or partially achieved.

7.3 People enjoy long lives in good health

Good health is a basic precondition for people to take an active role in family, community and work life. Health outcomes are influenced by a wide range of social, economic and environmental factors, known as ‘wider determinants of health’. We will embed a ‘Health in all Policies’ approach to systematically consider the health implications of all decisions.

Our aims by 2026

- Improved healthy life expectancy and reduced health inequalities
- Increased proportion of residents with a healthy weight
- Improved mental wellbeing and reduced prevalence of mental ill health



Progress in 2021/22

Life expectancy and reduced health inequalities

- In June 2022 we agreed a new Public Health Strategy to protect and improve the health and quality of life of everyone in Leicestershire. The Strategy includes building on the strengths of people in communities, promoting healthy living and healthy places, providing public health services that meet community needs, and working in partnership to transform services.
- We have continued to promote the importance of practical steps to help protect against the spread of Covid-19 including testing, getting vaccinated, wearing face coverings in crowded indoor spaces and staying at home when ill.
- We are actively engaging businesses to inform the new public health workplace health offer, which will go live in April 2023. 133 local businesses have been engaged so far.
- We continued the successful roll out of the Making Every Contact Count (Healthy Conversation Skills) Programme, linking in with district councils and health partners to embed training and adopt the ethos.
- We successfully recommissioned a health trainers service for adult offenders on community orders or license, to support them to make a change towards a healthier lifestyle.
- People are supported to have an effective voice about health and care services through a contract to deliver the Healthwatch service in Leicestershire. The Service continues to gather community feedback on services and to report on and drive change by health and care commissioners and providers.

Healthy Weight

- Our Good Food Leicestershire (GFL) service works to tackle issues from food poverty to diet-related ill-health and was named a bronze award winner in a competition run by Sustainable Food Places. The application highlighted the varied projects and partnerships which include championing local producers.
- More than 150 new and expecting mums benefitted from special healthy food boxes. The project forms part of Good Food Leicestershire's work to understand how we can support residents to access healthier foods to improve health and minimise diet-related risks for women who are overweight in pregnancy and post pregnancy
- Help has been made available to men in Leicestershire looking to lose weight, exercise more and eat more healthily. Our Men's Weight Management service set up new face-to-face sessions where men could get support from experts - and each other - as they improve their lifestyles. Held in partnership with Active Leicestershire, Men's Weight Management has offered a free, 12-week programme, delivered locally in group sessions.
- We implemented a new healthy weight strategy and action plan and are working with health partners to pilot a tier 3 weight management service.

Mental Health and Wellbeing

- We opened a new supported living scheme for people with mental health as a support need.
- To support World Suicide Prevention Day, Leicester, Leicestershire and Rutland Suicide Audit & Prevention Group (SAPG) and Start a Conversation – Suicide is Preventable, hosted a series of events to raise awareness and offer education and wellbeing support to professionals and the general public.
- In Spring 2022 we urged men to talk to their friends about their feelings, as part of a campaign to reduce levels of male suicides - the 'Get the Ball Rolling' campaign. In addition, a range of support services are available to support people with their mental health including include The Tomorrow Project, Harmless, Mensoar and DistrACT.
- We are a trauma informed organisation. Launched in May 2021, we have an aim to understand, recognise and do our best to respond to the impact of trauma on mental health and physical well-being of our children and families.
- Children in care and previously looked after children's emotional wellbeing is tracked through a questionnaire. Where they are experiencing difficulties, they have access to support through the Therapeutic Fund, Adoption Support Fund and CAMHS.
- The Friendly Communities of Leicestershire initiative, developed with our Public Health Service, is tackling loneliness and social isolation.

Substance Misuse

- We successfully recommissioned a substance misuse treatment service which combines community treatment, inpatient detoxification services and residential rehab services, and is more tailored to the needs of Leicestershire residents.
- We have secured national grant funding to enhance drug treatment and harm reduction services specifically focusing on criminal justice clients and those who are homeless.
- We have set up a drug and alcohol deaths review panel to review deaths directly caused by substance misuse and identify lessons learned to prevent future deaths.
- Introduced a Fibrioscanner project within our Substance Misuse Service for early identification to prevent liver disease and further harm.

7.4 Carers and people with care needs are supported to live active, independent and fulfilling lives

It is important that people find it easy to access information about social care services and that service users are satisfied with their care and support, live as independently as possible and report a good quality of life. The Council also aspires for unpaid carers in the community to feel more recognised, valued and supported to undertake their caring role.

Our aims by 2026

- More people find it easy to access information and advice about Adult Care services
- Improvements in the experiences of those who receive adult social care and support
- Carers feel more recognised, valued and supported to undertake their caring role.

Progress in 2021/22

Access to Information

- The Customer Portal continues to be developed with further referral pathways for both the public and professionals.
- Promoted Online Financial Assessments by updating the Council's website to provide clearer information and introducing flow to support ease-of-use, with questions to signpost people to information.
- Pilots of '3 Conversations' model - an innovative approach to needs assessment and care planning which focuses on people's strengths and community assets – in two innovation hub sites and included Local Area Coordinators (LACs) to facilitate signposting, sharing local knowledge and quick access to local community resources.
- The new transformed LCC Care Technology (CT) service has been running since 25th April 2022. Since launch, demand for the service has been strong and is growing. The service is currently on track to meet or exceed its current targets for new users (of 1450 in year one) and financial benefits delivered to the Council.

Better Care Fund

- Our Better Care Fund (BCF) plan, that includes both the NHS and local government, supports the joining up of health and care services so people can live independently in their communities for as long as possible. We agreed a refreshed BCF plan for 2021/22 worth c£65m and also a new BCF Plan for 2022/23.

Experience of Care

- We have investing £7.5m in 51 units of new residential accommodation – helping older people, adults with learning and physical disabilities and adults with mental health conditions to live as independently as possible.
- In September 2021 there was the official opening of our new adult social care facility in Loughborough. New Ashby Court was the third new adult social care scheme

opened by the Council this year. The two small blocks of flats have been refurbished to support adults with learning disabilities and adults aged over 18 coming into adult social care services.

- In April 2022 we launched a new technology service fitting the homes of elderly and vulnerable adults in Leicestershire with equipment such as fall detectors to help keep them safe 24 hours a day. It allows people to be monitored by trained staff and means that help can be quickly summoned if needed, while reducing the pressure on 999 services.
- Our Inspired to Care Team offered recruitment and retention support to external care providers. We continue to support people to take up a range of jobs in adult social care.
- We are also working with adult social care employers towards the Care Charters for home care and care homes.

Carers

- In June 2022 we launched consultation on a new Carers Strategy. The Strategy aims to recognise and value carers, help them have their own lives alongside their caring responsibilities and make sure they have the support they need at the times they need it. We are commissioning a carers support service with a focus on information and advice/support.



Annual Performance Compendium

| 2022



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PART 1: Inequality in Funding and Fair Funding Campaign

Low funding remains the Council's Achilles heel and without a fairer system, local services have increasingly been cut to the bone and council tax increased to the maximum allowed under Government rules. The Council's financial position moving forwards continues to be extremely challenging following ten years of austerity budgets, the impact of Covid-19 and recent inflation, and spending pressures, particularly around social care and special educational needs. The list of county authorities with financial problems continues to grow - with some counties having moved to provide services only to the statutory minimum. The County Council being at the bottom of the funding league has major implications for the provision of services to the people of Leicestershire and for council tax levels.

There is also significant uncertainty and risk around future funding levels. The Spending Review did allow for an easing in grant reductions, although the majority of headline increases in local government spending were either temporary or funded by assumed council tax increases. There was minimal reference to the long-promised reforms to Children's Social Care, Special Educational Needs and Disability, Fair Funding and Business Rates Retention. These reforms are essential for long term sustainability of local government, although experience shows that badly implemented reforms can make the situation worse.

Extent of Funding Inequality

In terms of the scale of inequality, Leicestershire would be £413m better off if we had the same income per head as the highest funded authority, the London Borough of Kensington & Chelsea. The Core Spending Power Charts (overleaf) set out the extent of current funding inequality. An analysis of funding by PwC in 2019 found that the more generous funding for London boroughs has allowed them to provide more services for their residents while maintaining some of the lowest council tax rates in the country. Given Kensington & Chelsea's funding per head our budget would be over 70% higher and we would be looking to invest in services and not cut them. We have already taken a quarter of a billion pounds out of the budget. This is why we must succeed in securing fairer funding, so that we can fund statutory services on an equitable basis.

Lowest Funded County

Leicestershire remains the lowest-funded county council with greater risks to service delivery and improvement as a result. If we were funded at the same level as Surrey, we would be £120m per year better off. Some of the higher funded counties have traditionally been the better performing ones, though even these are now reducing service standards. Leicestershire's low funded position means that the scope for further savings is severely limited compared to other authorities.

Without fairer funding the forecast position will make it increasingly difficult to maintain good delivery levels and target improvements in response to key local issues. Delivery of the 2022-26 MTFS required savings of £94m to be made to 2025/26. The MTFS set out £40m of savings and proposed reviews that would identify savings to offset the £40m funding gap in 2025/26. A further £14m savings were planned to offset High Needs spending but a worsening funding deficit was forecast. The coronavirus pandemic has further impacted the Council and worsened the financial environment.

Since the 2022-26 MTFS was produced, the financial situation facing the Council has become even worse, with rapidly rising inflation, growing infrastructure costs, and an unrelenting demand on services all contributing to what is being described as a 'dire' financial challenge. The funding gap is projected to potentially be around £135m by 2026/27 and balancing the books will be harder than ever.

Alternative Funding Model

Over three years ago, we presented a new simplified funding model based on factors that drive demand for local services. It allocates money in a fair way, based on need, and narrows the gap between the highest and lowest funded councils. If implemented the funding model would unlock an extra £47m for Leicestershire, reducing the need for cuts. This would be a more just way of distributing money and importantly would give Leicestershire its fair share. Following the covid-19 pandemic we understand that wholesale reform is difficult so we have also worked up a more limited interim reform that will help those worst funded authorities by putting a floor under core spending power.

Fair Funding Campaign

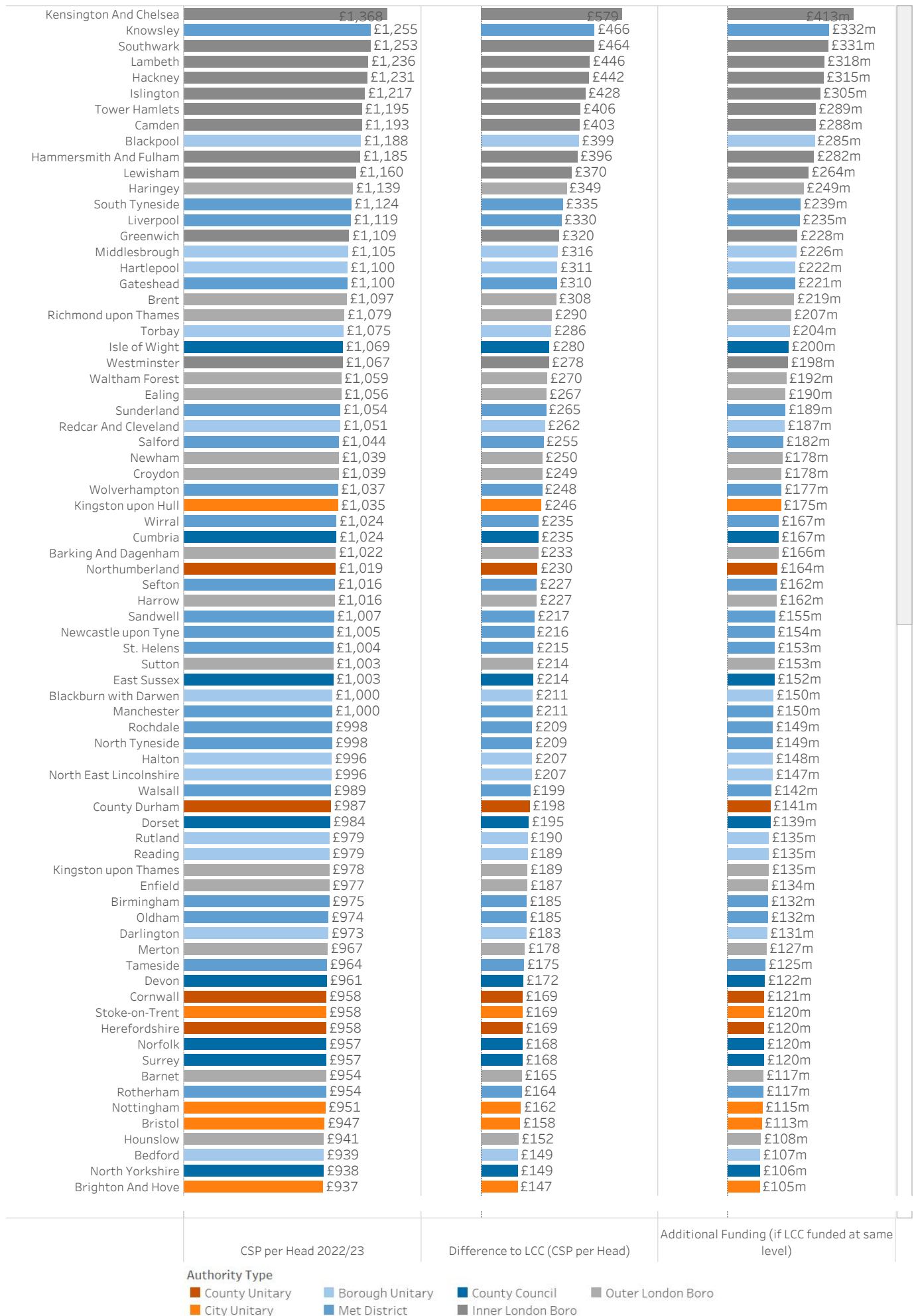
We continue to campaign to ensure that Leicestershire gets a fairer deal. We have enlisted the support of other low funded authorities and their respective MPs into a campaign to highlight the unfairness of the current funding system. The current funding system is out of date, complex and unclear and based upon old systems which focus heavily on past levels of spending. County Councils have suffered most from the current outdated system of council funding, hence the Council's campaign for fairer funding.

The Government had accepted many of the arguments put forward and indicted a preference for a simpler system that recognises the relative need of areas, rather than just reflecting historic funding levels. Unfortunately, the reforms were postponed from the 2019/20 implementation date.

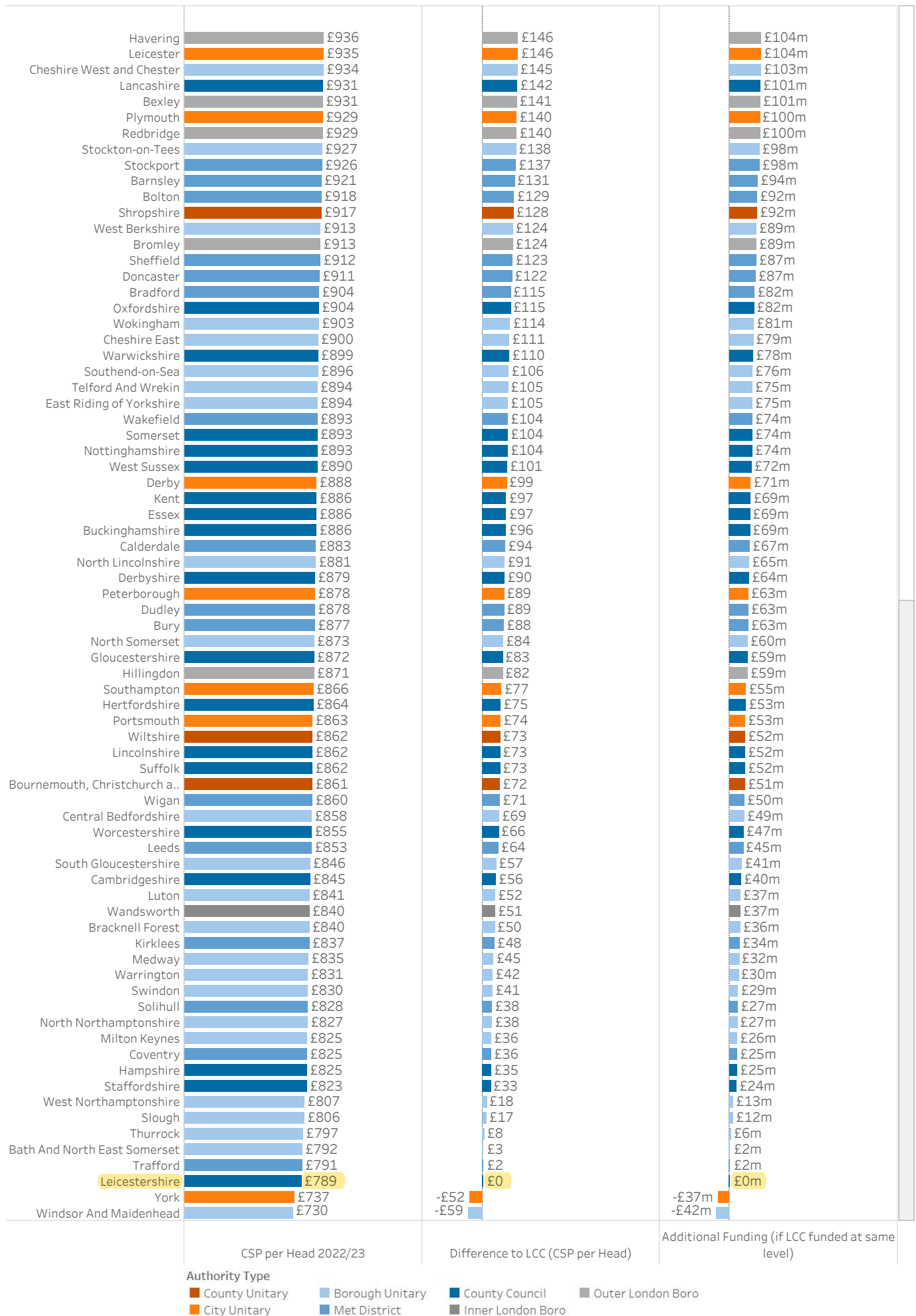
Impact of Cuts on Performance

The extent of service reductions made has already impacted most areas of service delivery and some areas of performance and any further cuts will put at risk other priority areas. The later sections of this report set out the current performance position and summarise current key Council risk areas. These pressures have been further exacerbated by the financial and service implications arising from the demand impact of Covid-19 on residents, communities, services and the Council as well as demands arising from the cost of living crisis and inflation.

Core Spending Power per head 2022/23 - Comparison with Leicestershire



Core Spending Power per head 2022/23 - Comparison with Leicestershire



PART 2: County Performance: Benchmarking Results 2020/21

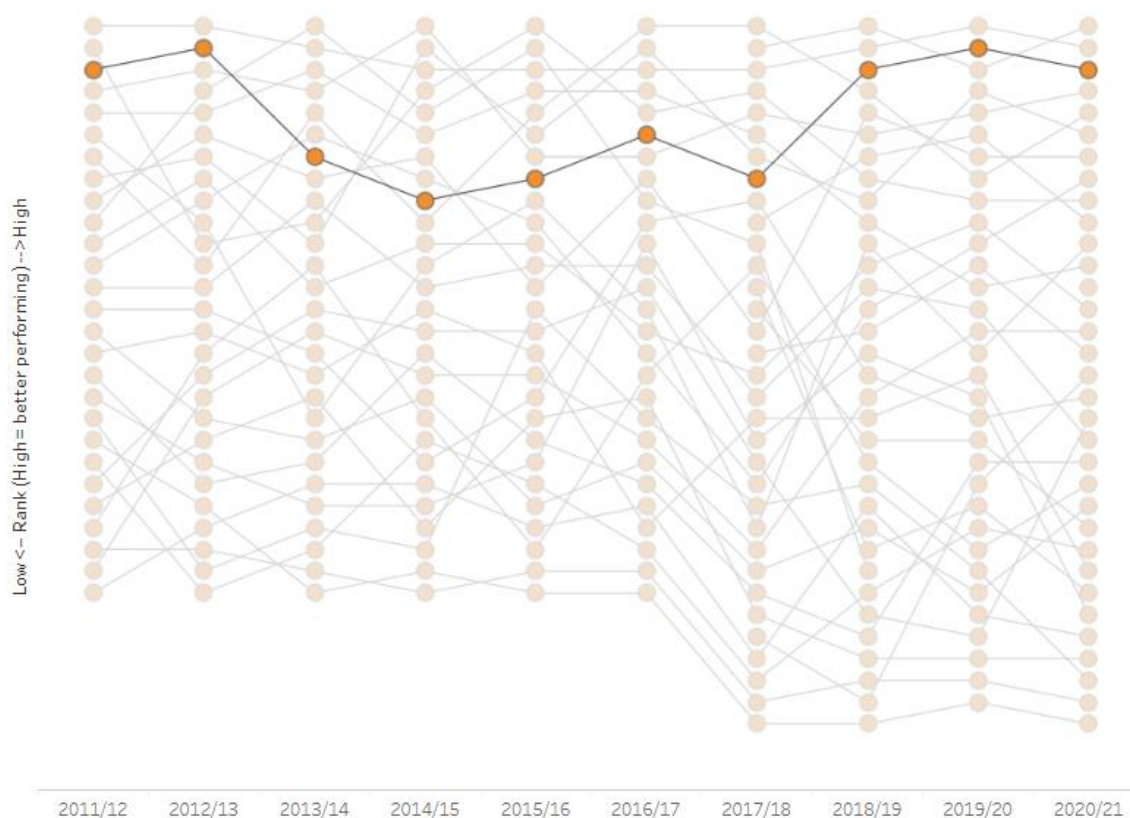
This annual report compendium uses performance indicators to compare our performance over time against targets and with other local authorities. Comparison or benchmarking helps to place Leicestershire's performance in context and to prompt questions such as 'why are other councils performing differently to us?' or 'why are other councils providing cheaper or more expensive services?'

The County Council compares itself with other English county areas in terms of spend per head and performance. We use a range of nationally published indicators linked to our improvement priorities, inspectorate datasets and national performance frameworks. Our sources include central government websites, the Office for National Statistics, NHS Digital and the Local Government Association.

Our comparative analysis draws on 239 performance indicators across our main priorities and areas of service delivery. Our approach looks at performance against each indicator and ranks all county areas with 1 being highest performing. We then group indicators by service or theme and create an average of these ranks as well as an overall position.

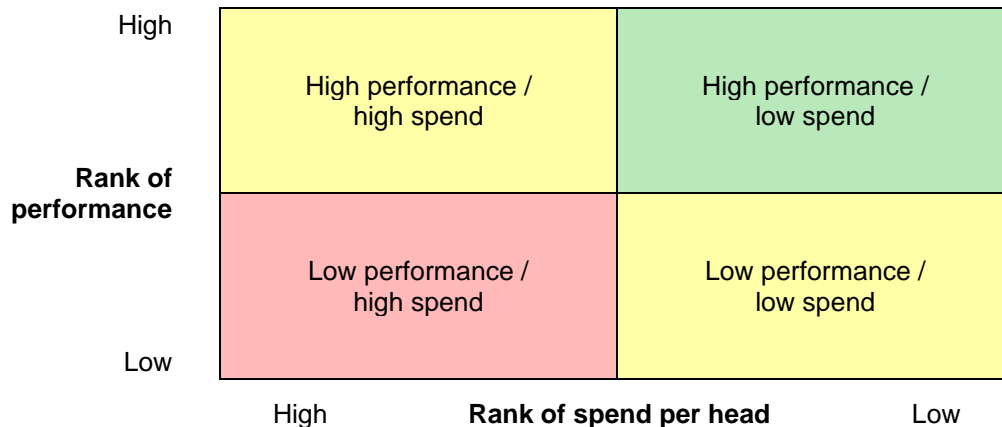
Overall Comparative Performance

The chart below shows Leicestershire's relative overall performance compared to the other counties over the past 9 years, excluding any consideration of funding/expenditure. Low comparative funding meant that Leicestershire had to move quickly to reduce some service levels which reduced the overall pure comparative performance position. However, following other counties reducing services as well as a strong focus on performance, the Council was placed 3rd in comparative terms during 2020/21.



Comparing Performance and Expenditure

The Fair Funding section of the report notes that Leicestershire is the lowest funded county in the country. It is therefore critical to review the Council's performance in the light of spend per head on different services. Our approach uses scatter charts to show the relationship between spend and performance. The vertical axes show rank of performance, with high performance to the top. The horizontal axes show rank of net expenditure per head, with low spend to the right. Therefore, authorities that are high performing and low spending would be in the top right quadrant, while those that are low performing and high spending would be to the bottom left as shown below.



Overall Performance vs Expenditure

Looking at the overall position for 2020/21, Leicestershire is ranked 3rd in performance terms compared to other counties and has the lowest core spending power per head. Overall and theme performance are shown in charts over the following pages.

Performance by Theme

Theme

Overall Performance

Comparator

● Revenue

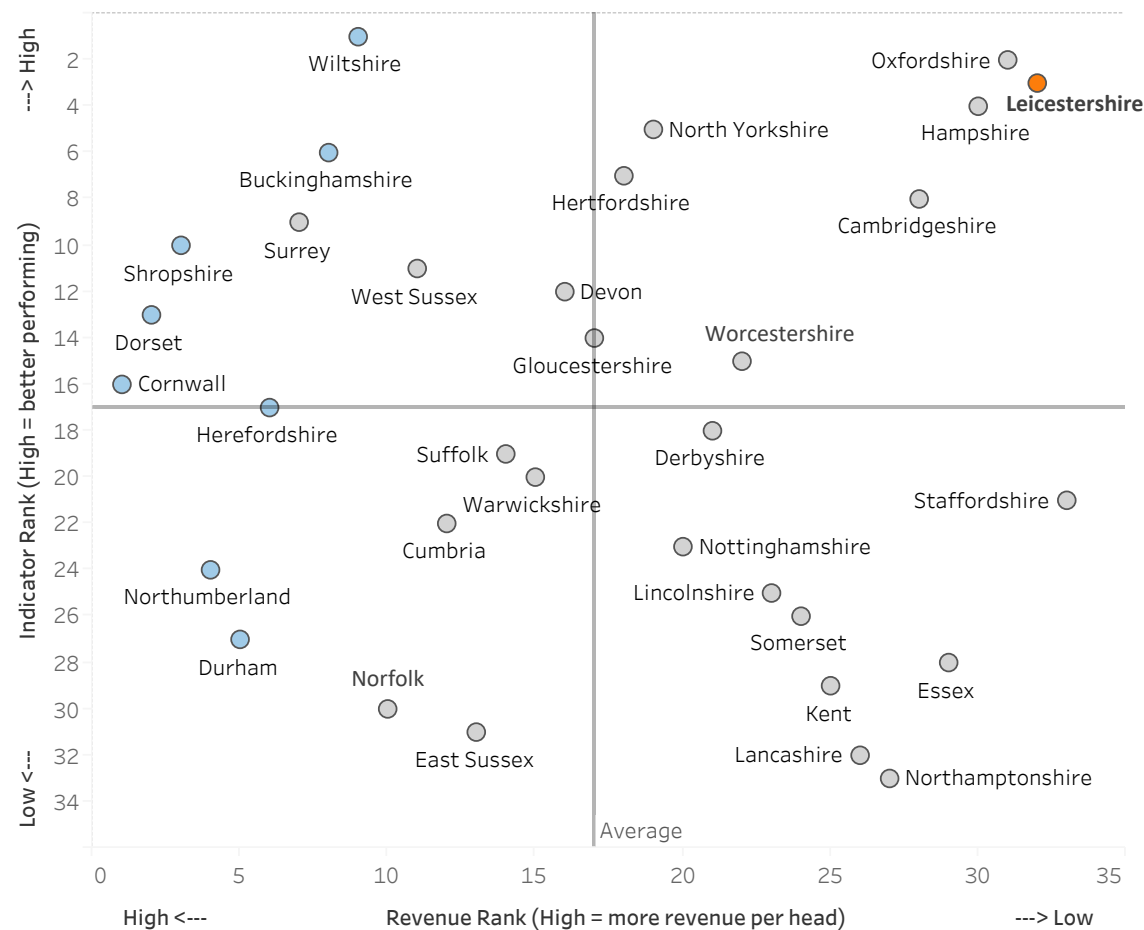
○ Deprivation

How to Read This Chart

The chart is divided up into quadrants based upon average rank for all indicators (vertical axis) and net revenue expenditure per head (horizontal axis) for county councils. Authorities in the top right quadrant are high performing and low spending, while authorities in the bottom left are low performing and high spending. The 'Deprivation' comparator uses local authority 2019 Multiple Deprivation rank.

'Overall Performance' is the rank of average rank for all indicators, while 'LA Core Performance' only includes themes that are related to county council functions.

Blue dots represent county unitary authorities.



Performance by Theme

Theme

Economy

Comparator

● Revenue

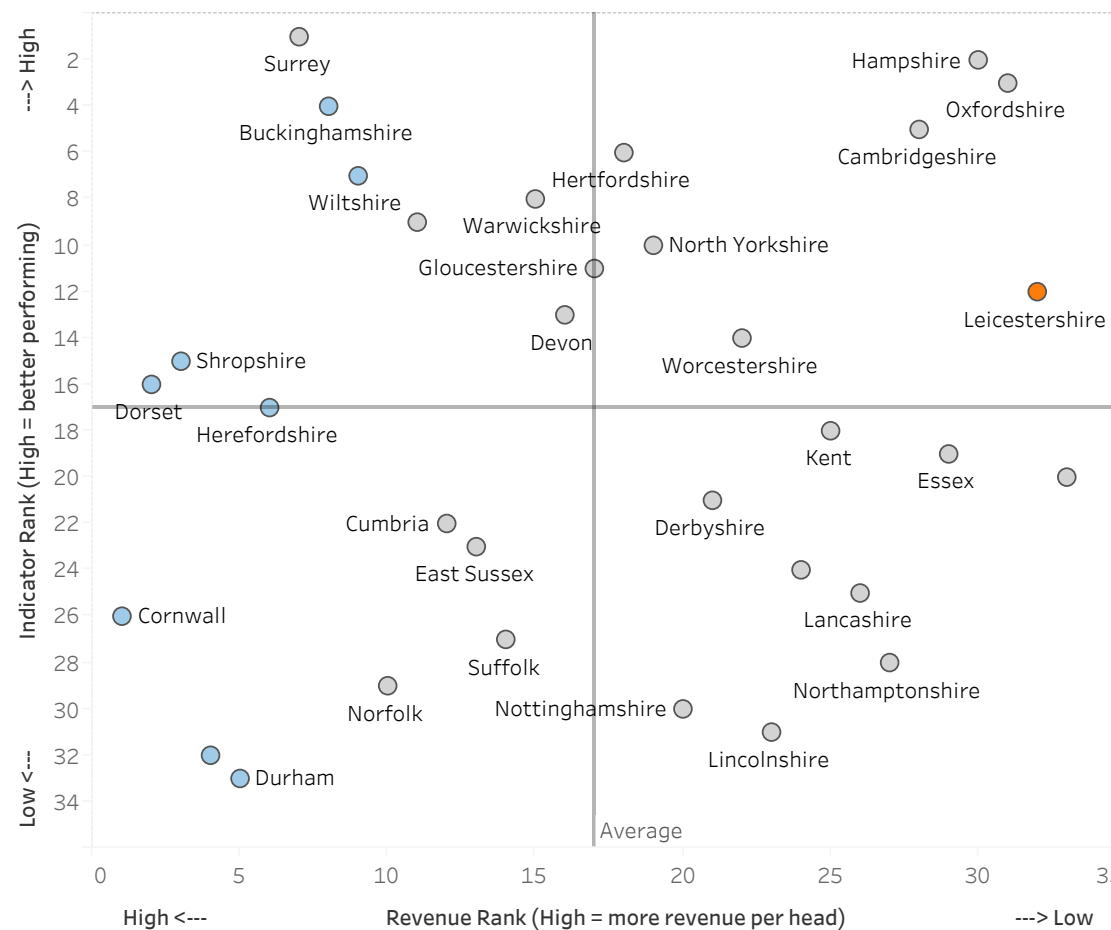
○ Deprivation

How to Read This Chart

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Blue dots represent county unitary authorities.



Performance by Theme

Theme

Transport & Highways

Comparator

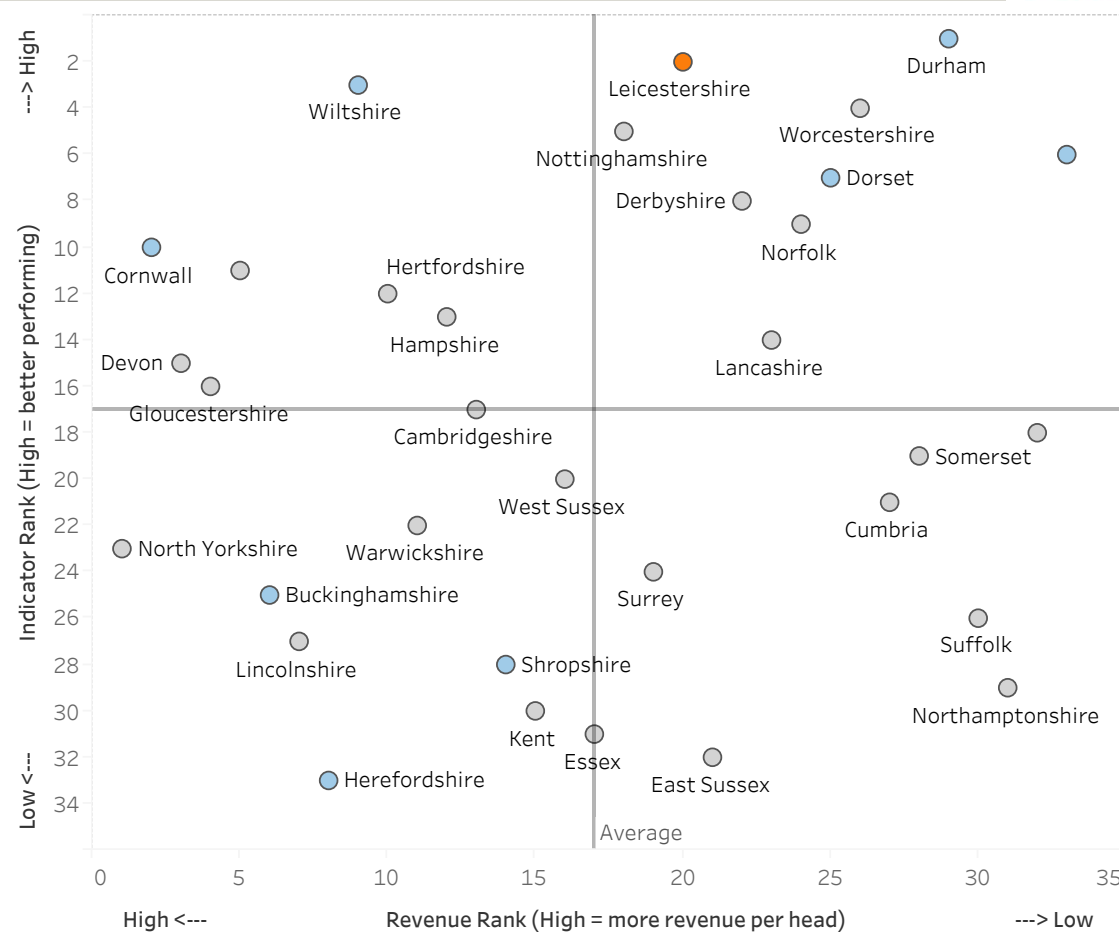
- ☒ Revenue
- ☐ Deprivation

How to Read This Chart

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Performance by Theme

Theme

Adult Social Care

Comparator

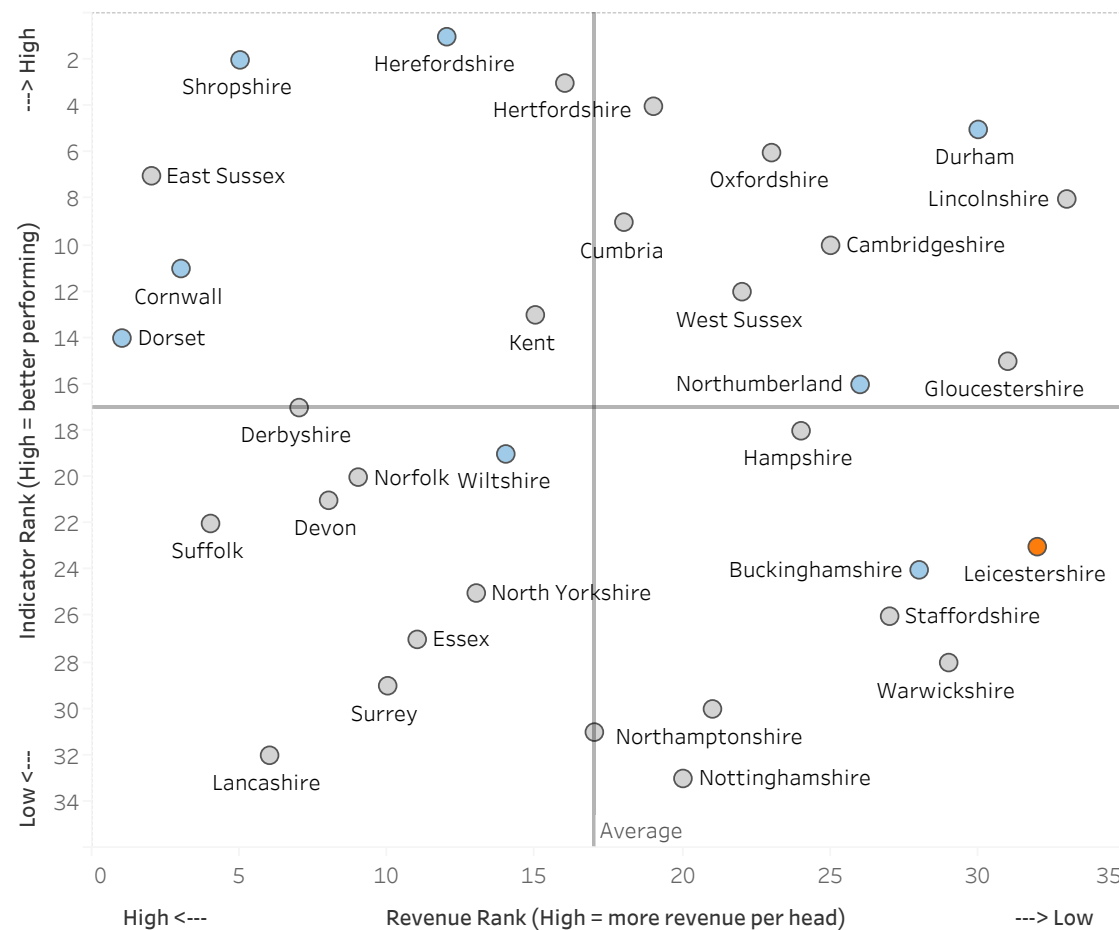
- Revenue
- Deprivation

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Blue dots represent county unitary authorities.



Performance by Theme

Theme

Health - Child

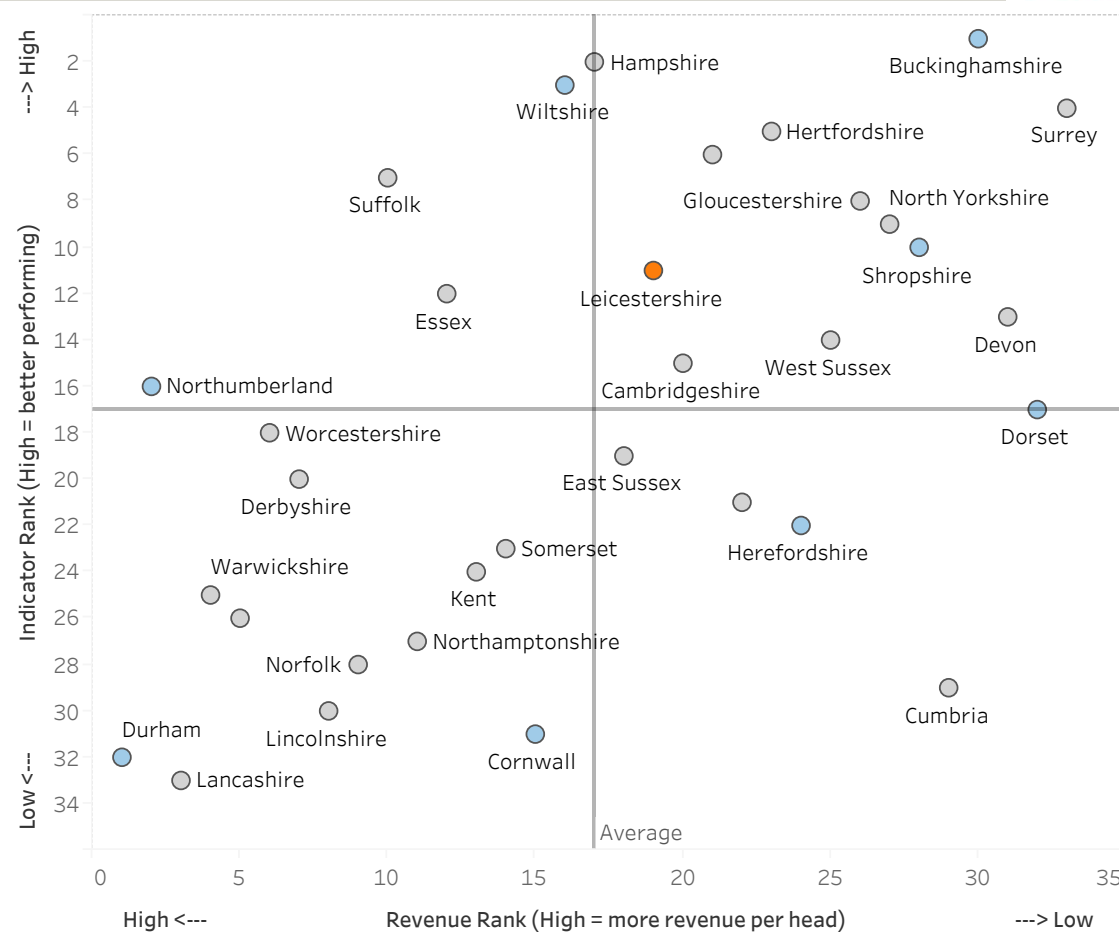
Comparator

- ☒ Revenue
- ☐ Deprivation

How to Read This Chart

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Blue dots represent county unitary authorities.



Performance by Theme

Theme

Health - Adult

Comparator

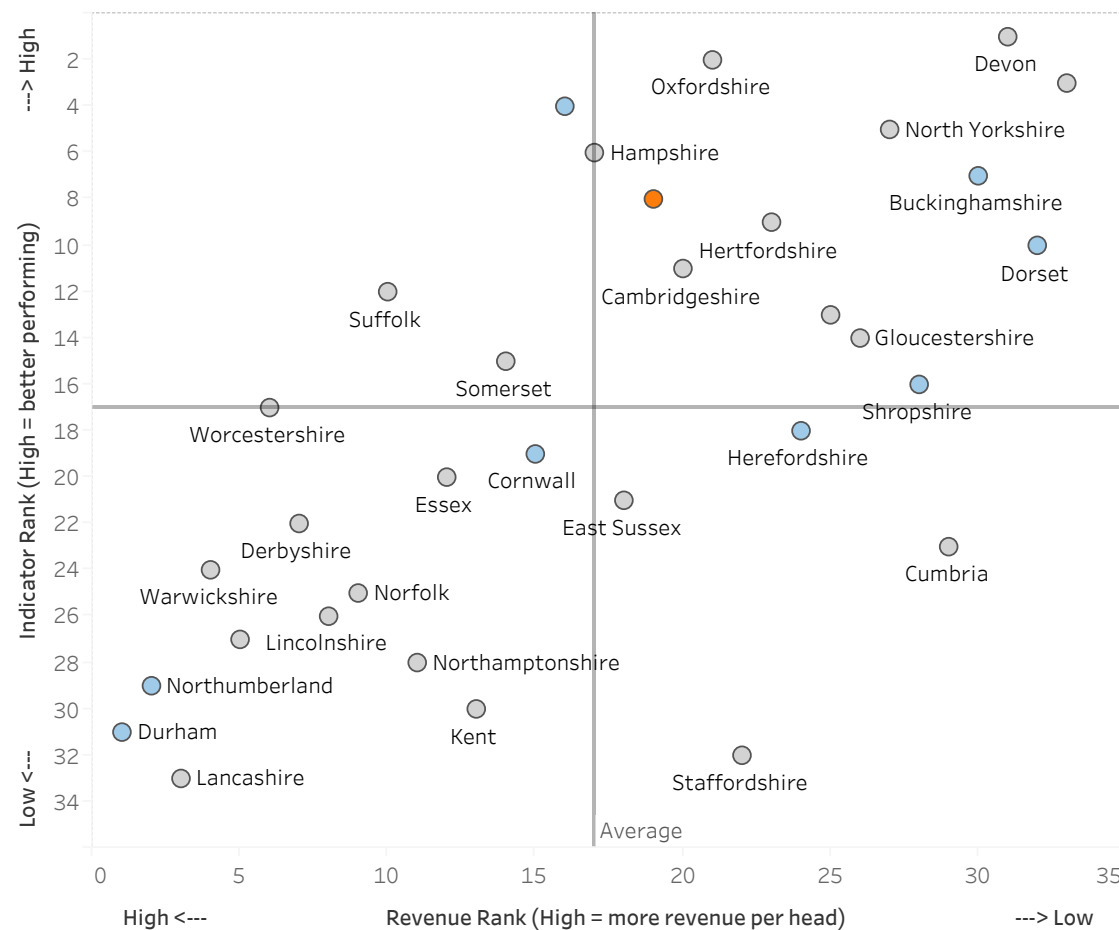
- Revenue
- Deprivation

How to Read This Chart

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Blue dots represent county unitary authorities.





Performance by Theme

Theme

Children's Social Care

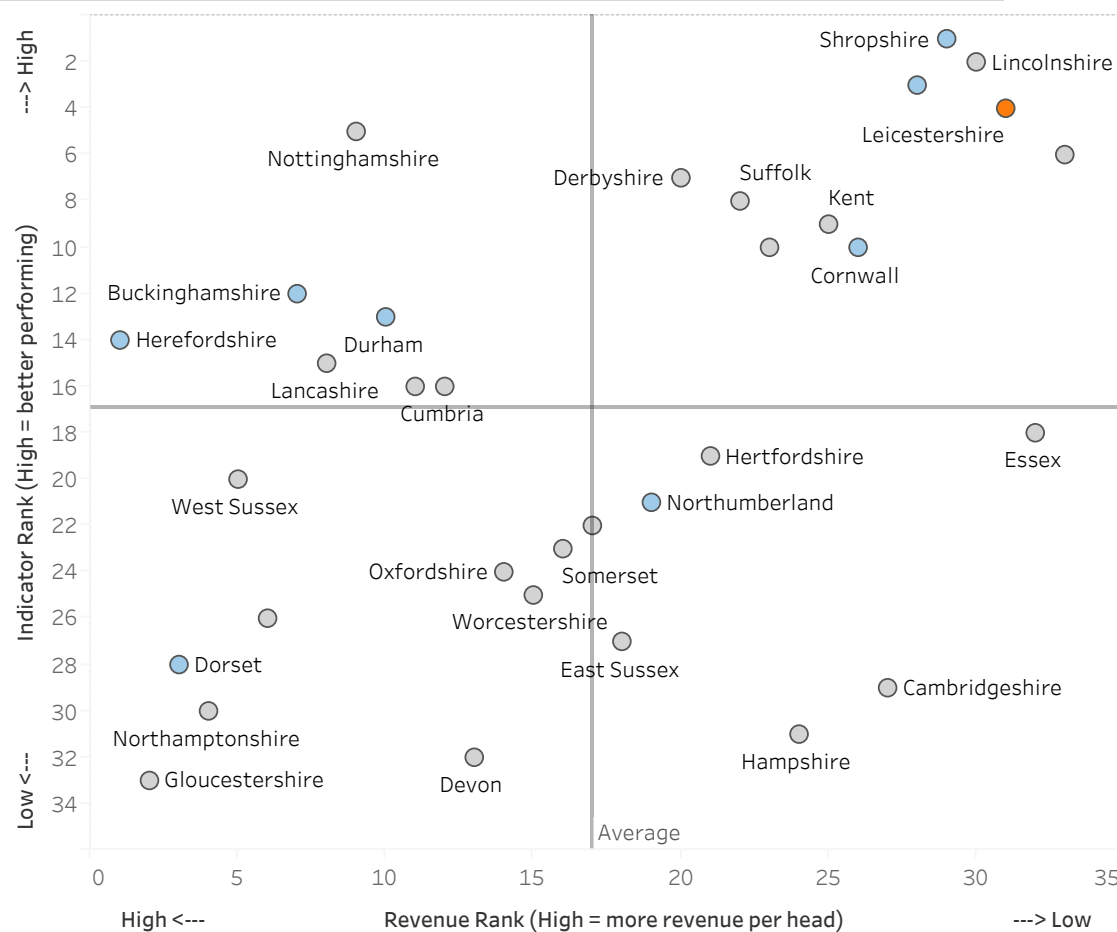
Comparator

-  Revenue
-  Deprivation

How to Read This Chart

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Blue dots represent county unitary authorities.



Performance by Theme

Theme

Environment & Waste

Comparator

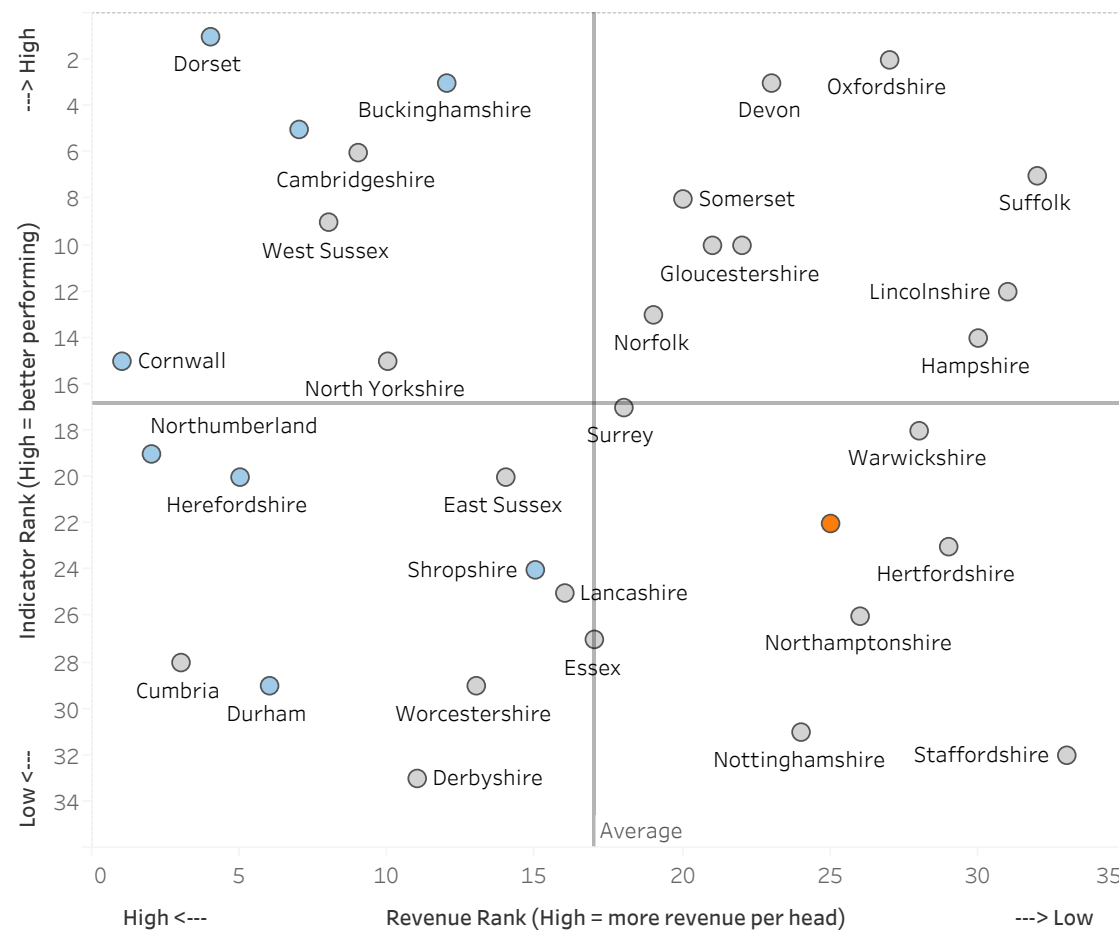
- Revenue
- Deprivation

How to Read This Chart

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'Overall Performance' is the rank of average rank for all indicators, while 'LA Core Performance' only includes themes that are related to county council functions.

Blue dots represent county unitary authorities.



Lower Comparative Performing Areas 2020/21

Looking across the 232 indicators for which quartile data is available, 26 (11%) fall within the lower 4th quartile, which is defined as performance that falls within the bottom 25% of county councils. These indicators are listed below.

Theme	Indicators
Safe and Well	<p>Adult Social Care:</p> <ul style="list-style-type: none"> • % of Care Homes rated good or outstanding • % adults in contact with secondary mental health services in paid employment • % adults in contact with secondary mental health services who live independently, with or without support <p>(7 survey indicators for which there was no new data in 2020/21)</p> <p>Children's Social Care:</p> <ul style="list-style-type: none"> • % looked after children having Dental Checks • % looked after children having Health Checks • % looked after children offending • Government Troubled Families Prog: % of families achieving continuous employment <p>Health – Adult:</p> <ul style="list-style-type: none"> • Self-reported wellbeing - people with a low satisfaction score • Fraction of mortality attributable to particulate air pollution • Excess under 75 mortality rate in adults with severe mental illness
Improved Opportunities	<p>Child Health:</p> <ul style="list-style-type: none"> • % children achieving a Good Level of Development at 2-2½ years • % children achieving Good Level of Development at 5 years – eligible for free school meals • % of early years providers rated good or outstanding <p>Special Educational Needs or Disability:</p> <ul style="list-style-type: none"> • %19 year olds qualified to Level 3 - with SEN Statement / EHCP
Clean and Green	<ul style="list-style-type: none"> • % municipal waste landfilled
Strong Economy, Transport and Infrastructure	<p>Skill Supply & Demand</p> <ul style="list-style-type: none"> • Unemployment rate <p>Housing</p> <ul style="list-style-type: none"> • % of domestic existing properties with Energy Performance Certificate rating C+ (excludes new build) • % non-decent housing (council owned)
Corporate Enablers	<ul style="list-style-type: none"> • % major planning decisions within 13 weeks

Improvement Since Previous Year

Looking back at the previous year's benchmarking exercise, 6 bottom quartile indicators have shown a significant improvement in relative performance. These indicators are:

Theme	Indicators
Safe and Well	Best Start in Life <ul style="list-style-type: none"> • % New Birth Visits completed within 14 days
Clean and Green	Resources are used sustainably <ul style="list-style-type: none"> • % municipal waste landfilled
Strong Economy, Transport and Infrastructure	Businesses flourish <ul style="list-style-type: none"> • % 3-year survival of new enterprises Transport <ul style="list-style-type: none"> • % of disabled respondents finding it easy to access key facilities (NHT Survey)
Police and Crime	<ul style="list-style-type: none"> • Offences against vehicles per 1000 population
Corporate Enablers	<ul style="list-style-type: none"> • Ombudsman complaint uphold rate

Leicestershire Performance Data Dashboards 2021/22

Introduction

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 relevant targets. As well as this annual report, we also publish theme dashboards on our website on a quarterly basis so that our overall performance and progress is transparent.

Initial analysis of 2021/22 end of year data shows that of 202 metrics 91 improved, 38 showed no real change and 73 worsened. Direction of travel cannot be determined for 19 indicators, due to the absence of previous data or changes to indicator definitions.

Overview of Performance Improvement and Reduction

The paragraphs that follow review each theme dashboard, highlighting indicators that have shown improvement compared to the previous period, as well as those that have worsened.

Strong Economy, Transport & Infrastructure

Growth & Investment

This dashboard provides a high-level overview of the Leicestershire economy. Looking at the 14 performance indicators, 6 show improvement compared to the previous period, 5 indicators show a decline in performance, 1 shows no change and 2 are still awaiting end of year data. The indicators displaying an improvement covered new broadband, funding for new infrastructure, R&D expenditure, residents' perceptions about the economy (2021/22) and new business survival. The 5 indicators showing lower performance cover economic growth, pupils claiming free school meals and new business creation. Fuel poverty data (2020) shows no change compared to the previous result.

Employment and Skills

This dashboard covers the skills of the local population, as well as employment and unemployment. Looking at the 10 performance indicators, 5 show improvement compared to the previous period, 3 show a decline and 2 show no change. The improving indicators cover % of the population with at least NVQ level 2 qualifications, employment, unemployment and average weekly pay. The 3 indicators displaying lower performance cover the % of working age population with at least NVQ level 4 qualifications, apprenticeships and the % of young people not in education employment or training. The % of the working age population with at least NVQ 3 level qualifications and achievement of level 2 qualifications by age 19 showed similar performance to the previous year.

Transport

This dashboard covers transport infrastructure including road condition, journey times, bus services and road safety. Looking at the 17 performance indicators, 7 display improvement compared to the previous period, 9 show a decline and 1 shows no change. The improving indicators cover average vehicle speeds in rush hour, the condition of B & C class roads, use of local buses and park & ride, satisfaction with cycle routes and facilities, carbon emission from transport and the number of people killed or seriously injured (KSI) on the roads. The 9 indicators displaying lower performance include 6 indicators covering satisfaction with a range of highways and transport issues, as well as road safety indicators (other than total KSI). These results are likely to have been influenced by the pandemic and the increased traffic levels over the past year. The indicator displaying similar performance was the condition of the principal road network.

Housing

This dashboard covers the supply of new housing and affordable housing. Looking at the 7 indicators, 3 show an improvement compared to the previous period, 2 show a decline, 1 shows no change and 1 is still awaiting end of year data. The improving indicators cover completion of new homes and energy performance ratings. The indicators with lower performance relate to residents' perceptions that local housing meets local needs and housing affordability. Homelessness shows little change and data is still awaited for affordable housing delivery.

Improved Opportunities

Best Start in Life

This dashboard covers child health and early years services. Looking at the 13 indicators, 5 show an improvement compared to the previous period, while 5 deteriorated and 1 shows a similar result. Data was not available for 2 indicators. The 5 indicators that have improved cover dental decay among 5-year olds, take-up of free early education, excess weight among reception age children and under 18 conceptions. The 5 indicators displaying lower performance cover smoking at the time of delivery, excess weight among children at the end of primary school, children's physical activity, school pupils with social, emotional and mental health needs and chlamydia detection. The indicator showing little change was % of providers in early years assessed as good or outstanding. Data is awaited for good level of development at age 5.

School & Academy Performance

This dashboard covers school admissions and school quality. Looking at the 10 indicators, 3 show an improvement while 1 deteriorated and 1 shows a similar result. Summer 2021 external examinations were cancelled due to Covid-19 and replaced by teacher assessed grades. For this reason, results for 5 indicators are not directly comparable with the previous year. The 3 indicators that have improved cover secondary admissions, the % of schools assessed as good or outstanding and secondary persistent absence. The % of pupils offered their first choice primary school declined slightly and the % of special schools rated as good or outstanding remained at 100%.

Safe & Well

Health and Care

The first dashboard covers work with health partners to reduce admissions to hospital and residential care, facilitate discharge from hospital and reablement. Looking at the 10 performance indicators, 3 display improvement compared to the previous period and 7 show a decline in performance. The 3 indicators that have improved cover people discharged from acute hospital to their normal place of residence and reablement. The 7 declining indicators cover admissions to residential and nursing care, unplanned hospital admissions, people finding it easy to find information about social care support and length of stay in hospital.

The second dashboard covers adult social care services including support for carers. Looking at the 15 indicators, 4 display improvement, while 5 display a decline in performance and 6 show no change. The 4 indicators that have improved cover overall satisfaction with social care support, people who use services having control over their daily life, direct payments to carers and the employment rate gap for people in contact with secondary mental health services. The 5 declining indicators cover direct payments to service users, dementia diagnosis, social care related quality of life, carers quality of life and adults with a learning disability in paid employment.

Public Health

This dashboard covers adult health. Looking at the 25 indicators, 12 show an improvement compared to the previous period, 6 display a deterioration, 3 show no change and data is not available for 4 indicators. The indicators that have improved cover health inequalities, mortality from CVD, cancer and respiratory disease, mortality from preventable causes, smoking prevalence among adults, hospital admissions for alcohol related causes, non-opiate drug treatment, NHS healthchecks and air quality. The 6 declining indicators cover life expectancy, healthy life expectancy (female), adult obesity and physical activity.

Mental Health

This dashboard covers mental health and wellbeing. Looking at the 7 indicators, 4 improved, 2 deteriorated and 1 showed a similar result. The 4 indicators showing improvement cover happiness, anxiety, excess mortality in adults with serious mental illness and timeliness of non-urgent treatment for young people. The 2 declining indicators cover life satisfaction and suicide. The timeliness of urgent treatment for young people remained the same as the previous result at 100%.

Safeguarding Children & Families

This dashboard covers Early Help services, child safeguarding and looked after children. Looking at the 20 indicators, 5 show improvement compared to the previous period, 8 display a decline in performance, 5 show similar performance to the previous period and data is not available for 2 indicators. The 5 indicators showing improvement cover supporting families, re-referrals to children's social care, child sexual exploitation referrals, long term stability of looked after children's placements and looked after children's dental checks. The 8 declining indicators cover timeliness of children's social care assessments, review of child protection cases, repeat child protection plans, criminal exploitation referrals, short term stability of looked after children's

placements, looked after children's health checks and immunisations and time to place with prospective adopters.

Safer Communities and Vulnerable Adults

This dashboard covers youth justice, domestic abuse and adult safeguarding. The dashboard contains 13 indicators, of which 5 show improved performance, 6 show lower performance compared to the previous period, 1 shows no change and data is not available for 1 indicator. The 5 indicators showing improvement cover first time entrants to youth justice, youth reoffending, anti-social behaviour and repeat domestic abuse conferences. The 6 indicators showing lower performance cover young people sentenced to custody, domestic abuse, the number of safeguarding adults alerts received, the % of safeguarding adults where risk was identified and % of people who say services have made them feel safe.

Police and Crime

This dashboard includes indicators for overall crime as well as specific crime types. The dashboard contains 10 indicators, of which 5 display a deterioration and 5 show no change. The 5 indicators displaying lower performance were total crime, theft, public order offences, violence and sexual offences. The indicators showing similar performance covered burglary, criminal damage & arson, vehicle offences and perceptions of personal safety after dark.

Clean and Green – Environment & Waste

This dashboard covers waste management, climate change and the Council's environmental impact. It includes 23 indicators, of which 14 show improvement compared to the previous period, 3 indicators showed a decline in performance, 3 show a similar result and data is not available for 3 indicators. The 14 indicators showing improvement cover use of landfill, renewable heat incentive deployment (domestic), renewable energy generated in the area, carbon emissions per capita in Leicestershire, electric vehicle ownership and charge-points, and NO2 exceedances. Internal indicators that improved were carbon emissions from Council operations (excluding fleet emissions), staff business mileage claimed, recycling of waste produced by the Council's operation, renewable energy generated and staff perceptions of Council actions to reduce its environmental impact. The 3 indicators displaying lower performance covered fly tipping, carbon emissions from the Council vehicle fleet and internal waste produced from Council sites.

Great Communities

This dashboard covers libraries, cohesion and volunteering. Looking at the 18 indicators, 10 show improvement compared to the previous period, while 2 display a decline in performance and 4 show no change. There are 2 indicators without data to calculate a direction of travel. The 10 indicators showing improvement cover loneliness, volunteering by residents, willingness of residents to work together to improve their neighbourhood, library visits and issues, tourism visitor days and heritage visits. The 2 indicators showing lower performance cover social care users and carers having as much social contact as they would like.

Enabling Services

This dashboard covers customer service, digital delivery and the Council workforce. Looking at the 16 indicators, 2 show improvement compared to the previous period, 7 display a decline in performance, 6 show no change. Data is awaited for 1 indicator. The 2 indicators showing improvement cover call answering by the Customer Service Centre and compliments received. The 7 indicators showing lower performance cover people feeling well informed about the Council, visits to the Council website, complaints, staff turnover and health and safety incidents.

Explanation of Performance Indicator Dashboards

The performance dashboards 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 within our Strategic Plan. 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 2021/22 year-end outturn against performance targets (where applicable), together with comparative performance information where available and commentary. Where it is available, the dashboards indicate which quartile Leicestershire's performance falls into. The 1st quartile is defined as performance that falls within the top 25% of relevant comparators. The 4th 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. Based on current comparative analysis, out of 149 indicators 49 are top quartile, 46 second quartile, 32 third quartile and 22 bottom quartile.

The polarity column indicates whether a high or low figure represents good performance. A red circle indicates a performance issue, whereas a green tick indicates exceptional performance. The direction of travel arrows indicate an improvement or deterioration in performance compared to the previous result. The arrows are indicative, and do not necessarily represent statistically significant change.

Fair Funding

Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
Finance & Value For Money							
Core Spending Power per head of population	4th (2022/23)	↑	£789	Fair Funding	£761	High	Leicestershire has the lowest core spending power per head of 32 county councils nationally which poses a risk to service delivery going forwards. Current funding system benefits certain classes of authority more, particularly London boroughs, who make up 8 of the 10 best funded authorities.
Net expenditure per head of population	4th*	↓	£515	MTFS	£519	High	Decrease compared to previous year. Lowest spending county.
Education - expenditure per head of population	4th*	↑	£380	MTFS	£348	High	Increase compared to previous year.
Adult Social Care - expenditure per head of population	4th*	↑	£264	MTFS	£255	High	Increase compared to previous year. Lowest spending county.
Children's Social Care - expenditure per head of population	4th*	↑	£124	MTFS	£121	High	Increase compared to previous year.
Public Health - expenditure per head of population	2nd*	↑	£52	MTFS	£47	High	Increase compared to previous year. Spending was higher than planned during 2021/22 due to ongoing Covid-19 response.
Highways & Transport - expenditure per head of population	3rd*	→	£50	MTFS	£50	High	Similar to previous year.
Environment & Regulatory - expenditure per head of pop'n	4th*	↓	£43	MTFS	£45	High	Decrease compared to previous year.
Culture - expenditure per head of population	3rd*	→	£14	MTFS	£14	High	Similar to previous year.
Efficiencies and other savings achieved	-	-	£10.2m	£9.4m	£15.1m	High	Efficiencies and savings achieved during 2021/22 were slightly above (better than) target.
% agree County Council provides value for money	1st/2nd (2022)	→	62.5%		65.0%	High	The result is similar to the previous year and is significantly better than the England average of 45% (LGA Survey). The Authority has the lowest core spending power per head of all county councils.
% affected by service changes	-	↑	9.0%		20.2%	Low	The result is a statistically significant improvement on the previous year. The results are from the Community Insight Survey of c.1600 residents in 2021/22.
Leicestershire Traded Services operating profit	● -	↓	-£2.3m	£1.5m	-£1.8m	High	Losses during 2021/22 are largely due to the impact of Covid-19 restrictions on trading activity.

Notes: Comparators are 32 county councils & county unitaries.

* Quartiles calculated using Leicestershire County Council 2021/22 draft outturn and Planned spend (revenue account) data for other local authorities. Data to be updated after publication of revenue outturn.

Strong Economy - Growth & Investment

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
Economic Growth Delivers Prosperity for All							
*	Productivity and competitiveness (total Gross Value Added to local economy) (Leics, Leicester & Rutland)	-	↓	£27.0bn	£28.0bn	High	The data shown is for 2019 and 2020. Covid-19 had a significant impact on the local economy during 2020, with sectors such as hospitality and retail particularly affected.
*	Productivity and competitiveness (Gross Value Added to local economy per head) (Leics & Rutland)	2nd (2020)	↓	£23,733	£25,169	High	As above.
*	Gross Disposable Household Income per head	3rd (2018)	-		£19,617	High	Data shown is 2018. New data due to be published by the Office for National Statistics in October 2022.
*	Gross Disposable Household Income per head - growth over last 5 years	3rd (2018)	-		15.7%	High	As above.
*	% of premises with gigabit-capable broadband	✓ 1st (2022)	↑	68.1%	23.1%	High	Data shown is for September 2021 and September 2022.
	% take up of new high speed broadband	✓ 1st (2022)	↑	84.2%	75.0%	High	Improved take up. The quartile figure is from Broadband Delivery UK Phase 1 (March 2022).
	Private sector funding secured to deliver infrastructure (Section 106)	✓ -	↑	£40.8m	£19.6m	High	Increase compared to previous year. 2021/22 result is provisional data. Contributions relate mainly to residential developments, with significant stages of development being reached which trigger payments.
*	% of households in fuel poverty	2nd (2020)	→	11.3%	11.2%	Low	Data shown is for 2019 and 2020.
*	% primary school pupils eligible for and claiming free school meals	1st (2022)	↓	14.2%	12.9%	Low	Rates have increased (i.e. worsened) steadily since 2018. Vouchers have been provided during school holidays to families eligible for free school meals.
*	% secondary school pupils eligible for and claiming free school meals	1st (2022)	↓	13.2%	11.9%	Low	As above.
Businesses Invest and Flourish							
*	Research and Development (R&D) expenditure as a % of Gross Value Added (GVA) (Leics & Rutland & Northants)	1st (2020)	↑	1.8%	1.5%	High	Data shown is for 2019 and 2020.
	% feel economy and job prospects likely to improve or remain the same over next year	-	↑	76.1%	27.0%	High	Significant increase compared to previous year. The results are from the Community Insight Survey of 1600 residents during 2021/22.
*	Number of new enterprises per 10,000 population aged 16+	2nd (2020)	↓	57.4	65.6	High	The Council has encouraged business growth and survival by investing in enterprises through allocating Regional Growth Funds to businesses and setting up a business gateway that provides advice and guidance. Data shown is for 2019 and 2020.
*	3 year business survival rate	3rd (2020)	↑	58.1%	47.0%	High	A range of business growth and business support initiatives continue to support business survival. Latest data is for the period 2017-20.
Notes: Comparators are 32 county councils & county unitaries.							

Strong Economy - Employment & Skills

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
<u>Skill Supply and Demand</u>							
*	% achieving a Level 2 qualification by the age of 19	2nd (2021)	→	82.9%	83.0%	High	Similar result to previous year. Data shown is for 2020 and 2021.
*	% of working age population with at least NVQ 2 level qualifications	1st (2021)	↑	81.6%	78.4%	High	Equivalent to 5 GCSEs at A* to C (grades 4-9) - considered labour market entry qualification. Work continues to progress improvements in skills. (Data shown is from the ONS Annual Population Survey for year to December 2021).
*	% of working age population with at least NVQ 3 level qualifications	2nd (2021)	→	62.4%	64.0%	High	Work continues to progress improvements in skills. (Data shown is from the ONS Annual Population Survey for year to December 2021).
*	% of working age population with at least NVQ 4 level qualifications	2nd (2021)	↓	40.7%	42.7%	High	As above.
*	Number of apprenticeship starts (all employers in the county)	3rd (2020/21)	↓	4,010	4,260	High	The numbers have dropped since the previous result. Data shown is 2019/20 and 2020/21.
*	% Out-Of-Work Benefit Claimants (JSA & UC)	✓ 1st (Aug 2022)	↑	2.2%	3.0%	Low	The rate has decreased from a peak of 4.2% in August 2020 and is lower than the regional (3.3%) and Great Britain positions (3.7%). (Data shown is for August 2022).
*	Unemployment rate	✓ 2nd (Mar 2022)	↑	3.3%	5.4%	Low	The rate has improved over the past year with the economic recovery and is below (better than) the regional (3.7%) and Great Britain positions (4.1%). Data shown is for year to March 2022.
*	Employment rate	✓ 1st (Mar 2022)	↑	81.1%	76.9%	High	The rate has improved over the past year with the economic recovery. It is well above (better than) the regional (74.8%) and national positions (75.2%). Data shown is for year to March 2022.
*	% of 16 to 17 year olds who are not in education employment or training (NEET)	2nd (2021)	↓	2.4%	2.0%	Low	The NEET level in Leicestershire has increased since the last annual result. Data shown is for 2020 and 2021.
	Gross weekly pay - all full time workers	2nd (2021)	↑	£590.50	£586.10	High	Data shown is for 2020 and 2021.

Notes: Comparators are 32 county councils & county unitaries.

Strong Economy - Housing									
Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
*	Total new dwellings delivered	✓	2nd (2021/22)	↑	3,110	3,137	2,710	High	The target is a notional annual target to meet the annual requirement for new housing identified in the Housing and Economic Development Needs Assessment (HEDNA). Quartile is new dwellings per 10k population (Source: Ministry of Housing, Communities, & Local Government).
*	Number of affordable homes delivered (gross)		2nd (2020/21)	-		-	794	High	
	% agree that local housing meets local needs		-	↓	48.5%	-	59.7%	High	Statistically significant decrease compared to the previous year. The results are from the Community Insight Survey of c.1600 residents during 2021/22.
*	Housing affordability - ratio of lower quartile house price to lower quartile earnings		2nd (2021)	↓	9.13	-	8.46	Low	This has increased (worsened) since the previous year. The least affordable places to purchase property in Leicestershire are Melton, Oadby & Wigston and Harborough. Data is 2020 and 2021.
*	Homelessness: Total households assessed as owed a duty		-	→	1,608	-	1,684	Low	Both end of year results have some missing data from Melton and Charnwood.
*	% domestic properties with Energy Performance Certificate rating C+ (existing)		3rd (2021/22)	↑	41.4%	-	36.4%	High	Improvement compared to previous year.
*	% domestic properties with Energy Performance Certificate rating C+ (new)	✓	1st (2021/22)	↑	98.5%	-	97.4%	High	Improvement compared to previous year.
Notes: Comparators are 32 county councils & county unitaries.									

Improved Opportunities - Best Start in Life

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
	Smoking at time of delivery (Leics & Rutland)	3rd (Eng)	↓	10.5%	9.6%	Low	For latest year 2020/21 Leicestershire performs significantly worse than national average of 9.6%.
	Percentage of 5 year olds with experience of visually obvious dental decay	1st (Eng)	↑	18.2%	22.3%	Low	The latest result is significantly better than the national average.
	% of providers in early years assessed as good or outstanding	4th (Eng. 2022)	→	95.0%	95.2%	High	Similar result to previous year.
*	% take-up of free early education by 2 year olds	4th (Cties. 2022)	↑	67%	58%	High	Take up of free childcare places for 2 year olds has improved compared to the previous year, which was impacted by Covid-19.
*	% take-up of free early education by 3 & 4 year olds	2nd (Cties. 2022)	↑	95%	94%	High	Take up for 3 and 4 year olds remains high.
*	% Achieving Good Level of Development (early years)	2nd (Cties. 2019)	-		N/A	High	No data available since 2019 due to suspension of national testing due to Covid-19. 2021/22 results due in November.
	% Inequality gap in achievement across early learning goals	2nd (Cties. 2019)	-		N/A	Low	As above.
*	Excess weight in primary school age children in Reception (Leics)	1st (Eng)	↑	19.0%	19.6%	Low	Leicestershire performs significantly better than the England average of 23.0%, 2019/20.
*	Excess weight in primary school age children in Year 6 (Leics)	1st (Eng)	↓	30.6%	30.0%	Low	Leicestershire performs significantly better than the England average of 35.2%, 2019/20.
*	% of physically active children and young people	3rd (Eng)	↓	45.5%	46.8%	High	Latest data is 2020/21
	Chlamydia detection (per 100,000 aged 15-24) (Leics)	3rd (Eng)	↓	1130	1563	High	Decline in performance in chlamydia detection rate from 2016 to 2020. 2020 Latest date.
	Under 18 conception (rate per 1,000 females aged 15-17) (Leics)	2nd (Eng)	↑	10.8	13.3	Low	Leicestershire's teenage pregnancy rate is lower than East Midlands and England rates. Latest data is 2020.
*	% of school pupils with social, emotional and mental health needs	1st (Eng)	↓	2.3	2.2	Low	The latest result is significantly better than the national average.

Notes: Public Health Outcomes Framework (PHOF) benchmarks are compared to all single / upper tier authorities ('Eng.'), unless otherwise stated ('Counties')

Improved Opportunities: School & Academy Performance							
Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
<u>Access to Good Quality Education</u>							
*	% of pupils offered first choice primary school	3rd (2022)	↓	92.7%	93.0%	High	The number of pupils offered their first choice primary school was Slightly lower than in 2020/21.
*	% of pupils offered first choice secondary school	3rd (2022)	↑	91.1%	89.0%	High	The number of pupils offered their first choice secondary school was slightly higher than in 2020/21.
*	% of schools assessed as good or outstanding	2nd (2021)	↑	88.8%	87.5%	High	Slight improvement on previous result. Results are as at 31 December 2021.
<u>Key Stage 2</u>							
	Achievement of expected standard or above in Reading, Writing and Maths at Key Stage 2	1st (2022)	-	62%		High	Results not available for past 2 years due to Covid-19. In common with almost all local authorities, the latest result is below the pre-pandemic result of 67%.
<u>Key Stage 4 & 5</u>							
*	Average Attainment 8 score (attainment in 8 subjects at GCSE level)	2nd (2022)	-	48.8	50.3	High	Attainment 8 locally and nationally are at the highest scores in history, with the exception of teacher assessed grades during the past 2 years, which are not comparable with 2021/22 results.
*	Average Attainment 8 score - pupils eligible for Free School Meals	1st (2022)	-	35.4	36.4	High	As above.
	Progress 8 (measure covering overall Key Stage 2-4 progress)	2nd (2022)	-	0.02		High	Leicestershire's progress 8 performance is now positive.
*	Average points score per entry at 'A' Level (or equiv.)	2nd (2021)	-		40.2	High	As above.
<u>Vulnerable Groups</u>							
*	% of special schools assessed as good or outstanding	✓ 1st (2021)	→	100%	100%	High	All special schools are now rated as good or outstanding by Ofsted. Results are as at 31 December 2021.
*	Average Attainment 8 score - Pupils with special educational needs (SEN statement / EHCP)	1st (2022)	-	17.3	17.40	High	2020/21 results were from teacher assessed grades and are not comparable with 2021/22 results.
*	Average Attainment 8 score - Pupils with special educational needs (SEN support)	3rd (2022)	-	33.9	35.80	High	As above.
	Secondary school persistent absence rate	✓ 1st (2021)	↑	12.8%	13.6%	Low	Pupils are identified as persistently absent if they miss 10% or more of possible sessions. Results shown are for 2020 and 2021.
<u>Notes:</u> Responsibility of schools and academies with support from Leicestershire Education Excellence Partnership (LEEP). Comparators are 32 county councils & county unitaries.							

Strong Economy - Transport

Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
Right Infrastructure for Sustainable Growth									
*	% of principal (A class) road network where structural maintenance should be considered	✓	1st (2020/21)	→	2%	2-4%	2%	Low	Leicestershire has an excellent record on road condition and continues to have some of the best maintained roads in the country. Maintaining this indicator at 2% demonstrates continued good performance.
*	% of non-principal (B & C class) road network where structural maintenance should be considered		2nd (2020/21)	↑	3%	4-6%	4%	Low	Although the headline condition for non-principal roads remains very good, this KPI only shows the proportion of the network in 'red' condition (essentially at the end of its useful life). There continues to be significant concern about the rising proportion of the network in 'amber' i.e. poor condition which could turn red at any time, particularly if we experience a hot summer or severe winter.
*	Overall satisfaction with the condition of highways (NHT satisfaction survey) (%)		1st (2021)	↓	32.4% (2021)	-	37.4% (2020)	High	Satisfaction with the condition of highways declined in 2021 for the first time in four years. The Council remain significantly above the average satisfaction scores for other participating authorities.
*	Average vehicle speed - weekday morning peak on locally managed 'A' roads (mph)		3rd (2020)	↑	32.5 (2020)	30.3	31.1 (2019)	High	The annual 'average vehicle speeds during the morning peak (7am-10am) on locally managed 'A' roads' indicator, showed an increase in average speed from 31.1mph in 2019 to 32.5 mph in 2020. This increase is almost certainly as a result of reduced traffic levels due to the Covid-19 pandemic. Data is 2 years in arrears.
*	Overall satisfaction with traffic levels & congestion (NHT satisfaction survey) (%)		1st (2021)	↓	37.8% (2021)	-	40.1% (2020)	High	Satisfaction with traffic levels has showed a small decline in performance as satisfaction levels declined from 40% in 2020 to 38% in 2021. Traffic levels in 2021 increased (from a 2020 low) which may have contributed to lower satisfaction levels.
*	Local bus passenger journeys originating in the authority area (millions)	●	4th (2020/21)	↑	7.0	6.0	3.8	High	Bus passenger journeys increased by 84% since the previous year demonstrating a return to more pre-pandemic behaviours. However, the recent amount is still only about half of the pre-pandemic journeys.
*	Overall satisfaction with local bus services (NHT satisfaction survey) (%)		1st (2021)	↓	53.6% (2021)	-	56.7% (2020)	High	There was a slight decline in satisfaction with local bus services from 57% in 2020 to 54% in 2021.
*	Number of park and ride journeys		-	↑	369,990	-	65,629	High	Journeys increased by 465% from 2020/21 to 2021/22 showing a strong recovery. However, this remains a long way from its pre-pandemic figure of 882,601.
*	Overall satisfaction with cycle routes & facilities (NHT satisfaction survey) (%)		1st (2021)	↑	38.1% (2021)	-	33.6% (2020)	High	Satisfaction with cycle routes and facilities increased from 34% in 2020 to 38% in 2021. Despite appearing a low figure it performed better than other County Councils, in the top quartile 2021.

Strong Economy - Transport

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
*	Overall satisfaction with the condition of pavements & footpaths (NHT satisfaction survey) (%)	1st (2021)	↓	61.6% (2021)	-	64.5% (2020)	High	Satisfaction with the condition of pavements and footpaths also declined slightly (3 percentage points) for the first time in four years in 2021. The Council remained significantly above the average satisfaction scores for participating authorities.
*	Overall satisfaction with the Rights of Way network (NHT satisfaction survey) (%)	1st (2021)	↓	49.8% (2021)	-	53.6% (2020)	High	There was a slight decline (4%) in satisfaction with the rights of way network from 54% in 2020 to 50% in 2021. Despite this it remained in the top quartile in 2021 when compared to other participating County authorities.
*	Carbon emissions (estimates) from transport within LA influence (Kt)	2nd (2020)	↑	1004.9 (2020)	-	1209.7 (2019)	Low	The most recent update for 'Carbon emissions (estimates) from transport within LA influence (Kt)' showed a large improvement in performance as emissions fell by a noteworthy 17% from 1,210 Kt in 2019 to 1,005 Kt in 2020. This data is two years in arrears, and it is significantly influenced by the large reduction of vehicles on the roads during the Covid-19 pandemic lockdowns in 2020.
Road Safety (Keeping People Safe)								
*	Total casualties on Leicestershire roads	1st (2020)	↓	925 (2021)	-	878 (2020)	Low	There was a 5% increase in 'Total casualties on our roads' from 878 in 2020 to 925 in 2021, demonstrating a decline in performance. This rise in casualties is likely to reflect the increase in vehicles on the County's roads in 2021 following the lockdowns in 2020. The data should be treated with a degree of caution as explained in the report.
*	Number of people killed or seriously injured (KSIs)	1st (2020)	↑	203 (2021)	-	208 (2020)	Low	There was a small decrease in the number of KSIs from 208 in 2020 to 203 in 2021 showing an improvement in performance.
*	Total casualties involving road users, walking cycling & motorcyclists (excluding cars)	1st (2020)	↓	253 (2021)	-	234 (2020)	Low	Total casualties involving road users, walking cycling & motorcyclists (excluding cars) increased from 234 in 2020 to 253 in 2021 showing an 8% decline in performance.
*	Number of people killed or seriously injured (KSI), walking cycling & motorcyclists (excluding cars)	1st (2020)	↓	104 (2021)	-	88 (2020)	Low	The number of people killed or seriously injured (KSIs), walking, cycling & motorcyclists (excluding cars) increased from 88 in 2020 to 104 in 2021 resulting in an 18% decline in performance.
*	Road safety satisfaction (NHT satisfaction survey) (%)	1st (2021)	↓	56.9% (2021)	-	59% (2020)	High	There was a slight decline in satisfaction with the road safety from 59% in 2020 to 57% in 2021. This is likely to be directly linked to the increase in traffic on County roads in 2021 compared to 2020. It also remained in the top quartile when compared to other participating Counties in 2021.

Notes: Comparators are the 33 county councils & county unitaries.

Safe & Well - Hospital Discharge & Reablement

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
Unified Prevention, Information & Urgent Response								
*	Permanent admissions of older people to residential and nursing care homes per 100,000 pop (ASCOF 2A Pt II) (BCF)	3rd (2021/22)	↓	567.2	<538.0	308.8	Low	There was an increase in the number of people aged 65 or over permanently admitted to residential or nursing homes during 2021/22 compared to the previous year.
	Permanent admissions to residential or nursing care of service users aged 18-64 per 100,000 pop (ASCOF 2A Pt I)	1st (2021/22)	↓	6.1	<4.1	1.9	Low	The number of people aged 18-64 permanently admitted to residential or nursing homes during 2021/22 was higher than the maximum target of admissions.
*	Unplanned admissions for chronic ambulatory care-sensitive conditions (BCF)	-	↓	723.7	775.0	612.6	Low	The target for this indicator has been exceeded by approx. 7%. Therefore, fewer non-planned admissions occurred than predicted.
*	% of people who use services who find it easy to find information about support (ASCOF 3D part 1)	4th (2021/22)	↓	56.8%	-	61.5%	High	Result derived from the adult social care survey. Performance in 21/22 at 56.8% was lower than 61.5% recorded the last time this survey was undertaken in 2019/20.
*	% of carers who find it easy to find information about support (ASCOF 3D part 2)	4th (2021/22)	↓	49.4%	-	60.3%	High	Derived from the biennial carers survey, LCC performance was 49.4% in 21/22, 8% lower than England (58%) and 7% lower than the East Midlands average (56%).
Improved Discharge & Reablement								
*	% of in patients who have been an inpatient in an acute hospital for 14 days or more (BCF)	-	↓	11.3%	10%	10.0%	Low	The targets for Leicestershire for length of stay (LOS) were reflective of pre-pandemic data. This did not include the increase in demand for those that have delayed seeking care over the past 2 years. In spite of this, Leicestershire has maintained similar levels of LOS with an approximate 1% upward variance which we hope to see return to pre-pandemic levels within the next 12 months.
*	% of in patients who have been an inpatient in an acute hospital for 21 days or more (BCF)	-	↓	5.5%	4.6%	4.4%	Low	See above.
*	% of people discharged from acute hospital to their normal place of residence (BCF)	-	↑	92.4%	93.1%	91.8%	High	This was an ambitious target for post-pandemic recovery. It does, however, represent an improvement on both previous years' data.
*	% of people aged 65+ still at home 91 days after discharge from hospital into reablement / rehabilitation services (ASCOF 2B Pt I) (BCF)	✓ 1st (2021/22)	↑	89.4%	85.0%	84.7%	High	Performance in 21/22 of 89.4% was higher than the previous year and also above the target of 85%.
*	% of people receiving reablement with no subsequent long-term service (ASCOF 2D)	✓ 1st (2021/22)	↑	90.0%	85.0%	81.1%	High	ASCOF 2D measures the proportion of people who had no need for ongoing services following reablement. During 2021/22 performance was higher than the previous year and also 5 percentage points higher than the 85% target.
Notes: ASCOF benchmarks are compared to all social services authorities BCF indicator targets are for 2021/22. 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework								

Safe & Well - Health & Care

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
Personalisation								
*	% of people who use services who have control over their daily life (ASCOF 1B)	3rd (2021/22)	↑	75.5%	-	73.4%	High	Result derived from the adult social care survey. Performance in 21/22 at 75.5% was 2 percentage points higher than the last time this survey was undertaken in 2019/20.
*	% of people using social care who receive self-directed support (national, ASCOF 1C Pt 1a)	3rd (2021/22)	→	95.7%	98.0%	95.2%	High	The proportion of people in receipt of a personal budget in 21/22 was very similar to the figure in the previous year.
*	% of carers receiving self-directed support (ASCOF 1C Pt 1b)	1st (2021/22)	→	100.0%	100.0%	99.9%	High	The proportion of carers in receipt of a personal budget in 21/22 reached the target of 100%.
*	% of service users receiving support via direct payments (ASCOF 1C Pt 2a)	1st (2021/22)	↓	40.2%	42.0%	42.0%	High	At 40.2%, the proportion of service users receiving direct payments is just below the target of 42%.
*	% of carers receiving direct payments (ASCOF 1C Pt 2b)	3rd (2021/22)	↑	99.5%	98.0%	98.9%	High	The proportion of carers in receipt of a direct payment at 99.5% was slightly above the previous year, and met the target.
Dementia								
	Dementia diagnosis rate by GPs	● 4th (2022)	↓	59.4%	66.7%	61.2%	High	The indicator shows the rate of persons aged 65 and over with a recorded diagnosis of dementia compared to the number estimated to have dementia given the characteristics of the population and the age and sex specific prevalence rates. Data is for 2022.
Care Quality								
*	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	3rd (2021/22)	↑	63.4%	-	59.9%	High	Result calculated from the adult social care survey. In 2021/22 it was 63.4%, 3.5 percentage points higher than the last time the survey was completed in 2019/20.
*	Overall satisfaction of carers with their care and support (ASCOF 3B)	2nd (2021/22)	→	37.1%	-	36.6%	High	Derived from the biennial carers survey, LCC performance was 37% in 2021/22 - the same as the East Midland average and only just above the England average of 36%. Previous survey result is from 2018/19.
*	% of Care Homes requiring improvement or inadequate - rating	4th (Nov 2021)	→	19.4%	-	20.0%	Low	This indicator is based on Care Quality Commission (CQC) data.
*	% of Home Care Providers requiring improvement or inadequate - rating	3rd (Nov 2021)	→	11.7%	-	11%	Low	This indicator is based on Care Quality Commission (CQC) data. Two Home Care providers were rated as inadequate.
*	Social care related quality of life (ASCOF 1A)	4th (2021/22)	↓	18.3	-	18.5	High	This measure is drawn from a number of questions in the annual survey of service users including such topics as control over daily life, and how time is spent and social contact. In the 2021/22 survey the outturn was 18.3, lower than the 18.5 calculated from the 2019/20 survey.

Safe & Well - Health & Care								
Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
*	Carers reported quality of life (ASCOF 1D)	3rd (2021/22)	↓	7.0	-	7.5	High	Similar to the indicator above, this is drawn from a number of questions in the biennial survey of carers including topics such as control over daily life, social participation and safety. In the 2021/22 survey the outturn was 7, slightly lower than the 7.5 calculated from the 2018/19 survey.
<u>People reach their potential (Improved Opportunities)</u>								
*	% of adults with a learning disability in paid employment (ASCOF 1E)	1st (2021/22)	↓	9.2%	10.5%	10.5%	High	The proportion of people aged 18-64 with a learning disability known to the council who are in paid employment was slightly below the 10.5% target in 2021/22 at 9.2%.
*	% of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	2nd (2021/22)	→	85.3%	86%	84.3%	High	The proportion of people with a learning disability aged 18-64 who live in settled accommodation in 2021/22 was 85.3% - similar to 2020/21.
*	Gap in employment rate between those in contact with secondary mental health services and on a Care Plan approach and the employment overall rate	4th (Eng)	↑	70.9%	-	74.5%	Low	Data is for 2019/20 and 2020/21.
<u>Notes:</u> ASCOF benchmarks are compared to all social services authorities. 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework.								

Safe & Well - Public Health

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
	<u>Public Health</u>						
	Life Expectancy – Males (Leics)	1st (Eng)	↓	80.5	80.9	High	Males in Leicestershire can expect to live over 1 year longer than the average for England. To reduce health inequalities we are tackling the wider determinants of health through a range of projects/activity. Latest data is for the period 2018-20.
	Life Expectancy – Females (Leics)	2nd (Eng)	↓	84.1	84.3	High	Females in Leicestershire can expect to live 1 year longer than the average for England. Latest data is for the period 2018-20.
*	Healthy Life Expectancy – Males (Leics)	2nd (Eng)	↓	62.9	63.5	High	Males in Leicestershire can expect to live a sixth of a year healthy less than the average for England (63.1 years). Latest data is for the period 2018-20.
*	Healthy Life Expectancy – Females (Leics)	2nd (Eng)	→	63.6	63.6	High	Females in Leicestershire can expect to live a quarter of a year healthy less than the average for England (63.9 years). Latest data is for the period 2018-20.
*	Slope Index of Inequalities – Males (Leics)	1st (Eng)	↑	6	6.4	Low	The gap in life expectancy at birth between the best-off and worst-off males in Leicestershire for 2018-20 is 6.0 years. Ranked 2nd best out of 16 similar areas.
*	Slope Index of Inequalities – Females (Leics)	1st (Eng)	↑	4.9	5	Low	The gap in life expectancy at birth between the best-off and worst-off females in Leicestershire for 2018-20 is 4.9 years. Ranked 3rd best out of 16 similar areas.
	Under 75 CVD Mortality (per 100,000 population)	1st (Eng)	↑	60.4	61.1	Low	A variety of work contributes to reducing cardiovascular disease. Latest data is for the period 2017-19.
	Under 75 Cancer Mortality (per 100,000 population)	1st (Eng)	↑	117.3	120.7	Low	Various actions are being implemented to help people to adopt healthier lifestyles and become more aware of cancer risk factors. Latest data is for the period 2017-19.
	Under 75 Respiratory Disease Mortality (per 100,000 population)	1st (Eng)	↑	25.6	26.2	Low	Public health advice and support and wider prevention programmes for respiratory disease. Latest data is for the period 2017-19.
	Age standardised mortality for preventable causes (2019 definition) for age 75 and under	1st (Eng)	↑	120	121.3	Low	Deaths are considered preventable if, in the light of the understanding of the determinants of health at the time of death, all or most deaths from the underlying cause could potentially be avoided by public health interventions. Latest data is for 2017-19.
	Prevalence of smoking among persons aged 18 years and over	1st (Eng)	↑	12.0%	13.2%	Low	A new stop smoking service began in 2017. In 2019, the national average result was 13.9%. Data is for 2018 and 2019.
	Rate of hospital admissions for alcohol related causes (narrow) (per 100,000 pop - Leics) (new method)	2nd (Eng)	↑	404	472	Low	Leicestershire has performed better than the England average since 2016/17. Latest data is for period 2020/21.

Safe & Well - Public Health

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
	% who successfully completed drug treatment (non-opiate) ✓	1st (Eng)	↑	45.0%	34.6%	High	Data shows completions in 2020 with non re-presentations up to 6 months. The data presented is for Leicestershire and Rutland combined.
	% who successfully completed drug treatment (opiate)	1st (Eng)	→	6.7%	6.8%	High	Data shows completions in 2020 with non re-presentations up to 6 months. The data presented is for Leicestershire and Rutland combined.
	Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	2nd (Eng)	↑	50.5%	49.8%	High	New health check service contract with the GPs agreed along with efforts to encourage pharmacies and GPs to work together to improve health check uptake. Data relates to the time period 2017/18 - 2021/22.
*	% of adults classified as overweight or obese (Leics)	3rd (Eng)	↓	64.9%	62.4%	Low	Data sourced from Active Lives Survey. Latest data is for period 2020/21.
*	% of physically active adults	2nd (Eng)	↓	66.6%	67.6%	High	Latest data, 2020/21, is derived from the Active Lives Survey. Leicestershire value is similar to the England value of 65.9%.
	% of physically inactive adults	2nd (Eng)	→	21.9%	21.9%	Low	Latest data, 2020/21, is derived from the Active Lives Survey. Leicestershire value is significantly better than the England value of 23.4%.
*	% of adults walking or cycling for travel at least 3 days per week	2nd (Eng)	↓	2.3%	2.4%	High	Latest data is 2019/20.
	Fraction of mortality attributable to particulate air pollution (new method)	2nd (Eng)	↑	5.3%	7.4%	Low	Latest data is for 2020. Particulate matter in 2020 may have been affected by COVID lockdowns.
*	Levels of air pollution – fine particulate matter (PM2.5)	2nd (Eng)	↑	7.0	9.9	Low	Latest data is for 2020. Particulate matter in 2020 may have been affected by COVID lockdowns.
Coronavirus Response							
	Number of excess deaths	-	-	1831	-	Low	Cumulative excess deaths from week 1 2020 to week 30 2022 (29th July 2022 Occurrences).
	Vaccinations-Dose 1 ✓	1st (2022)	-	87.3%	-	High	Percentage of over 12s vaccinated with dose 1, up to 3rd August 2022.
	Vaccinations-Dose 2 ✓	1st (2022)	-	84.4%	-	High	Percentage of over 12s vaccinated with dose 2, up to 3rd August 2022.
	Vaccinations-Dose 3 ✓	1st (2022)	-	70.0%	-	High	Percentage of over 12s vaccinated with dose 3 or Booster 2, up to 3rd August 2022.
Notes: Public Health Outcomes Framework (PHOF) benchmarks are compared to all single / upper tier authorities. Direction of travel arrows are indicative, and do not necessarily represent statistically significant change.							

Safe & Well - Mental Health

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
<u>Mental Health</u>							
*	% of people with a low satisfaction score	2nd (Eng)	↓	6.0%	4.7%	Low	We are a key partner in the LLR Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2020/21. Leicestershire result is similar to the England average.
*	% of people with a low happiness score	1st (Eng)	↑	7.7%	9.6%	Low	We are a key partner in the LLR Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2020/21. Leicestershire result is similar to the England average.
*	% of people with a high anxiety score	2nd (Eng)	↑	22.5%	24.2%	Low	We are a key partner in the LLR Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2020/21. We are similar to the England average.
*	Suicide rate (per 100,000)	1st (Eng)	↓	8.4	7.8	Low	Latest data is for period 2018-20.
*	Rate of excess under 75 mortality rate in adults with serious mental illness	4th (Eng)	↑	493.0%	505.7%	Low	Latest data is for period 2018-20.
	% of patients that received treatment in Child & Adolescent Mental Health Services (CAMHS) within 4 weeks - (urgent)	-	→	100.0%	100.0%	High	Result is for March 2022.
	% of patients that received treatment in Child & Adolescent Mental Health Services (CAMHS) within 13 weeks - (routine)	-	↑	84.4%	78.2%	High	The result is for March 2022.
<u>Notes:</u> Public Health Outcomes Framework (PHOF) benchmarks are compared to all single / upper tier authorities							

Improved Opportunities - Safeguarding Children & Families

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
<u>Supporting Families & Early Help (Improved Opportunities)</u>								
	Number of funded families on the Government Supporting Families Programme	✓ -	↑	4149	4149	3334	High	LCC had worked with more than the number of funded families attached to the national Supporting Families Programme.
*	Number of families achieving significant and sustained progress	✓ 2nd (2021)	-	464	464	484	High	As above.
	Number of Payment by Results (PBR) families outcomes met - SLF Phase 2 (Extension)	✓ 2nd (2021)	-	464	464	484	High	As above.
<u>Safeguarding Children (Safe & Well)</u>								
	Single assessments completed within 45 working days	1st (2020/21)	↓	92.6%	85%	95.3%	High	The result is a slight decline compared to the previous year, but still exceeds local target. The national framework has a target of 45 days for completion.
*	% re-referrals to children's social care within 12 months	2nd (2020/21)	↑	19.6%	22%	21.2%	Low	The result is an improvement compared to the previous year.
	Child protection cases which were reviewed within required timescales	3rd (2020/21)	↓	85.7%	100%	96.2%	High	The result shows a decline compared to the previous year.
*	Children becoming the subject of a Child Protection Plan for a second or subsequent time	3rd (2020/21)	↓	28.1%	19%	22.8%	Low	The result is higher (worse) than the previous year.
	Number of child sexual exploitation (CSE) referrals	-	↑	194	-	214	Low	The latest result is slightly lower than the previous year.
	Number of child criminal exploitation (CCE) referrals	-	↓	203	-	145	Low	There was an upward trend in referrals during 2021/22, partly due to the development of the CCE team and growing awareness of CCE across social care.

Improved Opportunities - Safeguarding Children & Families

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
<u>Looked After Children (Safe & Well)</u>								
*	Stability of placements - children in care with 3 or more placements in year.	1st (2020/21)	↓	5.3%	9%	4.0%	Low	The result is higher (worse) than the previous year, but within local target.
*	Stability of placements - children in same placement for 2+ years or placed for adoption	-	↑	69.4%	70%	64.2%	High	The result is higher (better) than the previous year.
	% Looked after children receiving health checks	4th (2020/21)	↓	83.9%	90%	86.0%	High	Slight decline compared to previous year.
	% Looked after children receiving immunisations	2nd (2020/21)	↓	86.3%	-	90.0%	High	Slight decline compared to previous year.
	% Looked after children receiving dental checks	4th (2020/21)	↑	58.0%	90%	28.0%	High	There has been a significant increase following lower availability of services during the Covid-19 pandemic.
	% Looked after children placed out of county	2nd (2020/21)	→	14.4%	-	14.8%	Low	Similar result to previous year.
	Emotional Health of looked after children - mean SDQ score	3rd (2020/21)	→	13.6	-	13.8	Low	The result is similar to the previous year.
*	Care leavers aged 19, 20 and 21 in education, employment or training	1st (2020/21)	→	60.1%	50%	60.0%	High	The result is similar to the previous year.
*	Care leavers aged 19, 20 and 21 in suitable accommodation	1st (2020/21)	→	94.8%	80%	96.0%	High	The result is similar to the previous year.
	Total average time in days to place with prospective adopters	-	↓	494	-	437	Low	Data shows 3 year averages for 2018-21 and 2019-22.
	% children who wait less than 14 months for adoption	-	→	24%	-	24%	High	The result is similar to the previous year. Data shows results for 2020/21 and 2021/22.
<u>Notes:</u> Children's Social Care data is provisional - to be confirmed by DfE in winter 2021/22. Comparators are 32 county councils & county unitaries.								

Safe - Safer Communities

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
<u>Youth Justice</u>								
	Rate of proven reoffending by young people in the youth justice system	2nd (2019/20)	↑	0.26	N/A	0.67	Low	Rate of reoffending is lower than the previous year
*	Number of first time entrants to the criminal justice system aged 10 - 17	2nd (2021)	↑	54	N/A	81	Low	First time entrants are lower than during 2020/21
*	% of young people receiving a conviction in court who are sentenced to custody	3rd (2020/21)	↓	8.3%		3.3%	Low	We continue to perform below (better than) the 5% target and the use of custody remains low in Leicestershire. All children facing custody would be assessed and recommendations put forward to the Court. Where risk can be managed in the community, alternatives include 'Intensive Supervision and Surveillance' (ISS) and the Project Responsive team.
<u>Anti-social Behaviour</u>								
	Anti-social behaviour total (per 1,000 population)	-	↑	7.54	N/A	9.85	Low	ASB is lower than the previous year
*	% of people that agree ASB has decreased or stayed the same ✓	-	↑	90.4%	N/A	84.1%	High	There is a statistically significant increase compared to the previous year. The results are from the Community Insight Survey of c.1600 residents during 2021/22.
<u>Vulnerable People</u>								
*	Reported domestic abuse incident rate (per 1,000 population)	-	↓	16.59	N/A	14.44	Low	Reported domestic crimes and incidents is showing a steady increase over time.
	Domestic violence with injury rate (per 1,000 population)	-	↓	3.61	N/A	3.06	Low	Domestic violence with injury is showing a steady increase over time.
*	% of domestic violence cases reviewed at MARAC that are repeat incidents	-	↑	36%	28%-40%	46%	Low	MARAC re-referrals in the county are within the SafeLives recommended threshold of between 28% and 40%.
	Number of safe accommodation spaces for domestic abuse victims	-	-	18	N/a	N/a	High	

Safe - Safer Communities

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
<u>Safeguarding Adults</u>								
*	% of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	4th (2021/22)	↓	81.2%	-	89.7%	High	This indicator is derived from the adult social care survey. Performance in 2021/22 at 81.2% was lower than 89.7% recorded the last time this survey was undertaken in 2019/20.
	Number of safeguarding adults alerts received	-	↓	5,508	-	5,274	Low	Safeguarding concerns include those cases where LCC receive reports of concern for a person's welfare, or where a safeguarding incident is reported. Alerts increased by 4% between 2020/21 and 2021/22.
	% of safeguarding adults where risk was identified	-	↓	67.4%	-	65.5%	Low	In 2021/22, a risk was identified in 67.4% of enquiries. Checks are made to see if an enquiry meets safeguarding thresholds prior to it being opened.
*	Of safeguarding enquiries where an outcome was expressed, the % fully or partially achieved	-	→	93.0%	93%	93.2%	High	Outcomes expressed and achieved are part of the 'Making Safeguarding Personal' outcome measures which were introduced to develop an outcomes focus to safeguarding work.
<u>Notes:</u> Comparators are 32 county councils & county unitaries, except where (Eng.) indicates that comparison is with all English local authority areas.								

Safe - Police & Crime

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	End of Yr 2020/21	Polarity	Commentary
People are Safe in Daily Lives							
*	Total crime (per 1,000 population)	2nd (2021/22)	↓	69.4	60.0	Low	Total number of crimes have increased compared to the previous year. The increase in reporting over time is thought to be related to an increase in confidence in reporting to the police and improved recording practices.
	Residential Burglary (per 1,000 population)	2nd (2021/22)	→	2.2	2.3	Low	Residential burglary are similar to the previous year.
	Business and Community Burglary (per 1,000 population)	1st (2021/22)	→	0.9	1.0	Low	Business and community burglary rates are similar to the previous year.
	Criminal damage and arson (per 1,000 population)	2nd (2021/22)	→	7.9	7.0	Low	Criminal damage and arson rates are similar to the previous year.
	Theft offences (per 1,000 population)	3rd (2021/22)	↓	7.5	5.9	Low	Theft offence rates have slightly increased compared to the previous year.
	Vehicle offences (per 1,000 population)	3rd (2021/22)	→	4.3	4.7	Low	Vehicle offence rates are similar to the previous year.
	Public order offences (per 1,000 population)	3rd (2021/22)	↓	8.9	6.0	Low	Public Order Offences have slightly increased. The increase in reporting over time is thought to be related to an increase in confidence in reporting to the police and improved recording practices.
	Violence against the person (per 1,000 population)	1st (2021/22)	↓	27.0	22.8	Low	There was a 5% increase in reported violence against the person compared to the previous year. The increase in reporting over time is thought to be related to an increase in confidence in reporting to the police and improved recording practices.
	Sexual offences (per 1,000 population)	1st (2021/22)	↓	2.8	1.9	Low	Sexual offences rates are higher than previous year. The increase in reporting over time is thought to be related to an increase in confidence in reporting to the police and improved recording practices. Leicestershire has a low rate compared to other similar authorities.
*	% People who feel safe after dark	1st/2nd (2021/22)	→	78.7%	79.2%	High	People who feel safe after dark rates are similar to the previous year. The results are from the Community Insight Survey of c.1600 residents during 2021/22.

Notes: Responsibility of Police & Crime Commissioner (published as part of overview & scrutiny role). Comparators are 32 county councils & county unitaries.

Clean & Green - Environment & Waste

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
<u>Waste Management</u>								
*	Total household waste per household (kg)	3rd (2020/21)	→	1013.6	Year on year decrease	1020.1	Low	This indicator showed a slight decrease (less than 1%) in total household waste per household in 2021/22.
*	Tonnes of waste produced from LCC sites	-	↓	263.2	398.7	132.8	Low	Waste produced at LCC sites almost doubled in 2021/22 since the previous year, this is likely due to more office based staff returning to their office in contrast to 2020/21 where many officers worked at home during the pandemic. (Internal indicator)
*	Annual percentage of municipal waste sent to landfill	4th (2020/21)	↑	25.3%	30%	27.8%	Low	A further reduction in municipal waste sent to landfill compared to 2020/21 has meant that the 30% target continues to be met. This is due to the authority having negotiated an increase in the amount of waste delivered to alternative disposal points which diverts waste that would have been landfilled into alternative treatment. However, the Council remains in the bottom (4th) quartile compared to other English county councils in 2020/21.
*	% waste recycled from LCC sites (non-operational)	-	↑	59.7%	63.2%	48.4%	High	The % of waste recycled has improved by 11% but remained below its 63.2% target. This is likely to reflect more waste being generated and consequently being recycled as more staff return to their offices and places of work. (Internal indicator)
*	% of household waste sent by local authorities across Leicestershire for reuse, recycling, composting etc.	3rd (2020/21)	→	43.4%	45%	43.3%	High	This indicator remained static at 43% in 2021/22 and was slightly below the target of 45% and performs below average when compared to other English county councils.
*	Total fly-tipping incidents per 1,000 population	2nd (2020/21)	↓	8.6 (2020/21)	-	5.5 (2019/20)	Low	Total fly tipping increased by from 5.5 incidents per 1,000 population in 2019/20 to 8.6 in 2020/21. Despite this decline in performance this indicator performs above average when compared to other English county councils in 2020/21.
<u>Renewable energy</u>								
*	Renewable heat incentive deployment (Domestic) per 10,000 population	3rd (2020)	↑	20.5 (2021)	-	17.6 (2020)	High	This improved in performance by 16% since last year. This is beyond the direct control of the Council which is why a target hasn't been set.
*	Renewable energy capacity in the area (MW)	3rd (2020)	→	326.1 (2020)	-	326.5 (2019)	High	Renewable energy capacity in the area has remained steady when compared to last year. This is not within the Council's control.
*	Renewable energy generated in the area (MWh)	3rd (2020)	↑	561,237 (2020)	-	537,711 (2019)	High	Renewable energy generated this year increased by 4% compared to last year.
*	Amount of renewable energy generated as a % of consumption	-	↑	14.3% (2020/21)	20.4% (2020/21)	13.2% (2019/20)	High	The 'amount of renewable energy generated as a % of consumption' improved in performance from 13% in 2019/20 to 14% in 2020/21. Despite this improvement it hasn't met its target of 20% yet. This could be due to reduced efficiency of solar panels over time, panels needing cleaning or an increase in total electricity consumption. (Internal indicator)

Clean & Green - Environment & Waste

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
	<u>Reducing carbon emissions</u>							
*	Carbon emissions from LCC buildings (tonnes)	-	↑	3,244 (2020/21)	3,885 (2020/21)	3,639 (2019/20)	Low	Carbon emissions from our buildings have reduced by 11% resulting in improved performance that is well ahead of its target. This was due to significant reductions in electricity emissions associated with the impact of Covid-19 on Council operations, a reduction in carbon intensity of grid electricity and improved energy efficiency and renewable energy investments across the Council's property estate. (Internal indicator)
*	Carbon emissions from LCC street lighting and traffic signs (tonnes)	-	↑	1,849	5,109	2,004	Low	Carbon emissions from street lighting and traffic signals have improved in performance by 8%. (Internal indicator)
*	Carbon emissions from LCC fleet (tonnes)	-	↓	2,341	1,828	2,079	Low	Emissions rebounded in 2021/22 to their highest level since 2017/18, whilst the target was tightened leading to a significant overshoot and worsening trend. The department is exploring prospects to improve this from new fuels. (Internal indicator)
*	Total Carbon emissions from LCC sites (non-operational) (tonnes)	-	↑	5,472 (2020/21)	14,403 (2020/21)	10,540 (2019/20)	Low	This improved in performance by 48%, due to a significant decline in total emissions over the year. This was largely due to the impact of Covid-19 on council operations and the significant shift to home working of Council staff. (Internal indicator)
*	Carbon emissions per capita (in LA influence) (tonnes per person)	3rd (2020)	↑	4.2 (2020)	4.8 (2020)	4.7 (2019)	Low	Carbon emissions per capita (in LA influence) (tonnes per person) declined from 4.7 in 2019 to 4.2 in 2020. This is a measure of estimated carbon dioxide emissions per head of population within LA influence. The covid pandemic and lockdowns are likely to have greatly influenced this fall in emissions. Despite this improvement in performance its performance remains below average when compared to other English county council during 2020. Data is provided by the government (BEIS) and is 2 years in arrears.
*	Total LCC GHG emissions	-	↑	9,446 (2020/21)	16,098 (2020/21)	11,663 (2019/20)	Low	The Council's net GHG emissions have reduced during 2020/21 by 19.4% and are well ahead of their target, showing good performance. This was greatly influenced by the Covid 19 pandemic. (Internal indicator)
*	Total Business miles claimed ('000s of miles)	-	↑	2,606 (2020/21)	5,745 (2020/21)	5,560 (2019/20)	Low	The number of 'Total Business miles claimed' declined significantly in 2020/21 showing an improvement in performance. This was largely due to fewer staff travelling during the Covid-19 pandemic. (Internal indicator)

Clean & Green - Environment & Waste

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
Environmentally Friendly Infrastructure								
*	Electric vehicle ownership - Ultra low emission vehicles (ULEVs) rate/10,000 population	3rd (2022)	↑	96.0	-	60.4	High	Electric vehicle ownership has increased by 59% since 2020/21, demonstrating a shift away from fossil fuel to electric vehicles.
*	Electric vehicle charging location per 100,000 population	4th (2022)	↑	33.5	-	22.8	High	Electric vehicles charging locations have seen an improvement in performance by 47%. Despite this improvement this indicator is in the bottom (4th) quartile when compared to other English county councils in 2022.
*	Leicestershire rivers (excluding Leicester) are in good ecological status (%)	-	-	9.4% (2019)	-	-	High	River quality in good ecological status was 9.4% in 2019, which is the latest data we have received from the Environment Agency.
*	Leicestershire rivers (excluding Leicester) are in good chemical status (%)	-	-	0% (2019)	-	-	High	Since 2019 the Environment Agency methodology for assessing river 'chemical status' became more rigorous and no rivers in Leicestershire have 'good chemical status.' Currently no surface water bodies nationally have met this latest criteria. This is the most up to date data from the Environment Agency currently available.
*	NO2 exceedances for Leicestershire	-	↑	2 (2020)	-	3 (2019)	Low	This indicator is the number of times NO2 has exceeded 40 micrograms. According to the local District Councils Air Quality Annual Status Reports there was one fewer exceedance since the previous year, showing a slight improvement in performance. Data is for 2019 and 2020.
*	% think the Council should do more to help protect the environment (Community Insight Survey)	-	-	60.3%	-	67.9%	N/A	Fewer respondents of the Community Insight Survey (60%) in 2021/22 think the council should do more to help protect the environment compared to the previous year (68% in 2020/21).
Notes: Comparators are 32 county councils & county unitaries.								

Great Communities									
Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
<u>Diversity is celebrated / People feel welcome</u>									
*	% of people who use services who had as much social contact as they would like (ASCOF 1I pt 1)	●	4th (2021/22)	↓	37.3%		41.6%	High	This indicator is derived from the adult social care survey. Performance in 2021/22 at 37.3% was 4% lower than the last time this survey was undertaken in 2019/20.
*	% of carers who had as much social contact as they would like (ASCOF 1I pt 2)		3rd (2021/22)	↓	24.7%		30.0%	High	Derived from the biennial carers survey, LCC performance of 25% in 2021/22 is slightly lower than the England average (28%) and East Midlands average (27%), and lower than the result of 30.0% when the survey was last carried out in 2018/19.
	% feel lonely some of the time, often or always		-	↑	7.1%	-	17.1%	Low	The results is a statistically significant improvement compared to the previous year. Data from the Community Insight Survey of c.1600 residents during 2021/22.
*	% agree people from different backgrounds get on well together		1st/2nd (2020/21)	→	90.6%	-	93.2%	High	The result is statistically similar to the previous year, but lower than pre-pandemic results. We continue work to strengthen community cohesion, supporting communication with and across community groups particularly in the light of Brexit and Covid-19. The results are from the Community Insight Survey of c.1600 residents during 2021/22.
*	Reported hate incidents (per 1,000 population)		-	-	1.7	-	1.35	n/a	Increase compared to previous year. We continue work to strengthen community cohesion, supporting communication with and across community groups particularly in the light of Brexit and Covid-19.
<u>Communities participate in future planning</u>									
	% people willing to work together with others on something to improve their neighbourhood	✓	-	↑	90.3%	-	73.7%	High	The result is a statistically significant improvement compared to the previous year. Data from the Community Insight Survey of c.1600 residents during 2021/22.
*	% of respondents who had given some unpaid help in the last 12 months	✓	-	↑	44.8%	-	38.4%	High	As above.
*	% of respondents agreeing that they can influence County Council decisions affecting their local area		-	→	30.4%	-	32.6%	High	The result is statistically similar to the previous year. The results are from the Community Insight Survey of c.1600 residents during 2021/22.
*	% of respondents stating that they were satisfied with their local area as a place to live	✓	1st/2nd (2022)	→	95.2%	-	93.3%	High	As above.
*	Number of LCC volunteers managed		-	-	391	-	-	High	The result reflects active volunteers recorded in the new Better Impact system. Work continues to identify and add volunteers onto the new system.

Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
<u>Cultural, historical and natural heritage</u>								
*	Library total visits (beam count and website visits)	-	↑	562k	400k	230k	High	Visits increased significantly on last year, aided by restrictions being lifted in July and are a positive signal of recovery, but still below pre-pandemic levels.
	Library total issues	-	↑	1,991k	1,802k	1,102k	High	Issues are recovering strongly on last year, but still below pre-pandemic levels.
	Library children's issues	-	↑	663k	525k	192k	High	Children's issues are recovering strongly.
	Library total e-downloads	-	↑	851k	815k	783k	High	E-downloads continue to increase, being driven by E-Audio books.
*	Number of communities running their own library	-	→	35	-	35	High	The number of communities running their own libraries remained constant in 2021/22 at 35.
	Number of volunteer hours - libraries & heritage	-	↑	9.7k	9.0k	3.1k	High	Volunteering opportunities at libraries and heritage sites in 2021/22 appear to have bounced back following Covid restrictions and increased threefold on the previous year.
	Number of tourism visitor days (millions)	-	↑	22.1	-	10.2	High	Data shown is for 2020 and 2021. The tourism sector has been significantly affected by the Covid-19 pandemic, although there has been partial recovery during 2021. The results for 2019 was 27.2 million.
*	Number of visits to heritage sites (including website visits)	✓ -	↑	259k	214k	112k	High	The number of visitors to heritage sites and websites in 2021/22 is double that of the previous year, and is also higher than pre-covid levels.
<u>Notes:</u> Comparators are 32 county councils & county unitaries.								

Enabling Services								
Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
Customer Services & Digital Delivery								
*	% think Leicestershire County Council doing a good job	-	→	62.0%	-	60.0%	High	The result is statistically similar to the previous year. The results are from the Community Insight Survey of c.1600 residents during 2021/22.
*	% that trusts the County Council	1st/2nd (2022)	→	67.4%	-	67.0%	High	The result is statistically similar to the previous year. The results are from the Community Insight Survey of c.1600 residents during 2021/22.
*	% that feel well informed about the County Council	-	↓	46.7%	-	59.0%	High	The result is lower than the previous year. The results are from the Community Insight Survey of c.1600 residents during 2021/22.
	Media rating (points)	-	↓	4780	4200	5087	High	The result is slightly lower than the previous year, however, the target was achieved.
	Number of unique visits to the LCC website	-	↓	2.59m	-	3.0m	High	Slight decrease in Council website use, which peaked during Coronavirus information campaigns in 2020/21. Council website ranked the most accessible of all county councils in September 2021. Work is underway to exploit web analytics to better target services and the digital offer.
	% calls to the Customer Service Centre answered	-	↑	75.0%		69.3%	High	Improvement compared to the previous year.
	Number of complaints reported	-	↓	610	-	527	Low	The aim is to maximise the reporting of complaints in order to learn from customer issues and improve services. The result shows a 16% increase on the previous year. 39% of complaints were upheld during 2021/22.
	Number of compliments reported	-	↑	226	-	215	High	There was a slight increase in the number of compliments compared to 2020/21.
	% Complaints responded to within 20 days	-	↓	68%	-	77%	High	The results is slightly lower than last year due to response times being impacted by the wider pandemic pressures and show some pressures on services. 41% of all complaints received a response within 10 working days.

Enabling Services								
Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2021/22	Target / Standard	End of Yr 2020/21	Polarity	Commentary
Equalities and People Strategy								
*	% staff satisfaction with County Council as an employer	-	→	95%	-	94%	High	The result is statistically similar to the previous year. Results shown are for 2021 and 2019.
*	% Annual staff turnover	●	↓	14%	10%	7%	N/A	Staff turnover has increased as the wider jobs market recovered following the lifting of Covid-19 restrictions.
*	Number of RIDDOR (Health & Safety) Incidents	-	↓	13	-	8	Low	The number of more serious RIDDOR incidents has increased during 2021/22 with the return to staff to physical workplaces.
*	Number of apprentices employed by Leicestershire County Council	-	-		-	84	High	
	% mean gender pay gap	3rd (2021)	→	10%	-	10%	Low	The result is the same as last year. Data shown is for March 2020 and March 2021.
*	% of the workforce that feels that LCC is committed to equality & diversity	-	→	93%	-	93%	High	The result is statistically similar to the previous year. Results shown are for 2021 and 2019.
	Stonewall Workplace Equality Index Ranking	✓	→	84	-	83	Low	Similar to previous result. The Council was the third ranked local authority in the Index, in which over 403 employers participated during 2022. Results shown are for 2022 and 2020.
Notes: Comparators are 32 county councils & county unitaries.								

PART 3: Risks and Risk Management

The Council has had many years of austerity budgets and also been significantly impacted by the Covid-19 pandemic. The service environment continues to be extremely challenging with a number of known major risks over the next few years. Given the pressures and reductions it is important that the Council has effective performance monitoring and risk management arrangements in place. In relation to risk management the Council has a good risk management process to help it to identify possible risks, score these in terms of likelihood and impact and take mitigating actions. Corporate high risks currently identified include: -

Covid-19 - If the Council does not on an ongoing basis plan for, prepare and respond to current and future consequences of the Covid-19 pandemic the council and its communities could suffer long lasting economic, environmental, societal and technological challenges and missed opportunities.

If the implications of the Russian invasion of Ukraine are sustained, then the Council and Leicestershire as a whole will be significantly impacted.

If the current cost of living crisis continues and even intensifies then the people and businesses of Leicestershire as a whole will be significantly impacted and the Council will have to take difficult decisions.

The ability to deliver savings through service redesign and Transformation as required in the MTFS, impact of the living wage, legal challenges, and importantly demand/cost pressures, especially those arising in Adults and Children's Social Care.

Child Social Care - If the number of high-cost child social care placements (e.g., external fostering, residential and 16+ supported accommodation) increases (especially in relation to behavioural and CSE issues) then there may be significant pressures on the children's social care placement budget, which funds the care of vulnerable children.

If the Government grant for the Troubled Families Programme is reduced and on-going funding is not secured to secure the SLF Programme, then there may be an impact on the ability to deliver a range of Early Help Services and increased costs.

SEN D - If demand for Education Health and Care Plans (EHCP) continues to rise, and corrective action is not taken, there is a risk that the high needs deficit will continue to increase.

Child Care – if the immigration status of unaccompanied asylum-seeking children who arrive in the County is not resolved, then the Council will have to meet additional long-term funding in relation to its housing and care duties.

If the Department does not achieve a suitable response to the findings of the Ofsted inspection report, then it may not be able to demonstrate improvements to be a good department.

Freeport – if transition to the operational stage is not enabled then the council would not be fulfilling its role as lead authority and accountable body for the Freeport.

Care - If the Council and its partners do not deliver a sustainable health and social care system which results in vulnerable people not having their health and social care

needs met, there is a potential that increased demand on social care services will lead to the escalation of vulnerable people's needs.

Care- If the Council fails to develop and maintain a stable, sustainable, and quality social care market to work with it may be unable to meet its statutory responsibilities.

Social Care Reform – implementation of charging reform and assurance process

If there is a continuing increase in demand for assessments (care needs and financial) then it may not be met by existing capacity.

Infrastructure - If the Council fails to maximise developer contributions by shaping local plan policies, negotiating S106 agreements and pro-active site monitoring, then there could be a failure to secure funding for County Council infrastructure projects (such as transport and schools).

Cyber Security - If the Council does not manage its exposure to cyber risk, then decisions and controls cannot be taken to mitigate the threat of a successful cyber-attack.

Public Transport - if as a result of the impacts of the coronavirus pandemic and cost of living crisis bus operators significantly change their services, then there could be substantial impacts on communities accessing essential services and lead to required intervention under our Passenger Transport Policy and Strategy.

If SEN Assessments are delayed and EHCPs not issued on time with appropriate placements identified, then Transport Operations could be failing to provide a timely statutory service.

If Ash dieback disease causes shedding branches or falling trees, then there is a possible risk to life and disruption to the transport network.

If there was a major issue which results in unplanned site closure (e.g., fire) then the Council may be unable to hold or dispose of waste.

Climate Change – if services do not take into account current and future climate change in their planning, they may be unable to respond adequately to the predicted impacts, leading to significantly higher financial implications and service disruption, as well as making future adaptation more costly.

Procurement Challenge – if there was either a perceived or actual breach of procurement guidelines, then there could be a challenge and/or financial penalty

Sickness – if sickness absence is not effectively managed then staff costs, service delivery and staff wellbeing will be impacted.

Recruitment - If departments are unable to promptly recruit and retain staff with the right skills and values and in the numbers required to fill the roles needed, then the required/expected level and standard of service may not be delivered, and some services will be over reliant on the use of agency staff resulting in budget overspends and lower service delivery.

Business Continuity - if suppliers of critical services do not have robust business continuity plans in place, the Council may not be able to deliver services.

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CABINET – 25 NOVEMBER 2022

**MANAGING THE RISK RELATING TO THE DELIVERY OF
INFRASTRUCTURE TO SUPPORT GROWTH**

**REPORT OF THE CHIEF EXECUTIVE AND DIRECTOR OF
CORPORATE RESOURCES**

PART A

Purpose of the Report

1. The purpose of this report is to set out the financial implications for the Council of delivering sustainable and inclusive growth and the approach and principles that it is proposed the Council will adopt to address and manage these risks.
2. The report highlights the financial challenges associated with delivering the existing Capital Programme, including the need to minimise risks associated with managing the cumulative impacts of growth and the need to ensure all Council forward funding is recovered.

Recommendations

3. It is recommended that:
 - a) The financial implications and associated risks to the Council of delivering growth in the current financial climate be noted;
 - b) The Council adopts the approach and principles outlined in paragraphs 51 to 63 of this report to manage the financial risks associated with capital infrastructure projects, including to encourage district councils to support the Council's engagement in the local planning process;
 - c) The approach be communicated to district councils (as local planning authorities), developers and landowners;
 - d) The Chief Executive write to district councils to make clear the Council's expectations and requirements with regard to the revised approach, specifically relating to forward-funding of infrastructure;
 - e) The Council continues to engage with the Government to address the imbalance on relative funding levels between local authorities and in the increasing cost gap within the existing capital infrastructure programme.

Reasons for Recommendations

4. The key factor defining the approach outlined in this report is the Council's challenging and worsening financial outlook. This was reported in detail to the Cabinet in September 2022 where, due to pressures from inflation, increasing service demands and expected pay/national living wage increases, a gap of £29m is anticipated in the Council's revenue budget in 2023/24 rising to £135m by 2026/27. These gaps assume the currently programmed savings of £13m and £32m are delivered. Furthermore, the additional inflation pressures are expected to add around £45m to the cost of delivering the capital programme. Unless compensating reductions can be made this will add to the existing capital funding shortfall of £134m that was reported in September 2022.
5. Historically this Council has been in a position to provide modest levels of funding to support growth and to make available forward funding for infrastructure. The current financial challenges faced by the Council and the increasing costs of construction (through inflation), labour and material costs mean that, save for the specific highway projects outlined in the Appendix to this report, it is no longer in a position to do so.
6. The Council is committed to supporting the delivery of sustainable, inclusive and well-planned growth that benefits the residents and businesses of Leicestershire, but in the challenging financial circumstances the Council needs to set out its position in supporting this ambition.
7. It is also vital to ensure that Council investment in Capital Programme infrastructure projects is recovered to support future activity and that developer contributions keep pace with the cost of delivery.
8. The Government requires district councils to have an up-to-date Local Plan by the end of December 2023, as per its 'Planning for the Future' policy paper, published in March 2020. This, coupled with the sustained demand by Government to build homes at a rate of 300,000 a year across England, places significant increased pressure on councils and their finances to meet this challenge.
9. The recommendations will enable the Council to more effectively manage the resource pressures associated with the congested timetable of district council Local Plan development and review.

Summary of The County Council's New Approach

10. The financial circumstances of the County Council (set out in the latest Medium Term Financial Strategy, September 2022) and the wider condition of the economy mean that the County Council's previous approach to delivering infrastructure and growth is no longer sustainable.
11. The County Council remains committed to supporting the delivery of inclusive and well-planned growth, but in order to continue to do so it will be necessary for:

- a. District councils to support the County Council's requirements for the Local Plan process, including early engagement, identifying the need for forward-funding, sharing evidence bases, disclosing key policies and viability assessments
- b. District councils to integrate the County Council's requirements relating to delivery of statutory infrastructure in their Local Plans
- c. Developers to refresh their project costs and share these with the County Council at appropriate, regular frequencies
- d. The entire cost of all statutory infrastructure projects to be recovered from developers (and other appropriate sources) and sufficient contributions secured before the County Council funds scheme delivery.

12. In addition, the County Council recognises that prioritisation of education contributions and delivery of school places may at times require a delay in delivering highways infrastructure and in some cases, lead to a permanent deterioration in conditions. However, this will not apply to infrastructure and improvements required to address severe safety impacts.

Timetable for Decisions (including Scrutiny)

13. The approval of the recommendations made within this paper is necessary to guide future Council decision-making in relation to Capital Programme schemes.
14. In addition, the recommendations will enable the Council to respond effectively to opportunities outlined in the 'Levelling-up and Regeneration' and 'Planning and Infrastructure' bills.

Policy Framework and Previous Decisions

15. The Council approved the 2022/23 to 2025/26 Medium Term Financial Strategy (MTFS) in February 2022. The key aim of the Strategy is to ensure that the Authority has sufficient resources in place to fund key service demands over the period of the Strategy. The Strategy includes the earmarked funds and the allocation of ongoing revenue budget and capital resources for key priorities.
16. In September 2022, the Cabinet noted with concern the increasing pressures on the revenue budget and the Capital Programme. The report set out some of the elements required to manage the financial risk to the Council and also highlighted the impact that rising inflation will have on the Council's finances.
17. The Council's Environment Strategy outlines the Council's key environmental objectives, including:
- a) Carbon emissions and climate change
 - b) Biodiversity, habitats and local environment
 - c) Resource use and low/zero carbon energy
 - d) Local economy and travel and transport
18. The Council's Strategic Plan provides a framework of outcomes, including:
- a) Clean and Green

b) Strong Economy, Transport and Infrastructure

19. The Council's Capital Programme aims to support the above strategies and outcomes, with detailed consideration given on a scheme-by-scheme basis.
20. The Council's Environment and Transport Work Programme was approved in March 2022 and highlights a significant commitment to supporting growth, for example through the A511 Major Road Network and the Melton Mowbray Distributor Road North/East and South.

Resource Implications

21. The Council has committed significant resources to engaging in and supporting a collaborative approach to strategic planning, which is intended to facilitate the delivery of growth within the county and mitigate the negative impacts of development.
22. The Council's current Capital Programme includes over £200m to fund infrastructure projects that support growth in the county.
23. Delivering infrastructure (highways, schools and some community facilities) has required significant Council forward-funding and in the current financial climate the previous approach is no longer possible.
24. The approach proposed in this paper will strengthen the Council's ability to ensure that land promoters and developers pay their fair share and that the district councils are aware of the County Council's position and can contribute to achieving this objective.

Circulation under the Local Issues Alert Procedure

25. This report will be circulated to all Members.

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PART B

Background

Expected Population Growth

26. The population of Leicestershire is projected to increase by 23% to 861,000 by 2043. This is higher amongst all broad age bands than the East Midlands and England averages. The working age population is projected to increase by 5.3%, whilst the greatest cumulative change is projected to occur in the 65+ age group, accounting for roughly three quarters of growth. This brings the associated impacts of an ageing population and the need for specialist housing to support this, as well as a requirement for more employment and general housing.
27. In 2021, the Council and its partners (Leicester City Council, the seven district councils and the Leicester and Leicestershire Enterprise Partnership (LLEP)), commissioned the Leicester and Leicestershire Housing and Economic Needs Assessment (HENA). The final HENA was published in June 2022, replacing the 2017 Housing and Economic Development Needs Assessment (HEDNA). The HENA provides evidence that across Leicester and Leicestershire, the projected housing need from 2020 to 2036 is 91,400 dwellings and employment land need from 2021 to 2036 is 344 hectares.
28. A Statement of Common Ground (SoCG) relating to Housing and Employment Land Needs (June 2022) has been prepared by the Council, the City Council and the seven district councils. The SoCG is still subject to the governance processes of Hinckley and Bosworth Borough Council and Harborough District Council but has been agreed by the other authorities including the Council who became a signatory to the SoCG in September 2022. The SoCG sets out the City Council's identified unmet housing need of 18,700 homes and 23 hectares of employment land for the period 2020-2036 to be accommodated in the County.
29. Consumer expectation has also grown with homeowners demanding greater levels of infrastructure, including Council infrastructure predominantly relating to roads, schools and adult social care facilities).

Funding, Forward Funding Infrastructure and Growth

30. The link between infrastructure and growth is well established. The Council is responsible for delivering infrastructure such as roads, schools and certain community facilities which are important not only in creating sustainable communities but also in unlocking further development.
31. However, there is competition for the funding required for infrastructure. Housing developers are also facing increased expectations for affordable housing, biodiversity and other measures arising from new legislation. This is compounded by the increasing material and labour costs involved in delivering infrastructure. All put pressure on scheme viability.

32. Funding for infrastructure comes from a variety of sources, but principally from developer contributions set out in s106 agreements agreed between the developer, the County Council and the local planning authority (district council).
33. Forward funding is where the Council utilises its own capital budget to enable delivery of infrastructure on the basis that the funding will later be repaid by developers, often over several years. In addition, timescales for receiving this money often do not align with when the money is needed. Contributions are only payable where the development is deemed dependent on the infrastructure and any Council requests for contributions must be evidence-backed and made in compliance with the National Planning Policy Framework and s106 of the Town and Country Planning Act 1990. Contributions are also subject to negotiations with landowners and developers, who will have their own commercial interests to protect. If planned developments do not proceed there is a risk that forward funding will not be repaid.
34. The infrastructure required to support increasing population and housing demands is significant. The cost of delivering infrastructure across the county over the next 25 years is very difficult to predict, and as such only a broad range can be estimated. Analysis by the Council's Growth Service in August 2022 identifies that this is expected to be £0.5bn at the very least but could be up to three times this amount. Mostly this relates to schools, adult social care accommodation and investment in roads and transport measures. These figures are significantly higher than previously thought and reflect a clearer definition of infrastructure requirements included in district councils' new and emerging Local Plans, as well as significantly increased construction costs and inflation.
35. These demands come at a time when the Council is facing significant financial, demographic and service demand challenges. The Council's recent updated financial projections, reported to the Cabinet in September, showed that it has a financial challenge of £167m over the next four years, of which savings of £32m have been identified. The remaining gap of £135m is at an unprecedented level and is even more challenging given that savings of £230m have already been delivered since 2010.
36. The Council's Climate Emergency declaration in 2019 also places an increased burden on councils and developers to meet demanding requirements of net zero and biodiversity, both in the design of developments and homes but also energy consumed during the life of the development. This represents further pressure on the viability of Local Plans and all developments, large and small, contained within them.
37. The Council is committed to helping achieve net zero in the county by 2045. The approach adopted by local planning authorities, developers and landowners, as well as the Council's responsibilities in respect of highways and transportation and other services, has to be reflected in how growth is designed and delivered.

Education Infrastructure Implications

38. The Education section of the Capital Programme currently totals £143m over the period of the MTFS up to 2025/26. This is funded from 'Basic Need Grants' from the Department for Education (DfE) and s106 developer contributions.
39. Basic Need Funding is £23.7m for the next two years and is provided for additional mainstream and Special Educational Needs and Disability (SEND) pupil places. It is determined based on the Council's 'School Capacity' calculations returned to the DfE on an annual basis.
40. S106 payments received currently total £54.6m as of July 2022. These payments will have to be spent within the specific period stated in the s106 agreement. All payments are allocated against specific schools for the provision of additional places.
41. Since July 2021 s106 funding has been index linked to the 'All-In Tender Price Index' (TPI), but indexation is not keeping up with current levels of inflation and therefore the funding available does not meet the cost of delivering infrastructure for additional pupils arising from housing delivery and other growth.
42. The delivery of additional pupil places is either commissioned by Children and Family Services with Property Services or with Multi Academy Trusts if they have the capacity to deliver at their school.
43. Inflation (and other pressures) has had a considerable impact on construction costs and the delivery of additional pupil places since the start of this year. On numerous occasions the Council has had to allocate additional funding from either Basic Need or s106 funding to ensure projects can be successfully completed. The schools listed in the table below illustrate the amount of additional funding that has been required to deliver the extra pupil places needed.

School Name	Original MTFS Funding	Actual Cost	Cost Shortfall	Cost Increase %
Rothley Primary School	£4,020,328	£4,501,427	+ £481,099	12%
Normandy Way Primary School	£6,129,067	£8,516,390	+ £2,387,323	39%
Welland Park Primary School	£1,095,000	£1,300,000	+ £205,000	19%

44. Since the start of 2022, a number of developers have paid their developer contributions in advance of the trigger points in the s106 agreement to lessen the impact of indexation on their own finances. Another developer has opted not to deliver a primary school for the Council due to increased construction costs and will now just pay their developer contribution instead.
45. The financial gap between s106 contributions and actual costs has further increased due to lower cost multipliers and pupil yield calculations used at the time planning permission was granted. For example, primary pupil yield has increased from 24 per 100 to 30 per 100 homes delivered and the cost multiplier from £12,099 to £18,356 in recent years. Cost multipliers are based on DfE

benchmarking guidance. As with the examples outlined in paragraph 43 above, the cost shortfall must be made up by the Council.

46. The DfE has not commented on the increasing costs of delivering school places. The issue is being discussed within several forums involving officers across authorities who collectively work on delivering additional pupil places.

Previous Commitments – Highways

47. In its role as Highway Authority the Council regularly supports growth by coordinating and managing necessary highway improvements arising from the cumulative impacts of development. Where no single development could reasonably be required to deliver a scheme, but instead contributions are required from multiple developments, the Council will collect those funds and deliver the scheme.
48. This approach has inherent risks as often costs of the schemes increase between their identification, the completion of s106 agreements that commit the developer to providing proportionate funding and that funding being received. At this stage the risk and responsibility rests with the Council. Once funding is received the Council can begin detailed design and delivery. It is worth noting that the Council will likely have committed initial funding upfront in order to identify the infrastructure requirements and evidence the contributions sought from developers as required by the National Planning Policy Framework and s106 of the Town and Country Planning Act 1990.
49. Where the infrastructure identified is 'major', in the sense that it contributes to growth at a strategic level and there is likely to be a funding gap, the Council has previously agreed to deliver several large capital highways schemes on the basis of forward funding developer contributions. When infrastructure is of this scale a funding gap may have been identified and the Council has submitted funding bids to the Department for Transport (DfT) where the benefits of that investment would be significant for residents and businesses of Leicestershire. Forward funding is often required to meet the requirements of a grant funding bid submission where delivery is required within a certain time window. The Cabinet noted in September the need to review existing capital programme commitments due to significant and increasing financial pressures.
50. Large capital infrastructure schemes often require the Council to collate funding from several external sources, as well as forward-funding a portion of the costs from its own resources. Despite robust financial planning, funding gaps can still appear due to uncontrollable external pressures, which risks the scheme not progressing, wasting Council time, resources and impacting communities. The cost of highways capital infrastructure schemes can also escalate when factoring in cumulative impact assessments.

Proposed Approach to Managing Existing Capital Highway Infrastructure Projects

51. The funding provided by the Council for Highways schemes is provided on the basis of forward funding in accordance with the Council's funding strategies. The Council's medium and longer term financial strategies are only sustainable if this funding is recovered. A list of existing capital infrastructure schemes is provided in the Appendix and recovery of this funding with the support of the local planning authority to achieve this is required.
52. Where the Council seeks contributions from multiple developers in Area Strategies (jointly agreed strategies for specific areas), it will collect the full costs associated with highways, schools and some community infrastructure.
53. The Council will ensure that infrastructure delivery costs are reviewed regularly, and that inflation is applied to any cost estimates from the date that the Area Strategy is developed, not from when the relevant s106 agreement is completed.
54. The justification, costs and methodology for assessing contributions will be updated and added to the Council's website as appropriate.

Proposed Approach to Managing Future Capital Infrastructure Projects

55. In order to address the significant challenge of funding infrastructure to support growth it is proposed that:
 - The presumption is that approved developments will cover the costs of all necessary infrastructure, set out by planning condition.
 - Where this cannot be achieved as a result of cumulative development, the Council will collate contributions.
 - However, the Council will not fund the delivery of schemes until sufficient contributions are secured.
 - Where funding gaps exist, developers and local planning authorities will seek contributions from third parties (including funding organisations, i.e. relevant Government departments).
 - The Council will lead and support as necessary such requests where appropriate, for example funding bids to the DfT. External funding would be required for any match funding or significant bid development costs.
 - It is recognised that if the Council prioritises education contributions and delivery of additional school places due to its statutory duty, it may at times be necessary to delay delivery of highway infrastructure, meaning that the Council could in principle accept a deterioration in conditions before infrastructure is delivered. In addition, in prioritising the delivery of education infrastructure, the Council may accept a permanent deterioration in conditions if it is not financially viable to deliver the

highways mitigation. However this will not apply to infrastructure and improvements required to address severe safety impacts arising from development.

- Where the Council considers that the overall viability of the plan or development will not allow sufficient mitigation of its impacts and prospect of external funding is low, it may object to its adoption.

Strategic Planning and Supporting the Development of District Council Local Plans

56. In respect of the development of Local Plans, district councils will be encouraged to:

- Engage with the County Council at an early stage including sharing evidence bases, disclosing key policies which will pertain to Council infrastructure delivery and specifically the development of infrastructure delivery policies.
- Share appropriate viability assessments for new Local Plans and key developments identified within Local Plans at the earliest opportunity to enable the County Council to plan effectively for infrastructure requirements.
- Share masterplan documentation which provides detailed proposals in respect of the requirements for County Council infrastructure.
- Where practicable align with the County Council's Net Zero commitments.

57. The Council will formally request that district council Local Plans identify the need for forward funding of those schemes listed in the Appendix and the principle of contribution strategies that minimise financial risk and increase overall scheme viability. It will use the requirement of the Local Plan "duty to co-operate" provisions to ensure that its requirements regarding forward funding are properly recorded and where necessary included in any required Statements of Common Ground.

58. The Council will also require in regard to any major development proposals that district councils have in place robust provisions relating to the recovery of infrastructure costs via Supplementary Planning Documents, where appropriate.

59. In the absence of any sufficient Local Plan provision and or Supplementary Planning Documents a report will be presented to the Cabinet setting out the need for County Council infrastructure and the proposed approach to fund that scheme through an effective developer contributions strategy.

Managing Financial Risk

- 60. In order to better manage the risks arising from cost uncertainty, the Council will request updated costs from contractors and developers and review these at appropriate, regular frequencies.
- 61. The Council may enter into financial Contribution Strategies (agreements between developers, funders and the Council) where they accurately reflect the funding requirements for Council Infrastructure, both in terms of full funding and also short-term forward funding models.
- 62. The Council will regularly review its position following the publication of governmental guidance, including any changes to the Levelling-up and Regeneration Bill and the Planning and Infrastructure Bill, and subsequent legislation.
- 63. The Council will review its commitments as set out in the Capital Programme each year.

Equality and Human Rights Implications

- 64. There are no equality and human rights implications for the Council arising from the recommendations in this report.

Environmental Implications

- 65. Accepting additional congestion on Leicestershire's roads has the potential to impact on air quality levels.

Partnership Working and Associated Issues

- 66. The Council works with a multitude of external public and private sector organisations during the process of delivering capital infrastructure projects. Significant resource and programme management challenges arise in responding to Local Plan processes and recovering the developer contributions that enable Statutory Authority infrastructure delivery. The Council's Growth Service is tasked with delivering a corporate approach to managing the broad range of engagement outlined above and engaging directly with district councils and other stakeholders.

Background Papers

Report to the Cabinet on 23 September 2022 "Medium Term Financial Strategy - Latest Position" and minutes of that meeting - <https://bit.ly/3EbMySG>

APPENDIX**List of Schemes with County Council Forward Funding Commitments**

- Melton Mowbray Distributor Road North and East
- Melton Mowbray Distributor Road South
- A511 Major Road Network (MRN)
- Hinckley Hub

List of Schemes with Cumulative Impact Strategies

- Desford Crossroads
- SELTS (South East Leicestershire Transport Strategy)
- Interim Coalville Transport Strategy (ICTS)
- Market Harborough Transport Strategy
- Kibworth Cumulative Impact Study



CABINET – 25 NOVEMBER 2022

**LEICESTER, LEICESTERSHIRE AND RUTLAND CARERS
STRATEGY 2022-2025**

**JOINT REPORT OF THE DIRECTORS OF
ADULTS AND COMMUNITIES, CHILDREN AND FAMILY SERVICES
AND PUBLIC HEALTH**

PART A

Purpose of the Report

1. The purpose of this report is to receive the outcome of the consultation exercise and approve the joint Leicester, Leicestershire and Rutland (LLR) Carers Strategy 2022-2025, and the associated Leicestershire action plan.

Recommendations

2. It is recommended that:
 - a) The outcome of the consultation exercise be noted;
 - b) The joint Leicester, Leicestershire and Rutland Carers Strategy 2022-2025, which is attached as an Appendix A to this report, be approved;
 - c) The Leicestershire Carers Strategy Action Plan, attached as Appendix B, be approved.

Reasons for Recommendation

3. The LLR Carers Strategy 2022-2025 is a joint Strategy which has been developed by Leicestershire County Council, Leicester City Council, Rutland Council and the Integrated Care Board (ICB) across the LLR area.
4. The document is a refreshed version of the LLR Joint Carers Strategy 2018–2021 “Recognising, Valuing and Supporting Carers”. The aim of the refresh was to make the Strategy clearer and more accessible.
5. The formal joint consultation, undertaken alongside the partner Councils and the ICB, gave assurance that the Strategy reflected priorities from a carer perspective and supported the development of the more detailed action plan for Leicestershire.

Timetable for Decisions (including Scrutiny)

6. Partner organisations across LLR have met to discuss the collective findings from the joint consultation and agree final amendments to the Strategy and action plans, which will now be progressed through the respective organisational governance processes. It is anticipated that partner organisations' governance processes will be completed by 14 December 2022.
7. The Adults and Communities Overview and Scrutiny Committee considered a report at its meeting on 5 September 2022, and its comments are included at paragraph 40-44 below.
8. This Cabinet report will be sent to members of the Adults and Communities Overview and Scrutiny Committee and any comments received will be submitted to the Cabinet meeting.

Policy Framework and Previous Decisions

9. The relevant policy framework includes:
 - a) National legislation and guidance:
 - The Care Act 2014;
 - The Children and Families Act 2014;
 - The White Paper - People at the Heart of Care: adult social care reform - December 2021.
 - b) County Council policies/strategies:
 - Adults and Communities Department Ambitions and Strategy for 2020–2024;
 - Leicestershire Joint Health and Wellbeing Strategy 2022-2032;
 - SEND and Inclusion Strategy 2020-2023;
 - Medium Term Financial Strategy (MTFS);
 - Leicestershire County Council Strategic Plan 2022-2026.
10. The LLR Joint Carers Strategy 2018–2021 “Recognising, Valuing and Supporting Carers” set out eight key strategic priorities relating to unpaid carers of all ages, and was developed jointly by Leicestershire County, Leicester City and Rutland Councils and the Clinical Commissioning Groups (CCGs now the ICB) across the LLR area.
11. On 27 May 2022, the Cabinet approved a formal joint consultation, alongside the partner Councils and the CCGs (subsequently the ICB), on a refresh of the priorities and actions identified for supporting unpaid carers. This commenced during the week beginning 6 June 2022, National Carers' Week.

Resource Implications

12. Existing Council officer resources from several departments will be required to ensure that the action plan is delivered for Leicestershire.
13. The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of this report.

Circulation under the Local Issues Alert Procedure

14. None.

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PART B

Background

15. The LLR Joint Carers Strategy defines a carer as, “anyone who supports and cares, unpaid, for a family member or friend living with a disability, long-term illness, substance misuse or a mental health need, who would not manage without their help”. The Strategy seeks to ensure for that:

‘Carers, of all ages across LLR will be identified early, and feel valued and respected. They will be offered appropriate support wherever possible to enable them to continue their caring role and maintain their own health and wellbeing’.

16. The LLR Joint Carers Strategy 2021–2025 sets out eight strategic priorities relating to unpaid carers of all ages.
17. The priorities were built upon the feedback of carers across the LLR area for the LLR Joint Carers Strategy 2018–2021 ‘Recognising, Valuing and Supporting Carers’ and reflect both the national and local requirements of carers:
- a) **Carer Identification** - Identifying and recognising carers early and building awareness of caring and its diversity.
 - b) **Carers are valued and involved** - Valuing and acknowledging the support carers provide and incorporating carer voice in the way services are delivered and developed.
 - c) **Carers are Informed** - Ensuring carers receive easily accessible, appropriate information, advice and signposting.
 - d) **Carer friendly communities** - Raising awareness of caring, reducing carer isolation and supporting carers to access a broad range of services within their local communities.
 - e) **Carers have a life alongside caring** - Supporting the health, education, employment and financial wellbeing of carers.
 - f) **Care with confidence** - Using technology and equipment to support carers in their caring role and developing ways of enhancing the self-management of long-term conditions.
 - g) **Carers can access the right support at the right time** - Ensuring that organisations work together to improve the way services and systems work for carers

- h) **Supporting young carers** - Working with education and health services to continue to raise awareness of young carers and improve the support available to them.
18. An engagement exercise undertaken across LLR during the summer of 2021 demonstrated that Leicestershire carers continue to identify with the priorities contained in the 2018-2021 Strategy and agreed they should remain unchanged for the most part.
 19. Only one of the priorities received a minor adjustment: Priority 6, "*Carers and the impact of technology products and the living space*". With the wealth of technology available, all organisations were keen to retain this priority, retitled as "*Care with Confidence*", based around using technology and skills to support carers.
 20. Each partner organisation is responsible for their individual supporting action plans for delivery of the Strategy priorities. Each reviewed its Plan as part of the refresh of the Strategy.
 21. Leicestershire's plan was used to drive improvements across the County Council including:
 - Training sessions for staff working with carers;
 - Online carers' assessment application system;
 - Dedicated carers' team within the Customer Service Centre.
 22. There have also been a number of collective achievements from the 2018-2021 Strategy including:
 - Launch of the Carer's Passport across the LLR area;
 - Quality markers introduced in GP surgeries, asking six questions about aspects of health and wellbeing that carers have identified as important;
 - Staff training around carer awareness, across a range of organisations;
 - Information for carers reviewed and updated, including web pages and booklets;
 - Increase in the numbers of people identified as carers on carers registers;
 - An LLR carers group working with Sortified Community Interest Company (a social enterprise and consultancy) promoting carer engagement in service development.
 23. Ongoing challenges which have been addressed within the Strategy refresh are:
 - Continuing to raise awareness of the issues faced by carers and promoting early identification of carers;
 - Ensuring information is updated regularly;
 - Involving carers at a strategic level in service planning and design.

Consultation

24. There were eight weeks of public consultation on the draft refreshed Strategy, from 6 June to 31 July 2022. Each partner organisation hosted its own consultations and reported back to its individual organisation on the findings.
25. The consultation sought the views of carers, people who use social care services, stakeholders, partners and the general public via:
 - an online consultation;
 - a public event held at Leicester City Football Club on 13 July 2022;
 - feedback via the commissioned carers' service;
 - the Leicestershire Equalities Challenge Group;
 - council officer attendance at meetings regarding the Strategy refresh.
26. The consultation was promoted in advance of and during the consultation period to stakeholders and partners including:
 - Carers, people using services, and the public;
 - Leicester City Council;
 - Leicester, Leicestershire and Rutland CCGs (which from 1 July 2022 became the ICB);
 - Rutland Council;
 - Healthwatch;
 - Voluntary Action South Leicestershire;
 - Lightbulb (home support service);
 - Leicestershire Learning Disability Partnership Board;
 - Leicestershire Fire and Rescue Service;
 - Leicestershire County Council's services, including adult social care commissioning and operational teams, Children and Family Services, and Public Health.
27. Strategic partners from across the LLR area met to discuss collective findings and to agree subsequent amendments that needed to be made to the Strategy.
28. The consultation responses informed the refreshed Strategy. Specific partner consultation findings were used to build on the individual action plans across the Partnership.

Overview of Consultation Findings for Leicestershire

29. Responses to the consultation were provided in a variety of ways. There was a total of 45 online Leicestershire responses and alongside this a further 26 responses to the easy read online version of the consultation. 33 (73%) of the respondents to the online consultation were carers, with 16% of these (7 people) in receipt of some form of carers service, i.e. receiving a carers personal budget, attending a carers group or receiving other specific support for carers.

30. People who attended the public event on 13 July 2022 had the opportunity to give their feedback directly to officers at the event or to complete the online consultation. Feedback was also received from groups that met to discuss the draft Strategy, including Together We Care support groups provided by the Carers Centre Leicestershire and Rutland.
31. Comments gathered from group feedback and online responses echoed similar themes and showed that overall respondents felt the draft Strategy reflected carer issues.
32. The consultation also identified the priorities which respondents felt were fairly or very important, namely:
 - Carers feel valued and involved;
 - Carers are informed;
 - Carers can access the right support at the right time;
 - Carers have a life alongside caring;
 - Supporting young carers.
33. Some of the general comments received during the consultation are paraphrased below and reflect the range of issues that arose through the consultation, particularly in relation to young carers:
 - Carers need flexible solutions to meet their individual needs;
 - Some carers feel required to be a carer because they are unable to secure appropriate support for their loved ones;
 - More resources are required for providing carers with support alongside them in the community, and people who can help carers to access services;
 - Some lack of confidence about whether the Strategy will deliver change and improvement;
 - More education about, and awareness of, young carers in schools and public life is needed;
 - There needs to be better identification of young carers and help for them, including time away from family and responsibilities;
 - Schools are not recognising young carers at an early stage.
 - Carer's Passports are useful in facilitating the recognition of carers in hospital settings.
34. The easy read respondents in particular emphasised there needed to be more support from schoolteachers and a greater understanding of their caring duties.
35. Comments received from group consultations highlighted the importance of ongoing engagement with carers, as well as involvement in the development of the strategy. Group comments also identified carer stress as an important issue and highlighted the negative impact of the complex care processes carers need to use to access care and support.

36. Respondents to the online and easy read consultation were asked to provide some monitoring information to help the department ascertain how representative the overall responses were. A number chose not to provide their gender identity; of those that did 85% (29) of online respondents and 57% (13) of the easy read respondents were female. This is higher than the local caring figures, with census data from 2011 showing around 57% of identified Leicestershire carers are women.
37. Only 15% (5) of the online and 22% (5) of the easy read respondents identified themselves as male.
38. Of the 35 respondents who provided their age the majority were over 55 years of age (21 responses). No responses were provided by adults under 30. From the easy read respondents, the majority 78% (18) were under the age of 15 and 17% (4) were aged between 15-24.
39. A number of online respondents also chose not to provide information on their ethnic group. Those who did (35) indicated their ethnic group as white. This represented 78% of the online respondents. All 25 easy read respondents provided their ethnic group: 79% (19) indicated their ethnic group as white. The remaining 21% (5) were either Asian or Asian British or another ethnic group.

Comments of the Adults and Communities Overview and Scrutiny Committee

40. The Adults and Communities Overview and Scrutiny Committee considered a report at its meeting on 5 September 2022 and offered a number of comments.
41. Given the amount of engagement that had been undertaken locally, it was commented that responses to the consultation had been disappointingly low overall. In response to a suggestion for messages for carers to be included in information packs handed out by the Voluntary and Community Sector (VCS) to various Health Trusts, officers confirmed that the idea would be considered in terms of future engagement. Whilst the consultation had had a fair amount of coverage throughout the VCS, the findings from the consultation received so far had highlighted the need to do more to get information and advice out to carers more widely, particularly where Primary Care was concerned. It was expected that once the new contract for the Carers Support Service (currently run by Voluntary Action South Leicestershire) was in place, further engagement work would be undertaken with the aim of bringing in different types of funding for the County to progress such actions.
42. A Member commented that it was difficult to draw meaningful outcomes from the consultation with such a low response and suggested that engaging with people face to face might be best to gain a better response rate in future. The Director confirmed that face to face events had been held and that further information on the outcomes of these events would be included in this report,

which presents the full outcomes of the consultation. An overview of how consultation feedback was captured is described in paragraph 29.

43. Regarding the identification of carers and holding the NHS to account for its responsibilities to progress the aims of the joint Strategy, officers confirmed that GPs were responsible for ensuring that carers were identified and included on the designated register. Past feedback had confirmed that GP surgeries/Primary Care services were the most suitable place for publicising information and advice for carers. However, as part of the Strategy refresh, consideration had been given to this approach and recent feedback had highlighted the need for the Department to perhaps widen the information it made available at other venues such as libraries which could prove useful.
44. In noting the update, the Committee urged officers to find as many ways as possible to get the messages for carers out more widely through existing contracts and partnerships. This feedback has been reflected in this report and that Council's action plan for the delivery of the Strategy.

Conclusion

45. Subject to the Cabinet and respective partner organisations' approval, it is intended to launch the Strategy in December 2022.

Equality and Human Rights Implications

46. A comprehensive Equalities and Human Rights Impact screening assessment has been conducted and approved by the Adults and Communities Departmental Equalities Group. The Strategy was noted to have a positive impact on carers and all of the protected characteristics. The screening assessment will be reviewed post-production of the final consultation summary report to ensure it remains reflective of responses.

Background Papers

Report to the Cabinet: 16 October 2018 – LLR Carers Strategy 2018 -2021
<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=5184&Ver=4>

Leicestershire County Council Strategic Plan 2018-22
<https://bit.ly/3Pe6nh5>

Delivering Wellbeing and Opportunity in Leicestershire – Adults and Communities Department Ambitions and Strategy for 2020-24
<https://bit.ly/3swoTal>

People at the Heart of Care: Adult Social Care Reform White Paper
<https://bit.ly/3w7FfsE>

Leicestershire Joint Health and Wellbeing Strategy 2022-2032
<https://bit.ly/3L8nbTe>

SEND and Inclusion Strategy 2020-2023

<https://bit.ly/3N8CJli>

Leicestershire County Council Provisional Medium Term Financial Strategy (MTFS) 2021

<https://bit.ly/39Pzw1L>

Report to the Cabinet: 27 May 2022 – Draft joint Leicester, Leicestershire and Rutland (LLR) Carers Strategy 2022-2025

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=6744&Ver=4>

Report to the Adults and Communities Overview and Scrutiny Committee on 6 June 2022 – Consultation on Draft Leicester, Leicestershire and Rutland Carers Strategy 2022 – 2025

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=6840&Ver=4>

Report to the Adults and Communities Overview and Scrutiny Committee on 5 September 2022 – Initial Consultation Findings on Draft Leicester, Leicestershire and Rutland Carers Strategy 2022 – 2025

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=6841&Ver=4>

Appendices

Appendix A - Leicester, Leicestershire and Rutland (LLR) Carers Strategy 2022-2025

Appendix B – Leicestershire Carers Strategy Action plan

JOINT CARERS STRATEGY REFRESH 2022-2025

Recognising, Valuing and Supporting Carers in
Leicester, Leicestershire and Rutland



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1. Foreword

The COVID-19 pandemic has been a challenging time for everyone. While many people have played an important role enabling others to cope with those challenges, it is especially important to recognise all those people who look after someone who couldn't manage without their support. Carers play an essential role in our communities, often without recognition of the commitments they make and the substantial impact that their selfless commitment to others can have on their own wellbeing. We would like to express our thanks to carers across Leicester, Leicestershire & Rutland and publicly recognise the outstanding contribution they make to our communities.

We have heard carers tell us how they can feel isolated, that they may experience higher levels of strain on their own physical health and wellbeing, and that they often feel worried about what the future holds since the pandemic. We have been mindful of this when setting the priorities detailed in the refreshed strategy. Central to this is that carers have told us that they want to have opportunities to live their own life alongside their caring role. We have listened to what they have said to us. We want to ensure that carers across Leicester, Leicestershire & Rutland have access to services that support their physical and mental health and promote their wellbeing. One important element of this is identifying carers early and ensuring that the right support is accessible in the right places and at the right time for all carers.

We recognise that in order to achieve this vision and the best possible outcomes for carers, NHS and local authority partners need to work collaboratively. We therefore publish our strategy jointly as a sign of how we intend to work together. With our minds now set firmly on 'recovery' and living with COVID, this refreshed strategy reflects our ongoing commitment to carers. We look forward to seeing the implementation of the plans within the strategy over the next five years and being part of a system that ensures carers are not only recognised but are valued and supported to live healthy and fulfilled lives.

2. Carers Foreword

Dave T. Local carer

I'm delighted to have been asked to write this foreword. Cards on the table. I don't think carers were particularly well served in the past and I'm not sure they are now. I could go on about that, but I won't. Why? Because I think it's changing, in fact I know it is, and I know the desire to improve is coming from providers as well as carers. A glimpse of this is a carer's voice being heard here right at the beginning.

What is a carer and why do they need a strategy? With one in four adults becoming a carer during the pandemic (and already we're ignoring the vast number of young carers) the idea that there will be a simple definition is wishful thinking. What connects me (a working carer) with a young carer, with a parent carer, with a young adult carer? Well, there is someone who couldn't cope with their everyday life without my help, without our help. Doesn't much matter who or how, there is someone who we have a commitment to support. We are part of the team (us, medical, domiciliary care, social work) that works together to help someone live their life.

And that's where this strategy could, and should, and will if we follow it, take us. A team. Working together. Agencies communicating with each other, carers in that loop. Carers being treated the same way as professionals, informed, included, supported. Good employment practice extended to include all the care team members, to include carers.

As well as treating carers as part of the team there's another job for you professionals. You need to tell us that what we're doing has a name. Carers rarely define themselves as 'a carer' we're sons, daughters, parents, friends, and that's how we see ourselves. 'Carer' is a label not an identity. The thing is, if I don't think to call what I do 'caring' then I'm unlikely to know there's an Act that grants me rights; that there's a dedicated support service for me; that there are people who will help me. 'Carers' don't know this. We really don't. If you tip us the nod you can make our lives so much better and that's got to be worth your effort.

Sounds like a plan? We all want the same thing. The best possible life for the person we're supporting without burning ourselves out.

Here's how we do it...

Voice of local young carers

For us the strategy means that someone recognises what we do, how we feel and how we struggle.

It's a start in being supported as a young carer and being given time out to think about my emotional wellbeing as I suffer, as I'm isolated more than my friends.

It's important that everyone who is involved with young carers sees the strategy, especially schools. We spend so much time in school it would be great if this strategy brings change. We'd like to see every school having a named person who is the link person for the young carers, someone who understand us more, who understands the reasons we miss deadlines or are late to school. The strategy will hopefully affect the things that matter to us and allow us to talk about our worries and our good parts of life.

3. Who is the Strategy for?

'We would describe a carer as anyone who supports and cares, unpaid, for a family member or friend living with a disability, long-term illness, substance misuse or a mental health need, who would not manage without their help.'

One of the biggest challenges in developing a strategy for carers, is that there are many definitions that apply, including within various national policy and legislation documents. Comments provided to us by carers across Leicester, Leicestershire and Rutland have suggested that the following factors are important to acknowledge explicitly:

- That a carer does not always live with the person they care for.
- That a caring role should not be defined by the number of hours they provide care.
- That the carer could be caring for their son, daughter, husband, wife, mother or father, but that this list is not exhaustive, and the relationship between the carer and the person may also extend beyond traditional family roles.
- Sometimes a carer can be caring for more than one person, across differing generations.
- Carers may also receive support from a carer themselves because of their own illness or disability.
- Receipt of a carers allowance does not mean that they are in a paid carer role.
- The carer can be any age; adult carer over the age of 18, parent carer who provides care to a child or an adult, young carers under the age of 18 and young adult carers who are aged between 18 and 25 years.
- There may be more than one carer caring for the same person
- The need of the person they care for may not be visible.

It is recognised that some people do not relate to the term 'carer' however, for the purpose of this strategy this will be the term used to capture the diverse nature of the caring role.

4. Profile of carers in Leicester, Leicestershire and Rutland

Census data from 2011 told us that there are over 105,000 carers across Leicester Leicestershire and Rutland (LLR). Nearly 2000 of the 105,000 (2%) LLR carers were aged between 0-15 years, and 203 of these young carers provide 50 or more hours of unpaid care per week. Overall, 67% of carers provide care for 1-19hrs a week. 57% of LLR carers are female, the highest provision of care for both sexes is provided by those aged 25-64.

There is no doubt that the COVID-19 pandemic has significantly increased the numbers of people that now find themselves in a caring role, but we are waiting for the results from the Census undertaken in 2021 to be able to provide more detailed information on the gender split of our caring population, the ethnic breakdown, the age and number of hours spent caring as provided in the last strategy. We have been advised by the Office of National Statistics that this information should be released between December 2022 and January 2023 and will update this section, once the information is available.

5. National Policy and Legislation



This carers strategy works to support the aims of the Government as highlighted within these national policy and legislative documents.

6. Our local vision for Carers

‘Carers, of all ages across Leicester, Leicestershire and Rutland will be identified early, and feel valued and respected. They will be offered appropriate support wherever possible to enable them to continue their caring role and maintain their own health and wellbeing’.

This strategy has been refreshed to reflect the accomplishments of the previous strategy such as:

- Launching a Leicester, Leicestershire and Rutland carers passport.
- The incorporation of quality markers in GP surgeries.
- Staff training around carer awareness within a number of health and social care organisations.
- A review of the information and advice available to carers with necessary updates.
- Larger numbers of carers registering with their GPs.
- A new regional carer co-production group.

The refreshed strategy builds on existing actions and represents the voice of local carers across Leicester, Leicestershire and Rutland, particularly following the COVID-19 pandemic. It also sits alongside other local plans, such as the Health and Wellbeing Strategies for Leicester, Leicestershire & Rutland 2022-2032 and Social Care Strategies for Adults and Children’s Services across Leicester City & Leicestershire and Rutland County Council’s. Ongoing challenges such as continuing to raise awareness of carer issues, promoting the early identification of carers, and continuing to keep information up to date remain embedded within the priorities of the refreshed strategy.

In July 2022, integrated care systems were established across England. Integrated care is about joining up the care provided by different organisations and services. It’s about giving people the support they need, joined up across local councils, the NHS and other partners. Our integrated care system covers Leicester, Leicestershire & Rutland.

The Leicester, Leicestershire & Rutland Integrated Care System has two statutory bodies.

- 1) Leicester, Leicestershire and Rutland Health and Wellbeing Partnership, responsible for producing an integrated care strategy on how to meet the health and wellbeing needs of the population and,
- 2) Leicester, Leicestershire and Rutland Integrated Care Board, the statutory NHS organisation responsible for developing a plan for meeting the health needs of the population, managing the NHS budget and arranging the provision of health services in their area. The Integrated Care Board (ICB) replaced what were once known as Clinical Commissioning Groups.

In order to avoid the Integrated Care System losing sight of issues affecting local areas, other groups called place-based partnerships and provider collaboratives are in place.

The group that is responsible for highlighting the needs of carers, development and delivery of this strategy across the Integrated Care System is the Leicester, Leicestershire & Rutland Carers Delivery group which is made up of representatives from the following organisations:

- Leicester City Council,
- Leicestershire County Council
- Rutland County Council, (all responsible for social care),
- Leicester, Leicestershire & Rutland Integrated Care Board who work alongside GP surgeries,
- Leicestershire Partnership NHS Trust,
- University Hospitals of Leicester,
- Voluntary and community sector organisations (notably those organisations delivering carer support services and representing the voice of the carers they support)
- Healthwatch

The organisations that are part of the Leicester, Leicestershire & Rutland Carers Delivery Group have signed up to this strategy and have committed to work together to deliver our local vision for carers.

7. The impact of the COVID-19 pandemic

No one could have anticipated that during the life of the 2018-2021 strategy, there would be a pandemic that would have such a monumental impact on carers' lives. As a nation we are moving to recovery and living safely with Covid but for carers there are lasting effects on many areas of their lives: their mental and physical health, employment and finances, their emotional wellbeing, with many taking on a new role as a carer.

Increase in carer numbers

Carers UK estimate that an additional 4.5 million people became carers overnight, in March 2020 which equates to 1 in 4 UK adults providing care to an older, disabled or ill relative or friend at the height of the pandemic. If we apply this across Leicester, Leicestershire and Rutland this suggests there would be around 220,000 adult carers.

We acknowledge this increase and prioritise carer identification

Loneliness

Carers had already told us they experience feelings of loneliness; and Carers UK research shows that the number of carers feeling isolated doubled from 2020-2021 from 9% to 18%. This was also echoed by carers locally. Those feelings increased because of physical distancing and shielding, the closure of community services, unemployment, and the loss of loved ones which subsequently affected the mental well-being and resilience of the caring community.

Prior to the pandemic, young carers were already an under-identified and under-recognised group. The closure of schools, universities and other educational settings during the pandemic meant that many young carers lost regular forms of contact, increasing the invisibility of young carers.

We acknowledge and prioritise the need for carers to have a life alongside caring

Providing more care

According to Carers Trust, 58% of young carers are caring for longer since Coronavirus and are spending on average ten hours a week more on their caring responsibilities. Among young adult carers the proportion is even higher at 63.6%. A Carers UK report released in October 2020 states that 81% of carers reported they were providing more care since the start of the outbreak for one or more of the following reasons:

- The needs of the person they care for have increased.
- That local services reduced their offer or closed altogether.
- Someone they rely on for breaks was no longer available.
- They were worried about paid health and social care staff having contact with the person they care for.

As a result of this, 72% of carers have not had any breaks throughout the pandemic.

We acknowledge the need for carers to have a break from caring and prioritise actions to support this

Financial Impact

Carer's UK State of Caring report 2021, stated that 36% of carers said their financial situation had got worse since the start of the pandemic, largely due to people being at home more, using more energy, being unable to work either due to being furloughed or as a result of the increase in care they were providing. Locally, carers have also highlighted these challenges, and this remains an area of concern as they also tackle the cost of living and fuel crises. Caring households are significantly more likely to have had difficulty paying for at least one type of living expense since the beginning of the pandemic compared to non-caring households.

We acknowledge and prioritise the need for carers to have appropriate advice around their financial circumstances

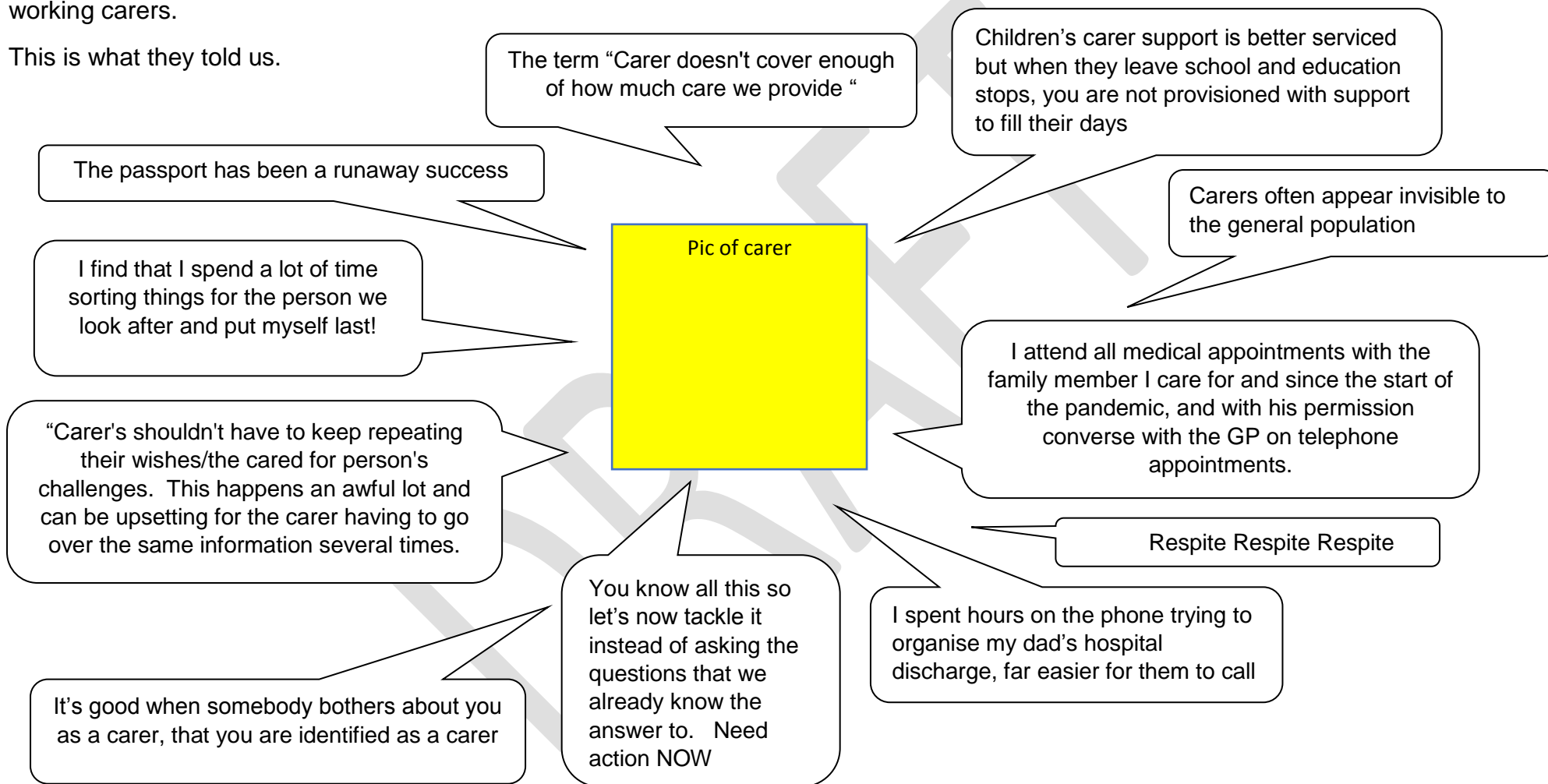
Sortified The East Midlands' Unpaid Key Workers: Supporting Unpaid Carers by adapting services and responding to need during the COVID-19 crisis

The East Midlands Association of Directors of Social Services (EM ADASS) recognised the impact of the pandemic on carers and commissioned a community interest company called Sortified to work with local carers to establish a simple list of recommendations for councils, based on their experiences of the pandemic. The subsequent report outlined areas where carers required support both on an immediate and long-term basis. As we are now learning to live with COVID-19 some of the immediate concerns presented in the report are now resolved, however those that remain, have been built into our priorities within this strategy. The full report can be found at: [East Midlands Carers — Sortified](#)

8. What Leicester, Leicestershire and Rutland Carers say –

During the summer of 2021 we tried to speak to as many local carers as we could about the 2018-2021 Carers Strategy and their caring situations. The carers were from a range of backgrounds including parent carers, carers of different ethnic origins, young carers, older carers and working carers.

This is what they told us.



Organisations that are responsible for delivering upon this strategy are committed to ensuring that the carer voice continues to be heard. The ambition is to move towards a co-productive approach to developing delivery plans that value carers and their lived experiences.

9. Guiding Principles



The strategy continues to be underpinned by the guiding principles that reflect both the national and local requirements of carers.

The above principles have been translated into key priorities and actions (as detailed in section 9) and each member of the Leicester, Leicestershire and Rutland Carers Delivery Group will be expected to build upon them in the development of their delivery plans. Progress on those plans will then be collated and fed into wider integrated care system priorities.

Although funding in relation to carers is not directly addressed within this strategy, the financial position faced by both health and social care organisations cannot be ignored. This might seem like the Strategy lacks detail in some areas however, the available resources for each organisation will be reflected in the plans that will be developed by partners.

10. Key priorities and associated actions

1. Carers are identified early and recognised - Building awareness of caring and its diversity		
What the engagement told us	What will we carry forward	What are our new actions
<p>Identification is still an issue for carers, linked to lack of understanding of what caring is.</p> <p>Engagement recognised the need for GP surgeries to improve identification of carers.</p> <p>Lack of recognition was cited as a barrier to being kept informed; this was mentioned as a particular issue in hospital settings.</p> <p>Carers not receiving Carers Allowance feel they aren't recognised like those who receive it.</p>	<p>Ongoing staff training development to aid awareness and identification.</p> <p>Ongoing review of information and use of pages to aid carers to identify themselves and support staff to identify them.</p> <p>Continued promotion of Digital Resource for Carers & Employers for Carers resources.</p>	<p>Continued promotion and growth of the Carers Passport scheme, particularly in hospital settings.</p> <p>Improving access to primary care and health checks for carers as a means of supporting carers to maintain their own physical and mental health and wellbeing particularly for working carers and parent carers.</p> <p>A social seeding programme to provide ongoing relationships and alliances through the Integrated Care System and ensure it is reaching out to carers across cultures.</p> <p>Ensure better carer identification and consideration of their needs on admission to and discharge from hospital.</p> <p>Use of social media, to raise carer awareness, particularly around Young Carers.</p>
How will we know this has worked?		
<ul style="list-style-type: none"> • Increase in identified carers on GP registers, council systems, and carers recorded as accessing commissioned services. • An increase in the number of carers registered for a carer's passport. • Carers will be signposted to the various avenues of support available at the earliest opportunity • We will hear from carers that are involved with our strategic work, through local involvement networks and co- 		

production forums, that carers are being identified and signposted to appropriate information, advice and support

2. Carers are valued and involved - Caring today and in the future

What the engagement told us	What will we carry forward	What are our new actions
<p>Carers told us they would like simple acknowledgement of the role they play in supporting the person they care for.</p> <p>Carers still do not feel valued, they report feeling forgotten about during the pandemic and isolated.</p> <p>Those carers that are identified, report not being recognised as experts by experience in the health and wellbeing of the cared for.</p> <p>Carers reported lack of feeling valued, and comment this is often linked to not being recognised as a carer.</p>	<p>Further staff training – to ensure carers are recognised as experts by experience.</p> <p>Move towards a more co-productive approach to the planning and delivery of services.</p> <p>Ongoing work with hospital teams regarding discharge.</p>	<p>Create an agreed approach for communicating effectively with carers across Leicester Leicestershire and Rutland through the work of the Integrated Care system.</p> <p>The Carers Delivery Group will seek to influence and improve the information provided to carers around the differing care pathways across the system.</p> <p>Development of 'You Said We Did' approach – showing that carer voice influences and shapes the design and delivery of our services across the Integrated Care System</p> <p>Utilise an 'integration index' to be co-produced to measure the extent to which the local health service and its partners are genuinely providing joined up, personalised and anticipatory care.</p> <p>Ensure that adult services are aware of and include young carers that may be involved in supporting the person receiving care.</p>

How will we know this has worked?

- Increased satisfaction level from carers within the next national carers survey
- Positive outcomes feedback from commissioned services
- We will hear from carers that are involved with our strategic work, through local involvement networks and co-production forums that carers are recognised as experts by professionals involved in the care of their family member

3. Carers Are Informed - Carers receive easily accessible, appropriate information, advice and signposting

What the engagement told us	What will we carry forward	What are our new actions
<p>Knowing where to look for required information was noted as a barrier for carers.</p> <p>Carers told us that when they were identified as the main contact for the person they care for they were kept informed in some instances.</p> <p>Carers like to use their GP for information and support.</p> <p>Lack of recognition was cited as a barrier to being kept informed; carers feel they aren't offered the information as the person dealing with them doesn't view them as a carer.</p>	<p>Further awareness raising sessions planned for key staff to ensure all teams have access to knowledgeable staff member for support around working with carers which includes parent carers.</p> <p>Consider best communication pathways for sharing information with carers using learning from the COVID-19 pandemic.</p>	<p>Ensuring carers can access the information they need, in the formats they require. This includes making sure information is available to those who may not be able to access information during usual office working hours</p> <p>Refresh of internet pages to ensure information is clear, pages are easy to navigate and language used isn't "too corporate" which includes information for Young Carers.</p> <p>Including information on advocacy and getting carers voices heard.</p> <p>Development of relationships with schools and colleges to improve young carer awareness.</p> <p>Share learning from the trial of the Mobilise service in Leicester</p>

How will we know this has worked?

- Increase in the proportion of carers who say they find it easy to find information about services
- Increase in carers identified
- Increase in numbers of carers accessing carer support

4. Carer Friendly Communities

What the engagement told us	What will we carry forward	What are our new actions
<p>Carers told us they would like to see the use of volunteers to support carers.</p> <p>Carers told us that by raising awareness of caring in communities, community venues and local businesses, they may become more accommodating.</p> <p>Some carers told us that they are isolated and not easily able to access services due to the availability of public transport. This is particularly relevant in rural areas</p>	<p>Continue to take the views of carers into account in future commissioning exercises, including consideration of updated geographic and demographic data from the updated census 2021.</p> <p>Continue to work with communities to support carers through awareness raising within existing community groups.</p>	<p>We will ensure that the priorities within the Carers' Strategy are aligned with The Integrated Care Board's People and Communities Strategy 2022/2023</p> <p>Continued promotion and growth of the Carers Passport scheme to include how this could be used in hospitals. Specifically targeting community schemes and groups within neighbourhoods.</p> <p>Development of relationships with schools and colleges to improve young carers awareness.</p> <p>Support carers to be able to access a broad range of services within their local communities, including voluntary/community led organisations, helping to support their wellbeing and alleviate social isolation.</p>

How will we know this has worked?

- Carers report greater satisfaction in the accessibility of services
- Increase in the proportion of carers who say they find it easy to find information
- We will hear from carers that are involved with our strategic work, through local involvement networks and coproduction forums that the role of a carer is being noticed more within their community.

5. Carers have a life alongside caring – Health, education, employment and financial wellbeing

What the engagement told us	What will we carry forward	What are our new actions
<p>Loneliness, isolation and not having time for themselves were key themes fed back by carers, all having the potential to affect their mental wellbeing negatively.</p> <p>The financial impact of caring for someone was of real concern to carers.</p> <p>Carers are neglecting their own physical health and wellbeing, putting off routine appointments and in some cases elective surgeries because they are unable to find appropriate support for the person they care for.</p> <p>Carers do not get enough time for themselves.</p> <p>Although we received limited feedback from working carers, we know that flexibility of support and replacement care arrangements is a key factor in the ability to continue working.</p>	<p>Ongoing review of information and use of web pages - to ensure carers know where they can go for financial advice or support</p> <p>CareFree promotion ensuring all workers are aware and are utilising the offer.</p> <p>Carers' breaks provision still under review.</p> <p>The ICB will continue to encourage carers to take up screening invitations, NHS health checks and vaccinations, where relevant.</p>	<p>Ensuring carers have the information they need to keep themselves well.</p> <p>Forging robust links with the Mental Health programme of work across the integrated care system to ensure carers' needs are recognised.</p> <p>Work to improve the move between children's and adult services with young carers and parent carers, so that they can consider and plan for their future aspirations in terms of college, university, leaving home and ageing.</p> <p>Continue work with Leicestershire Partnership Trust to develop a Lived Experience Framework. This alongside trust-wide systems and processes will allow for the creation of paid opportunities for those with lived experience whilst developing skills and experience.</p> <p>The impact of the cost-of-living crisis will be a consideration in future planning of support for carers</p>
How will we know this has worked?		
<ul style="list-style-type: none"> • Increase in number of carers accessing CareFree breaks. • Increased satisfaction level from carers within the next national carers survey. • Increase in the numbers of carers receiving information and advice regarding finance and benefits. • Increase in number of young carers receiving transition assessments. • The carer voice will be heard and listened to when local authorities are reviewing their respite provision. 		

6. “Care with Confidence – Technology and skills supporting you to care effectively”		
What the engagement told us	What will we carry forward	What are our new actions
<p>Local carers didn’t identify with the previous title of priority 6 - <i>Carers and the impact of Technology Products and the living space</i>. However, what did come through was that carers have been reliant on technology or gadgets during the pandemic.</p> <p>There was acknowledgement that housing needs still exist, where properties aren’t always suitable particularly for carers supporting someone who has severe needs.</p>	<p>We will continue to work with professionals from housing, equipment and adaptations to improve the carers’ pathway and embed carer awareness.</p>	<p>Ensure carers are informed of technology solutions that can support them in their caring role.</p> <p>Work with carers so that they are reassured and confident about using technology and / or gadgets.</p> <p>Introduce mechanisms to better support patients, carers and volunteers to enhance ‘supported self-management’ particularly of long-term health conditions.</p>
How will we know this has worked?		
<ul style="list-style-type: none"> • Increase in the proportion of carers who say they find it easy to find information • Through our local involvement networks and coproduction forums, information will be shared with carers about various initiatives in relation to technology and we will hear feedback about how this has impacted on carers 		

7. Carers can access the right support at the right time - Services and Systems that work for carers

What the engagement told us	What will we carry forward	What are our new actions
<p>Carers tell us they want to receive support that recognises their individual circumstances, that includes support to navigate through the health and social care system.</p> <p>Carers want to be able to help themselves too and are looking for access to carer courses, to support them in their caring role.</p> <p>Carers want support with health and wellbeing particularly mental health support for carers, as their caring role can have a negative impact on them at times. This can often be crucial when caring for somebody with a mental health condition, or for a great deal of time.</p> <p>Carers require support with hospital discharge, starting right at the point of admission ensuring they are kept informed and involved.</p>	<p>Ongoing use of Carers Delivery Group (CDG) to ensure that all organisations work together to improve and join up support for carers wherever possible.</p> <p>People will be signposted to sources of support post-caring.</p>	<p>Forging robust links with the Mental Health programme of work across the integrated care system to ensure carers' needs are recognised.</p> <p>The Carers Delivery Group will seek to influence the information provided to carers around the differing care pathways across the system.</p> <p>Targeted work to raise the profile of the Carers Passports within hospital and GP services.</p> <p>To ensure that carers are supported to plan for emergencies.</p> <p>Work alongside LOROS and the Carers Matters Stakeholder group to understand what matters to carers supporting a loved one at the end of life.</p> <p>Roll out of Young Carers passport across Leicester, Leicestershire, and Rutland.</p>
How will we know this has worked?		
<ul style="list-style-type: none"> Improvements in carer reported quality of life and satisfaction with social services through the bi-annual carer survey undertaken nationally. The numbers of carers receiving information and support at the right time will increase, and this will be reported through commissioned carer support services and other services supporting carers 		

8. Supporting Young Carers		
What the engagement told us	What will we carry forward	What are our new actions
<p>A number of Leicestershire young carers wanted to remove priority 8 and have actions for supporting young carers embedded within the actions for the other priorities.</p> <p>Young carers identified the need to be 'young people' and want time for themselves.</p> <p>Young carers want to be able to find the information they need.</p> <p>Young carers need support to identify as young carers, which is mindful of the needs of the whole family, particularly within schools, and colleges.</p> <p>Young carers say they often miss education due to their caring responsibilities which can impact their life choices.</p>	<p>Embed the whole family approach.</p> <p>Working with educational establishments to continue to raise awareness of young carers.</p>	<p>Develop young carer support that acknowledges young carers often miss out on childhood and other key activities as well as providing appropriate mental health support where required.</p> <p>Work with young carers to improve the way that the health system including GPs supports young carers</p> <p>Local authorities will work with young carers to ensure that their aspirations of going to college, university, leaving home, are considered as part of their work with young carer services .</p> <p>Improve young carer support for those who are under 11 years of age</p>
How will we know this has worked?		
<ul style="list-style-type: none"> Increased number of young carers known to services will be reported. Young carers report feeling listened to and respected. Organisations can evidence a more robust approach to working with young carers and their families. The impact of caring on young carers is taken into account in assessments and transition planning across social care. Young carers report improved outcomes at home, school or in employment. 		

11. Monitoring progress

The Leicester, Leicestershire & Rutland Carers Delivery Group has led on the development of this strategy and recognises the impact that positive carer support can have across all workstreams. The group will oversee delivery of the strategy's priorities, and report progress to the respective partner organisations' governance arrangements and Health and Wellbeing Boards.

The Leicester, Leicestershire & Rutland Carers Delivery Group has representation from voluntary sector organisations who support carers, and also from Healthwatch who are responsible for sharing the experiences of carers with the group so that the carer voice is at the heart of its work. The group will also ensure that those organisations representing carers are provided with information about progress under this Strategy so that they are able to feed this back directly to carers.

<u>Action Area (LLR Priority Areas)</u>		<u>Description</u>		<u>Key Strategic Lead</u>	<u>Timescales</u>
CS1	Continue to develop Leicestershire County Council staff's understanding of carers (1,2,4,6,7,8)	CS1.1	Training for Adults and Communities staff regarding carers to be embedded in new starter induction with a focus on: <ul style="list-style-type: none"> • Carer Awareness; • Carers Assessments; • Recognition and Valuing Carers. 	HR/OD Business Partner/LCC Learning and Development/Commissioning Officer (Carers Lead)	Apr 23
		CS1.2	Ensure all teams across the Council (including maintained schools/academies staff) have access to knowledgeable staff members for support around working with carers/carers rights within the workplace.	Commissioning Officer (Carers Lead)/Service Managers/Targeted Early Help and Children's Social Care/Education, SEND and Commissioning	Apr 23
		CS1.3	Reinvigorating the Carers Champions roles across the Adults and Communities Department.	Commissioning Officer (Carers Lead)	Dec 22
		CS1.4	Staff training extended to Local Area Coordinators and Housing Support Officers in 'Lightbulb' project.	LCC Learning and Development	Apr 24
		CS1.5	Training to be shared with all District Councils for cascade to staff.	Chief Exec/Communities	Apr 24
		CS1.6	Further develop the Council's internet and intranet pages for carers support and promote as part of the Council's commitment to carers. Review the pages annually.	Communications and Digital/Commissioning Officer (Carers Lead)	Apr 23 and annual
		CS1.7	Developing safeguarding processes and structures to ensure carers needs are fully reflected: <ul style="list-style-type: none"> • To ensure safeguarding training includes highlighting the importance of recognising carers and building support into safety plans; • Update LCC Safeguarding and Safeguarding Board websites to include Carers information; • Promote emotional and psychological support for carers during Safeguarding Awareness week; • Look at including carers into the Safeguarding Board strategy with links to Safeguarding governance; • Updating of key definitions to aid self-identification of carers. This will include use of consistent language across literature/web pages and through 	LCC Learning and Development Commissioning Officer (Carers Lead)	Jul 2023

			commissioned activity.		
CS2	Information activity (1,2,3,5,6,7,8)	CS2.1	Updating of key definitions to aid self-identification of carers. This will include use of consistent language across literature/web pages and through commissioned activity.	Communications and Digital/ Commissioning Officer (Carers Lead)	Apr 23
		CS2.2	Ensure carers have clear pathway expectations across a range of potential scenarios/settings including: <ul style="list-style-type: none"> Information on the care and support assessment journey for both the carer and cared for; Hospital discharge information / pathways back home including support entitlement to benefit both the cared for and wider family environment (including home environment); Where they can find support relating to care co-ordination. 	Lead Commissioners/ Hospital Teams/ Commissioning Officer (Carers Lead)/Carers Delivery Group	Apr 24
		CS2.3	The development of a single County wide Business Continuity Plan for carers will be produced across system partners in the County and wider, based on learning from the COVID-19 pandemic.	Commissioning Officer (Carers Lead)	Dec 23
		CS2.4	Development of flowchart to illustrate the carers pathway. This information will be available to access on LCC and provider website.	Commissioning Officer (Carers Lead)/Lead Commissioners/Care Pathway/Targeted Early Help and Children's Social Care	Jul 23
		CS2.4	Promote the range of services and support available to carers (including Young Carers) including but not limited to: <ul style="list-style-type: none"> Advocacy and getting carers voices heard; Financial advice or support; Usable technology/gadgets to support carers both readily available universally and/or from the Council's care tech strategy/programme; Ensure all carers know how to access the current Mental Health services and support; Those services and support available through the Council's commissioned carers resources. 	Targeted Early Help and Children's Social Care/Commissioning Officer (Carers Lead)/Carers Delivery Group	Jul 23
		CS2.5	Develop effective ways to share information with carers about services that are	Commissioning	Jul 23

			available to them including adult social care services in the county and how this can be accessed.	Officer (Carers Lead)	
		CS2.6	Pro-actively commission the Carers Support Resource contract with the Voluntary Sector to support all carers in the County with information/advice and support	Commissioning Officer (Carers Lead)	Nov 22
CS3	Innovative approaches with carers (1,2,3,5,6,7,8)	CS3.1	Targeted promotion and active growth of the Carers Passport scheme in the County (including the roll out of the Young Carers Passport) and monitoring the number of passports issued.	Targeted Early Help and Children's Social Care/Commissioning Officer (Carers Lead)/ Carers Delivery Group/Commissioned Carers Support Service Manager	Mar 23
		CS3.2	Promotion of Employers for Carers and Digital Resource for Carers.	HR/OD Business Partner/ Commissioning Officer (Carers Lead)/ Communications and Digital Commissioning	Feb 23
		CS3.3	Explore further tools around self-identification including: <ul style="list-style-type: none"> • Whole family identification; • Working with educational settings (including early years providers); • Active work with religious settings through targeted interventions and promotions (e.g. Carers Week/Carers Rights Day/Mental Health Week etc). 	Targeted Early Help and Children's Social Care/Commissioning Officer (Carers Lead)/ Carers Delivery Group	Apr 23
		CS3.4	Continued promotion of the Care Free programme to support more carers to access carers breaks/short breaks to support them in their caring role. This includes ensuring both Council staff and people in the community working with carers are fully aware of the initiative and benefits for carers.	Commissioning Officer (Carers Lead)/ Communications and Digital/Lead Commissioners/Care Pathway	Apr 23
		CS3.5	Enable more carers to be able to use technology to support them in their lives. This will include, but is not limited to: <ul style="list-style-type: none"> • Promotion of online training and courses for carers to promote confident use of technology; • Working with the Leicestershire Adult Learning Service to explore the development of carers specific courses; • Encourage use of technology solutions to promote different 	Commissioning Officer (Carers Lead)/Carers Delivery Group/Communities/ Adult Learning	Dec 23

			<p>solutions/opportunities to traditional carers;</p> <ul style="list-style-type: none"> Promotion of carers initiatives through the Council's Shire Grants scheme to support development of carers skills training (targeting hard-to-reach carers and communities). 		
		CS3.6	<p>Maximise the available opportunities within existing work programmes. These will include:</p> <ul style="list-style-type: none"> Targeting carers (especially those in hard-to-reach communities) in accessing the new Multiply project to upskill maths skills/numeracy skills; Promotion of local library services and benefits of community hubs to support carers social interaction/community cohesion and friendship ties; Developing carers support/promoting carers resources and support as part of the Adult and Communities Directorate's Three Conversations model. 	Adult Learning/Communities/Lead Practitioners/Commissioning Officer (Carers Lead)	Apr 23 and ongoing
CS4	Improving communication (1,2,3,8)	CS4.1	Increase the use of social media to raise carer awareness across the County including the sharing of Every Voice Counts carer stories.	Commissioning and Quality/Communications and Digital	Apr 23
		CS4.2	Voice Project work around the label of Young carers focusing on their wants and aspirations including wellbeing, connecting with personal networks and their support and identification in their educational or employment.	Targeted Early Help and Children's Social Care/Commissioning Officer (Carers Lead)	Jun 23
		CS4.3	Development of Young Carers/carers videos on YouTube to detail the lived experiences of Leicestershire's carers.	Targeted Early Help and Children's Social Care/Communications and Digital/Commissioning Officer (Carers Lead)/Carers Delivery Group	Apr 24
		CS4.4	As part of the commissioned Carers Support Resource contract, work towards the development of a central register of carers to enable easier communication of information.	Commissioning Officer (Carers Lead)/Commissioned Carers Support Service Manager/Commissioning and Quality	Nov 23
		CS4.5	Pro-active communication and information for parents/carers of children with a disability as their child transitions into adult services.	Service Manager/Lead Practitioners/	Aug 23

				Commissioning Officer (Carers Lead)	
		CS4.6	Targeted work with the County's Special schools/post 16 provision/resource bases/Pupil Referral Units to promote carers support and opportunities. This will also include work with mainstream schools.	Targeted Early Help and Children's Social Care/Education, SEND and Commissioning	Dec 23
		CS4.7	Ongoing use of the LLR Carers Delivery Group to ensure partnership approach to actions are in place/delivered and progress is tangible to carers in the County	Lead Commissioner Communities/ Commissioning Officer (Carers Lead)	Ongoing
CS5	Involving Leicestershire's carers (2,7,8)	CS5.1	Active engagement of carers in both service reviews and relevant new service design. Use of co-production principles will be key to ensuring that this is true joint working.	Commissioning and Quality/Engagement and Consultation Manager	Jul 23
		CS5.2	Development of either an LLR or localised Carers festival recognising achievements and contributions to the County and/or region.	Lead Commissioner /Commissioning Officer (Carers Lead)/Carers Delivery Group	Apr 24
		CS5.3	Pro-actively seek the views of families and carers in the quality/delivery of care services to the person cared for. The Council will seek to enhance resources to capture these views to improve services.	Commissioning and Quality/Care pathway	Apr 23
		CS5.4	Development of localised 'you said we did' – showing that voice is influencing and shaping the offer now and building towards a model of co-production with a half-way point update. Information to be cascaded through newsletters i.e. Voluntary Action South Leicestershire	Lead Commissioner /Commissioning Officer (Carers Lead)/	Nov 23
		CS5.5	Engagement of the County's Parent/Carer Forum as part of the development of SEND/Children's and Adults services.	Targeted Early Help and Children's Social Care/Education, SEND and Communities/ Commissioning Officer (Carers Lead)/	Nov 23
CS6	Working with communities (4,8)	CS6.1	Working with local community organisations/District Councils/Parish Councils to promote carers support/identification of carers.	Communities/ Commissioning Officer (Carers Lead)/Carers Delivery	Apr 24

				Group/	
		CS6.2	Active use of the County's Shire Grants programme to develop local carers community resources where there is a need.	Communities/ Commissioning Officer (Carers Lead)	Nov 23
		CS6.3	Engagement with local businesses across the County to identify potential carers support including carers concessions/carers passport.	Commissioning Officer (Carers Lead)/ Commissioning Service Manager/ Communities	Apr 24
		CS6.4	Targeted work with hard-to-reach communities/rural communities where carers access to information and support may be limited.	Commissioning Officer (Carers Lead) Leads from district councils	Apr 23
CS7	Young Carers (8)	CS7.1	Development of a new Young carers champions in the County Council with clear definition of the role.	Targeted Early Help and Children's Social Care	Nov 23
		CS7.2	Strengthening Work with the Council's Young Carers Service to develop involvement within the LLR Carers Strategy deliverables and priorities/County Council's Action Plan.	Commissioning Officer (Carers Lead)/ Team and Partnership Manager Targeted Early Help and Children's Social Care	Jul 23

1. Carers are identified early and recognised - Building awareness of caring and its diversity
2. Carers are valued and involved - Caring today and in the future
3. Carers Are Informed - Carers receive easily accessible, appropriate information, advice and signposting
4. Carer Friendly Communities
5. Carers have a life alongside caring – Health, employment and financial wellbeing
6. Care with Confidence – Technology and skills supporting you to care efficiently
7. Carers can access the right support at the right time - Services and Systems that work for carers
8. Supporting Young Carers

**CABINET – 25 NOVEMBER 2022****TRANSFER OF A SECTION OF THE ASHBY CANAL TRANSPORT
AND WORKS ACT ORDER****JOINT REPORT OF THE DIRECTOR OF ENVIRONMENT AND
TRANSPORT AND THE DIRECTOR OF LAW AND GOVERNANCE****PART A****Purpose of the Report**

1. The purpose of this report is to inform the Cabinet of the statutory process¹ which is required to be followed in order to transfer certain transport powers to the Ashby Canal Association (ACA) and, to enable that process to progress, to recommend that the County Council approves the promotion of a suitable Order.

Recommendations

2. It is recommended that:
 - a. The County Council resolves that it is satisfied that it is expedient for the Council to apply to the Secretary of State for Environment, Food and Rural Affairs to promote an Order under the Transport and Works Act 1992 to transfer powers under the Transport and Works Act Order 2005 to the Ashby Canal Association for a section of the Ashby Canal line between Snarestone and Measham; and
 - b. The County Council authorises the Director of Environment and Transport in consultation with the Director of Law and Governance to take all steps as may be necessary or expedient for the purposes of promotion of the Order.

Reasons for Recommendation

3. To enable the Ashby Canal Association to take on the ownership and the obligations and responsibilities, subject to Secretary of State consent, regarding the restoration of the section of canal between the current terminus at Snarestone and Measham.

Timetable for Decisions (including Scrutiny)

¹ Under Section 239 of the Local Government Act 1972.

4. The County Council will receive a report on 7 December 2022 seeking agreement for the proposals. A further report will be submitted to the County Council following the submission of the application to the Secretary of State.

Policy Framework and Previous Decisions

5. In September 2019, the Cabinet approved the submission of an application to the Secretary of State for the Environment, Food and Rural Affairs for consent to transfer powers under the Transport and Works Act Order 2005 to the Ashby Canal Association.
6. In September 2021, the Cabinet approved the allocation of £1.1m for funding the maintenance of the section of the Ashby Canal to be transferred to the ACA, subject to Parliamentary approval of the transfer of a section of the TWAO.

Resource Implications

7. There are no additional resource implications associated with the recommendations of this report.
8. The Council's Estates Team has advised that the value of the land proposed for transfer is nil due to the restrictions of the TWAO that limit the use of the land to a canal.
9. Maintenance funding of £1.1m linked to the transfer of the TWAO to the ACA was approved by the Cabinet in September 2021.

Circulation under the Local Issues Alert Procedure

10. Mr D. Harrison CC, and Mr R. Ashman CC.

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PART B

Background

11. Since 1994, the County Council has led on the restoration of the Ashby Canal, which was closed in 1966 due to mining subsidence. The last significant section (500m) was restored in 2014/15 from Snarestone northwards to the re-built Bridge 62.
12. The restoration has, to date, been substantially funded from third party sources. With limited capital remaining or further sources of funding, the Council has limited capacity to invest in the project but has come under increasing pressure from stakeholders to do more.
13. The Ashby Canal Association is a Registered Charity and a Company Limited by Guarantee, established in 1966 to promote the restoration of the Ashby Canal. The ACA has indicated a willingness and capability to take on the ownership and the obligations and responsibilities under the Transport and Works Act Order 2005 (TWAo), subject to Secretary of State consent, in seeking to restore the next section of canal, between the current terminus at Snarestone and Measham High Street.
14. In September 2019 the Cabinet approved the submission of an application to the Secretary of State for the Environment, Food and Rural Affairs for consent to transfer powers under the Transport and Works Act Order 2005 to the ACA.
15. At the time it was noted that there were two land parcels which the County Council was purchasing before the transfer application could be submitted. It subsequently became apparent that alongside the land purchases, there were two rights that also needed to be progressed. Work to complete the land purchases and rights is ongoing. It is expected that these will be concluded shortly and that the transfer application will be submitted in early 2023.

Legal Process

16. Legal advice on the application process has been provided by Parliamentary Agents (Sharpe Pritchard) who advised that the County Council by virtue of Section 20 of the Transport and Works Act 1992 may apply for an Order under that act but must comply with the provisions of Section 239 of the Local Government Act 1972 as power to apply for such Order is subject to the same conditions as apply to a Local Authority promoting Bills in Parliament.
17. Under S239 of the Local Government Act 1972, the application and promotion of the Bill to transfer the powers under the TWAo requires a resolution by the full County Council that it is satisfied that it is expedient to promote a Bill. This resolution then needs to be confirmed by a second resolution at a further meeting of the Authority held as soon as possible after the expiry of 14 days after the Bill is deposited (or in the case of the TWAo), the application is made to the Secretary of State for the Environment, Food and Rural Affairs.

18. The two resolutions must be passed by a majority of the County Council's members and not just a majority of those attending the meeting.
19. In addition, the Authority must comply with prescribed advertising requirements. Each resolution must be preceded by not less than 30 clear days' notice of the meeting, given by advertisement in one or more local newspapers and should be in addition to the ordinary notices required to be given for convening a meeting of the Authority.
20. The draft Statutory Instrument for the TWAO transfer (which includes a plan of the land to be transferred) will be appended to the County Council report. Minor amendments to the draft may be required before submission to the Secretary of State.

Consultation

21. A public consultation regarding the proposed transfer of the TWAO to the ACA was carried out in 2019, prior to the report being presented to the Cabinet. 95% of the 143 respondents strongly agreed with the proposal to transfer the TWAO land and powers to the ACA.
22. No further consultation is required at this time.

Equality and Human Rights Implications

23. There are no significant equality or human rights implications directly arising from this report. An Equality and Human Rights Impact Assessment (EHRIA) screening exercise was completed for the report to the Cabinet in September 2019 which concluded that a full impact assessment was not required.

Background Papers

Report to the Cabinet: 13 September 2019 – Potential Transfer of Part of the Ashby Canal.

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=5605&Ver=4>

Report to the Cabinet: 17 September 2021 – Ashby Canal Maintenance Funding.

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=6446&Ver=4>