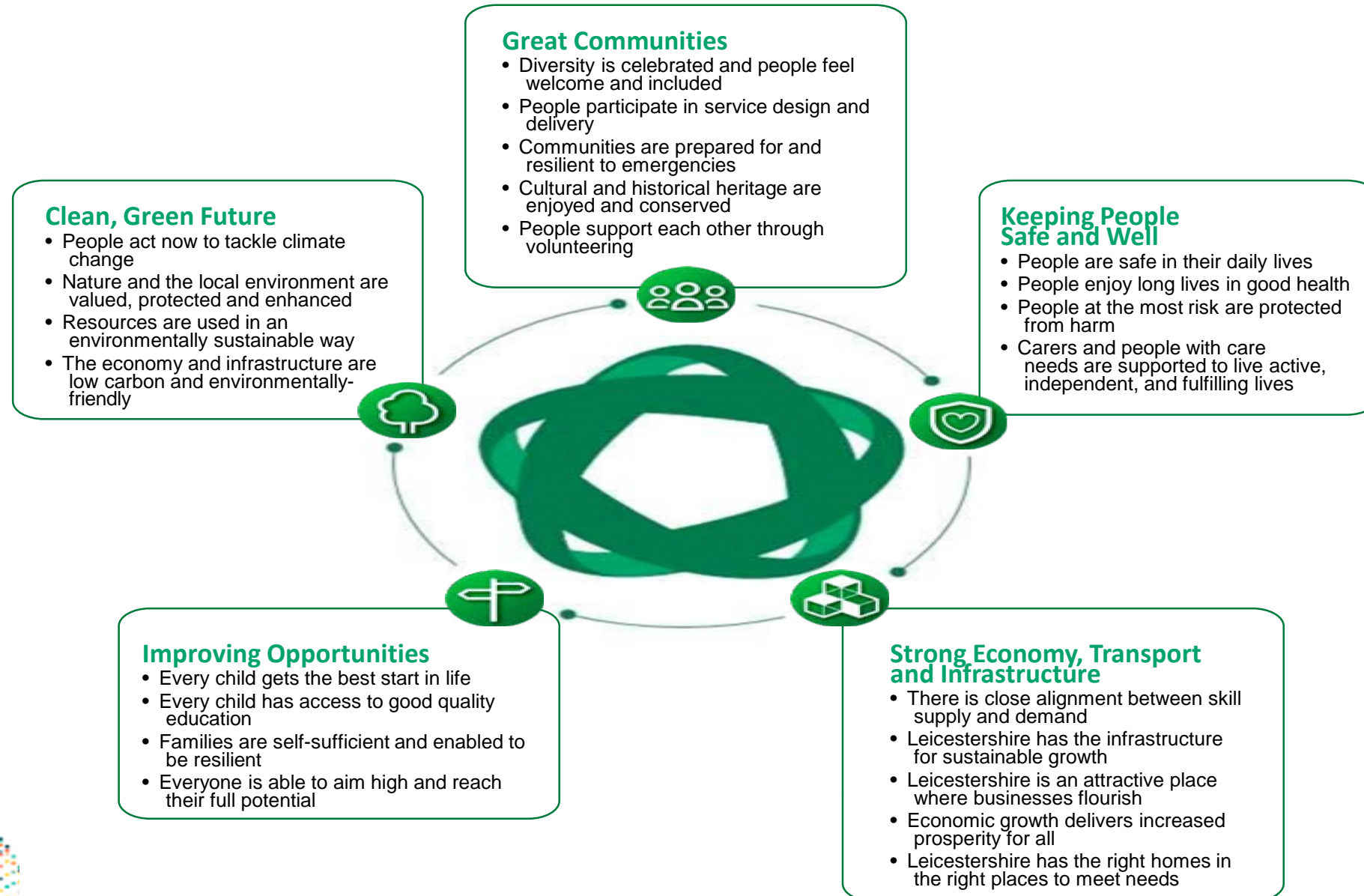


LCC Strategic Plan 2022-26



Strategic Outcomes (Vision for Leicestershire)



Clean, Green Future Outcome

Sub-outcome	What will success look like?	Our Commitments
People act now to tackle climate change and protect the environment	Residents actively involved in tackling climate change and protecting the environment	Raise awareness of environmental impacts, promote positive environmental action, support household energy efficiency, expand electrical vehicle charging infrastructure, promote sustainable travel options
Nature and the local environment are valued, protected and enhanced	Increase in the percentage of county land which promotes diversity of habitat and species	Protect and enhance green and blue infrastructure & biodiversity on council land, support sustainable farming, develop Natural Capital Investment Plan and deliver Natural Capital Review roadmap
Resources are used in an environmentally sustainable way	Increase in the percentage of household waste sent for reuse, recycling and composting and reduction in the percentage landfilled	Minimise environmental impact of waste by managing it in accordance with the waste hierarchy, encourage appropriate use of Recycling and Household Waste Sites, provide efficient and cost-effective trade waste services, work with other Waste Disposal Authorities to share ideas and identify opportunities for collaboration
The economy and infrastructure are low carbon and environmentally friendly	<ul style="list-style-type: none"> Increase in the percentage of businesses taking action to reduce their carbon impact Reduction in CO2 emissions in the local area within the Council's influence 	<p>Raise awareness amongst businesses, promote business opportunities from circular economy, support the skills requirements of green economy, reduce environmental impact of Council service delivery and procurement</p> <p>Work with partners to ensure developments are low or zero carbon and environmentally-sustainable, invest in efficient assets, promote sustainable travel, reduce pollution through Trading Standards service, identify and pursue opportunities for carbon sequestration</p>

Great Communities Outcome

Sub-outcome	What will success look like?	Our Commitments
Diversity is celebrated and people feel welcome and included	<ul style="list-style-type: none"> Increased community cohesion Better reporting and reduction in hate crime Council services are accessible and inclusive 	Fulfil our equalities pledges, organise civic events, Interfaith Forum and Equality Challenge Group, work with partners to tackle hate crime
People participate in service design and delivery	<ul style="list-style-type: none"> Increase in % of residents willing to work together and who feel they can influence Council decisions Increase in number of Neighbourhood Plans 	Engage residents in service design, encourage public participation in planning, support Town and Parish Councils, support communities to manage services and develop Neighbourhood Plans
Communities are prepared for and resilient to emergencies	<ul style="list-style-type: none"> Increase in the number of Community Response Plans 	Support LLR Resilience Partnership to plan for and respond to emergencies, support development of Community Response Plans, support continuity of voluntary organisations and businesses, ensure resilience to climate change, Resilient Highways Network, Emergency Short-Term Food and Fuel
Cultural and historical heritage are enjoyed and conserved	<ul style="list-style-type: none"> Increase in the number of Leicestershire residents and visitors engaging in cultural and heritage activities 	Free and accessible facilities and learning programmes in Libraries, Heritage sites, Country Parks and Adult Learning, Cultural and Creative Learning Services, Record Office and Museums
People support each other through volunteering	<ul style="list-style-type: none"> There is a sustained increase in volunteering post-pandemic Voluntary and Community services (VCS) remain financially viable and maintain service delivery 	<ul style="list-style-type: none"> Maintain and promote our volunteering offer, support employee volunteering, support volunteers' health and wellbeing Provide grants and funding to VCS organisations along with support in areas such as governance

Improving Opportunities Outcome

Sub-outcome	What will success look like?	Our Commitments
Every child gets the best start in life	<ul style="list-style-type: none"> Integrated and collaborative work to support pre-school children and their families Increase in the % of children achieving a good level of development at foundation stage 	<ul style="list-style-type: none"> Develop Integrated Early Years Pathway and Communications Strategy Support families to access free childcare, protect and strengthen Children and Family Wellbeing Centres
Every child has access to good quality education	<ul style="list-style-type: none"> Sufficient high-quality school places and special educational needs (SEND) provision to meet growing demand Improved educational attainment for disadvantaged pupils 	<ul style="list-style-type: none"> Ensure admissions processes promote choice and diversity, high-quality school places and school asset management, SEND sufficiency Support pupil catch up, ensure looked after children access stable education placements, support schools to meet the needs of children with SEND
Families are self-sufficient and enabled to be resilient	<ul style="list-style-type: none"> Families able to identify their support networks and to deal with issues as they arise Continuing to achieve target for families achieving significant and sustained progress through the Supporting Families Programme 	Provide information and advice for families, support delivery of crisis and hardship assistance, work with those opting for Elective Home Education to provide high-quality education, early identification and targeted early help for families which may require support
Everyone is able to aim high and reach their full potential	<ul style="list-style-type: none"> Below national average rate of vulnerable young people who are not in education, employment or training (NEET) Above national average rates of disadvantaged adults who are in paid employment and living independently 	<ul style="list-style-type: none"> Support individualised careers guidance for vulnerable groups, Identify and support young people at risk of becoming NEET to provide them with support, provide careers information and advice to children in our care Support children in our care to transition to adulthood, Adult Learning for disadvantaged people, promote supported employment, develop supported accommodation

Strong Economy, Transport and Infrastructure Outcome

Sub-outcome	What will success look like?	Our Commitments
There is close alignment between skill supply and demand	<ul style="list-style-type: none"> Improvement in population skills and reduction in % of employers reporting skills shortages or gaps Increased opportunities in the labour market for young people and reduced unemployment and job insecurity 	Work with partners to identify skills shortages and growth businesses, develop Skills Plans for priority sectors, address digital skill deficiencies, support Further Education sector to expand and improve facilities. Promote STEM careers, provide Careers and Youth Employment Hubs, support graduate retention, promote apprenticeships, provide employment for young people through Kickstart, provide one-to-one employment support, advice and information through Work+.
Leicestershire has the infrastructure for sustainable growth	<ul style="list-style-type: none"> Infrastructure capacity and capability supports growth, whilst supporting net zero carbon Sufficient employment sites and premises 	Manage assets which support economic development, safe and well-maintained highways, better traffic management, support and promote passenger transport, invest in rail infrastructure, engage HS2 Ltd to advance local interests during construction, improve digital connectivity in rural areas, develop electrical vehicle infrastructure Renew employment sites and develop strategic sites including Freeport
Leicestershire is an attractive place where businesses flourish	<ul style="list-style-type: none"> Growth of innovation and R&D strengths Continued increase in business density 	Work with partners through the LLEP Innovation Board to accelerate innovation priorities, support R&D sector skills & capabilities, business & university networks, improve culture of innovation in private sector Support growth of key sectors, encourage and support international business expansion, develop freeport strategy and SME support
Economic growth delivers increased prosperity for all	Growth in GVA corresponds with an increase in GDHI and reduction in children receiving free school meals	Focus economic growth in disadvantaged areas, provide one-to-one employment support, advice and information through Work+
Leicestershire has the right homes in the right places to meet needs	Leicestershire is on track to deliver the 187,096 new dwellings that it is estimated will be needed by 2050	Develop major strategic sites, remove barriers to development, secure developer contributions, assess and meet need for rural housing, help to ensure housing is low carbon, housing for frail and disabled people

Keeping People Safe and Well Outcome

Sub-outcome	What will success look like?	Our Commitments
People are safe in their daily lives	<ul style="list-style-type: none"> Less crime and fear of crime (& increase in % residents feeling safe in local area in dark) Fewer young people involved in and impacted by criminal behaviour 	<ul style="list-style-type: none"> Work with police to address anti-social behaviour, raise awareness of and tackle hate crime, work with partners to prevent serious violence, raise awareness of rogue traders, enforce food and product safety standards Whole-family interventions to prevent children and young people engaging in crime, provide safe spaces, deliver preventative street-based work to tackle anti-social behaviour, identify and address criminal exploitation
People at the most risk are protected from harm	<ul style="list-style-type: none"> Safeguarding approaches are effective in recovery from Covid-19 and informed by the pandemic Vulnerable people are identified and protected from harm and abuse 	<ul style="list-style-type: none"> Identify and address 'hidden harm', Covid-19 support for care homes, risk & quality assure care providers, review lessons learnt during Covid-19 Raise awareness of harm and abuse and how to seek help, deliver safety messages to children, develop trauma-informed practice in children's social care, tackle domestic abuse and support survivors
People enjoy long lives in good health	<ul style="list-style-type: none"> Improved healthy life expectancy and reduced health inequalities Increased % of residents with a healthy weight Improved mental wellbeing and reduced prevalence of mental ill health 	<ul style="list-style-type: none"> Help to address a broad range of factors affecting health, support wellbeing of children through health visiting and school nursing services, provide health information & advice, consider health impact in all policy decisions Provide weight management support, promote physical activity, deliver Healthy Weight Strategy to ensure local area facilitates healthy choices Raise awareness of mental health, provide libraries, museums and adult learning services, promote early identification and access to treatment
Carers and people with care needs are supported to live active, independent, and fulfilling lives	<ul style="list-style-type: none"> Increase the % people who find it easy to access information and advice about adult SC services Improvements in the experiences of those who receive adult social care and support Carers are recognised, valued, and supported to undertake their caring role 	<ul style="list-style-type: none"> Provide information and advice through digital channels including First Contact Plus, provide proactive advice around housing and dementia Work with health to deliver integrated services, maximise independence through reablement, equipment and technology, effective dementia care, develop suitable accommodation for disabled and frail people Provide information and advice, involve carers in service development, support carer-friendly communities, promote health checks for carers

Strategic Change Portfolio (Internal Transformation Programme)

Pillar	What will success look like?	Our Commitments
Finance	<ul style="list-style-type: none"> A credible 4-year financial plan to deliver at least 2-years of balanced budget followed by 2-years with a financial gap that is at a manageable level A financial plan that reflects the council's key priorities Delivery of planned savings and active pipeline of new initiatives Progress on Fair Funding to increase Leicestershire's share of national funding 	Raise awareness of our financial position and challenges, embed financial discipline in decision-making, regularly update our assumptions to support efficient flow of resources, invest in commercial schemes to generate income, target efficiency savings and income generation before service reductions, maintain transparency around savings proposals.
Customer & Digital	<ul style="list-style-type: none"> Customers directed to the right channel, at the right time, in the most efficient way Our channels with customers maximise citizen value whilst reducing the cost of service A whole system approach is taken to designing our customer journey and back-office processes 	<ul style="list-style-type: none"> Develop customer and digital strategies, improve front-end interfaces and customer service Automate services, support cultural shift to 'digital by choice', focus on resolving queries at first contact Improve customer pathways, contact and system data, exploiting emerging technologies
Carbon Reduction	Net-zero carbon emissions from the Council's own operations by 2030, with an interim 65% reduction by 2025	Develop Net Zero Carbon 2030 Plan, reduce the Council's demand and use of energy, explore and pursue opportunities for carbon sequestration (e.g. tree planting), integrate carbon reduction in the Council's culture and decision-making criteria
Ways of Working	<ul style="list-style-type: none"> All staff are provided with the technology and training needed to do their job effectively The way we work embodies continuous improvement, innovation, and ambition Council-operated workplaces are a shared resource based on need, where staff and customers can collaborate 	<ul style="list-style-type: none"> Support remote-working, meetings to be 'digital by default', provide IT equipment Outputs not presenteeism, staff choice on location of work, leadership role models Minimal fixed desks; workplaces for collaboration. Encouraging flexible working.