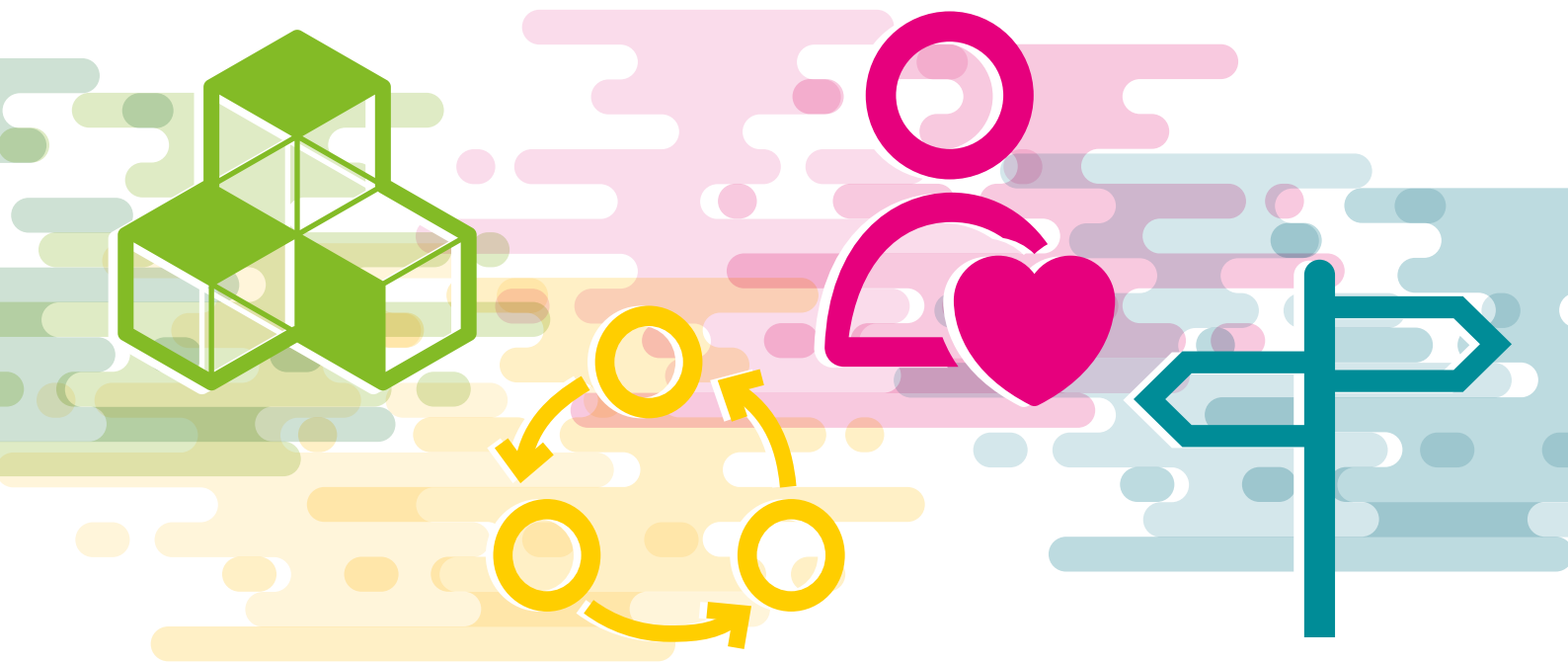


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Leicestershire County Council Strategic Plan

2027-2031



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Foreword

A strong and resilient Leicestershire, where people come first and every pound delivers more for residents, communities and the local economy – that’s our goal for Leicestershire and this new plan sets out how we aim to achieve it.

From supporting vulnerable children and adults, to maintaining roads, managing waste, and providing valued cultural and community services, our services support every one of our 700,000 residents. At a time of increasing demand and change across local government, this plan provides a clear focus on the outcomes that matter most and where effort will be prioritised.

We’re committed to delivering high-quality services and making every pound work harder. A focus on innovation, efficiency and strong performance will support delivery, alongside continued work with partners, communities and businesses across Leicestershire.

Local government reorganisation presents a period of significant change. This Strategic Plan provides a clear and stable foundation during that transition, setting out priorities for maintaining strong day-to-day services and ensuring the Council continues to be well governed. It maintains a focus on stability and resilience, while supporting the organisation to adapt and prepare for the future.

This Strategic Plan brings together a shared vision for the county: a place that is strong and resilient, where communities thrive, the economy grows, and people are supported to live well.

I hope you can spend time reading our Strategic Plan and share our vision.



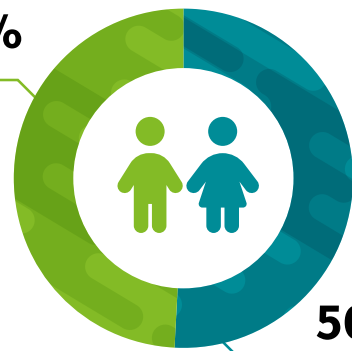
**Councillor
Dan Harrison**
Leader of
Leicestershire
County Council

This is Leicestershire

734,000
population



49.4%
men



50.6%
women

Average age is

43

over

300,000

households

Leicester and
Leicestershire
are home to
**three excellent
universities**



Leicestershire's
**visitor
economy**
is worth

**£2.4
billion**

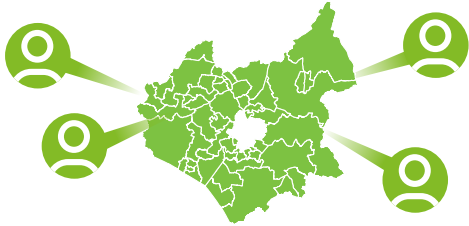
Leicestershire is the
**largest economy in
the East Midlands,**



with a GVA of

**£21
billion**

The Council



There are **55** elected councillors across **53** electoral divisions

Receive

130,000

phone calls a month,
which is

6,500

calls per working day
on average into the Council.



Support around



10,595

and

4,210

individuals with
long-term needs

with **short-term support.**

The Council
employs
around



5,000
staff

The Council maintains

78 schools

and

16 libraries

across the county.



Challenges and Opportunities

Local government continues to operate in an extremely challenging financial environment following more than a decade of austerity and spending pressures, particularly from social care and special education needs, and more recently from the cost-of-living pressures. There is also significant uncertainty and risk around future funding levels. Leicestershire is no exception, and while we continue to be one of the lowest funded county councils in the country, there is also a growing pressure on services that could create a £91m budget gap by 2029. We know that action is needed to bridge a budget gap and are committed to being innovative in driving down costs. The Better Leicestershire efficiency programme has helped to identify opportunities to close the gap, including a saving of £60m on top of the £44m in the four-year MTFS.

Leicestershire is one of the fastest-growing areas in the UK, with a 9.5% population increase over the last 10 years and a projected rise of 19% by 2045. This growth is placing increasing pressure on key services, including social care, school places and SEND provision, as well as infrastructure such as transport, housing and waste. We will continue to focus on prevention and early intervention to reduce escalation of need, while ensuring that residents who rely on services can access appropriate support. We are taking a proactive approach to managing demand, supporting the sustainability of vital services in the context of continued population growth.

We are working towards local government reorganisation (LGR) in line with the ambitions set out in the English Devolution White Paper. This includes working towards the establishment of a unitary local government structure that will strengthen capacity, improve efficiency and support resilience to financial pressures, while ensuring the Council continues to operate as a safe, lawful and well-governed organisation throughout the transition.

Devolution will enable greater local decision-making powers, freedoms and flexibilities, supporting more responsive and effective service delivery that reflects the needs of residents and communities. We aim to ensure that devolution in Leicestershire delivers improved outcomes, drives economic growth, and strengthens partnerships across the area.

We will continue to engage proactively with government, stakeholders and local communities to ensure that the benefits of local government reorganisation and devolution are realised for all residents.

Our Future for Leicestershire



Our Vision

We lead the way and put our people first. We're strong and resilient, we care, celebrate our heritage, and make every pound work harder for a better Leicestershire.



To achieve this vision, our aspirations are



Better Leicestershire for residents

- We care by supporting people to live well and achieve their full potential



Better Leicestershire for communities

- Leicestershire is safe, connected, and our communities look out for one another



Better Leicestershire economy

- Our economy is innovative and thriving



Better Leicestershire County Council

- We are a forward-looking Council that is efficient, responsive and ready to meet future challenges

1.

Better Leicestershire for residents

This outcome seeks to ensure that people are supported to live well and achieve their full potential at every stage of life. The focus will be on early intervention, prevention, and enabling independence, and prioritising support for children, young people, and families to create strong foundations for the future. This includes ensuring that all children benefit from high-quality early years provision, education, and development opportunities, and that families are equipped to provide safe, stable, and nurturing home environments.

Through collaborative working with partners, needs will be identified earlier to ensure timely, tailored support that reduces escalation of need. Alongside this, wellbeing and independence will be promoted for adults by improving access to preventative services, strengthening community-based support, and enabling people to maintain their independence.

Outcome:

**We care by supporting people to live well
and achieve their full potential**



“ Ensuring families are equipped to provide safe, stable, and nurturing home environments



Our areas of priority:

- We will ensure children have access to good developmental support, childcare and education
- We will provide families with the right support, so children can live in safe and loving homes
- We will give people opportunities to improve their wellbeing and independence

What will success look like?

- More children reach expected developmental milestones and are ready for school, with improved access to childcare and education.
- Children with SEND receive support at the right time and can access an education provision that is most appropriate for their needs.
- More families receive support early, reducing the need for statutory intervention and enabling more children to live in safe, stable homes.
- People are supported with their health and wellbeing, with earlier identification of risks and support provided.
- Overall demand for higher level and crisis services reduces, as needs are identified and addressed earlier

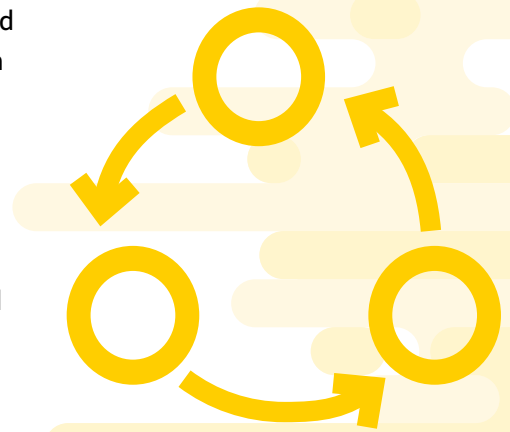
“ Residents will be supported to improve their physical and mental health



2.

Better Leicestershire for communities

Leicestershire is a place where people feel safe, supported and connected to one another. Strong and resilient communities will be enabled through partnership working, early support and opportunities for residents to come together and build social connections. This includes recognising and supporting the vital role of our farming community, volunteers and groups who contribute significantly to the county's sustainability and sense of place. Residents will be supported to improve their physical and mental health and given access to opportunities that promote health and active lifestyles. A culture of mutual support will be supported, where people are encouraged to look out for one another, while also protecting and celebrating the county's culture, heritage and environment to strengthen local pride and identity.



Outcome:

**Leicestershire is safe, connected and
our communities look out for one another**

Our areas of priority:

- We support communities to be safe and resilient
- We bring people together, help them to be healthier, and encourage people to help one another
- We celebrate and preserve the best of our county, protecting our culture, heritage and natural environment.

What will success look like?

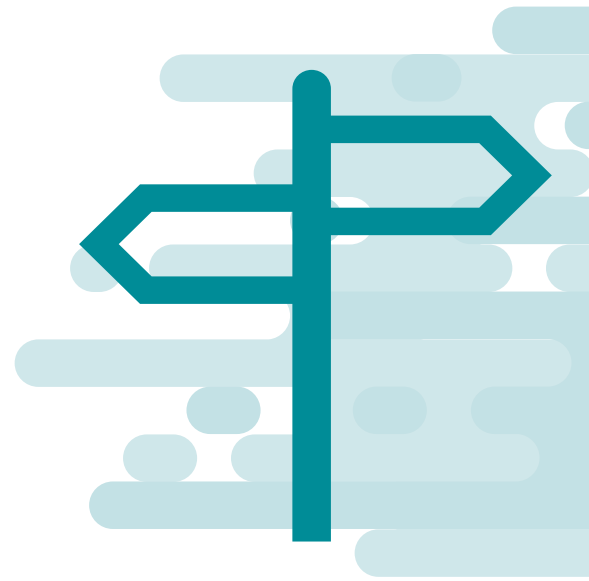
- Leicestershire's heritage and natural environment are protected and enhanced, so residents and visitors can access and enjoy spaces.
- More people are engaged in volunteering and community activity and there are opportunities to create locally led support networks.
- Increased access to preventative health and wellbeing support, with residents reporting good levels of physical and mental health.

3.

Better Leicestershire Economy

This outcome focuses on building an innovative and thriving economy that supports sustainable growth and prosperity across Leicestershire. It emphasises strengthening the county's economic position by attracting investment, enhancing infrastructure, and enabling businesses to grow and succeed.

Leicestershire will be promoted as a competitive place to live, work and invest, supported by modern, resilient infrastructure and strong connectivity. Alongside this, the outcome seeks to develop a skilled workforce and create employment opportunities that respond to the needs of a changing economy. This approach will help to ensure that economic growth benefits communities and contributes to Leicestershire's long-term economic resilience.



Outcome: **Our economy is innovative and thriving**

Our areas of priority:

- Putting Leicestershire on the map to attract visitors and investment
- Driving growth through modern and fit for purpose infrastructure
- Boosting jobs, support a skilled workforce, and offer a prosperous environment for businesses

What will success look like?

- There is a growth in visitor numbers to key destinations and cultural assets in Leicestershire, supporting local businesses and economy.
- More residents access employment opportunities, and there is closer alignment between skills provision and employer demand.
- Increased delivery of infrastructure improvements that unlock housing and employment opportunities



To develop a
skilled workforce and
create employment
opportunities

4.

Better Leicestershire Council

This outcome sets out the Council's ambition to be forward-looking, efficient and responsive, with the capability and resilience to meet future challenges. It reflects a commitment to delivering high-quality, value-for-money services while adapting to a changing local government landscape and increasing demand for services.

Achieving this outcome will require the Council to listen to and act on the needs of its residents, ensuring that services are shaped by meaningful engagement and that feedback is used to drive continuous improvement.

The Council will also need to successfully navigate local government reorganisation, ensuring service continuity and good governance. At the same time, financial sustainability and efficiency will remain a core priority, with a clear focus on maintaining balanced budgets, effective medium-term financial planning and ensuring that resources are used efficiently to deliver strategic priorities.

Outcome:

We are a forward-looking Council that is efficient, responsive and ready to meet future challenges



“ Listen to and act on the needs of its residents

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Our areas of priority:

- Listening and Responding to the needs of our residents
- Adapting to local government reorganisation
- Ensuring the Council is financially fit, reliable and make every pound work harder

What will success look like?

- Services are responsive to resident needs, with visible improvements based on feedback.
- Complaints and queries are resolved promptly and effectively
- The Council is well-prepared for local government reorganisation, maintaining service continuity and strong governance.
- The Council continues to operate within a sustainable financial position, with balanced budgets and effective medium-term financial planning.



Supporting Strategies

The Council's Strategic Plan (2027-2031) is enabled by a number of key corporate strategies, including:

- Medium-Term Financial Strategy (2024-2028)
- Adults and Communities Strategy (2025-2029)
- Customer Experience Strategy (2024-2028)
- Environment Strategy (2018-2030)
- Leicester and Leicestershire Economic Growth Strategy (2021-2030)
- Leicestershire Joint Health and Wellbeing Strategy (2022-2032)
- Leicestershire Resources and Waste Strategy (2022-2050)
- Local Transport Plan (LTP4)
- People Strategy (2024-2028)
- Public Health Strategy (2022-2027)



Partner Organisations

Working with Partners is important to the success of the Council's Strategic Plan, as we work to achieve our ambitions for Leicestershire. The Council will continue to collaborate with key partners to achieve shared priorities, strengthen outcomes and ensure effective partnership working across the county.

- Children and Families Partnership
- Community Safety Partnerships
- Health and Wellbeing Board
- Integrated Care Board
- Integrated Care Partnership
- Leicestershire and Rutland Safeguarding Children Partnership
- Leicestershire Safer Communities Strategy Board
- LLR Flood Risk Management Board
- Local Health Resilience Partnership
- Local Nature Recovery Strategy Partnership
- Leicester and Leicestershire Business and Skills Partnership
- Safeguarding Adults Board
- Youth and Justice Management Board
- Local Resilience Partnership

Delivering the Plan and Monitoring Performance

The outcomes and priorities in the Strategic Plan are delivered through a corporate implementation plan. This ensures clear accountability and coordination across departments. They allow the broader vision of the plan to be broken down into actionable steps, aligning efforts at different departments and services.

Monitoring the Plan is captured through the Council's Annual Delivery Report. This report details the progress made by departments against each strategic outcome over a 12-month period.

The Council's Strategic Planning Framework can be found below.





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