



## **HEALTH OVERVIEW AND SCRUTINY COMMITTEE: 10 NOVEMBER 2021**

### **ENGAGEMENT ON THE COUNCIL'S STRATEGIC PLAN**

#### **REPORT OF THE CHIEF EXECUTIVE**

##### **Purpose of the Report**

1. The purpose of this report is to seek the views of the Health Overview and Scrutiny Committee on the draft Strategic Plan (2022-26), a copy of which is appended to this report. A 12-week public consultation will commence on 1 November 2021.

##### **Policy Framework and Previous Decisions**

2. The Strategic Plan is complemented by the Medium Term Financial Strategy (MTFS) which sets out a financial plan supporting the priorities in the Strategic Plan, as well as by the Strategic Change Portfolio which outlines how the Council will transform local services in response to national and local drivers for change whilst seeking to maintain or improve outcomes. The Plan is also underpinned by Departmental Business Plans and strategies which provide further detail on how the Council will deliver the aims and actions in the Plan.
3. On 6 December 2017, the County Council approved the current Strategic Plan (2018-22). This Plan was based on five aspirational outcomes which described the County Council's vision for Leicestershire. On 15th May 2019, the County Council declared a climate emergency. On 8 July 2020, the County Council approved a revised version of the Plan (still to expire in 2022) to reflect the Council's declaration of a climate emergency, with recognition that it would need to be revisited as a result of the coronavirus pandemic.

##### **Background**

4. The Strategic Plan sets out the Council's ambitions and priorities for the next four years. It outlines what the Council aims to achieve and how it intends to do it.
5. The current Plan is due to expire in 2022. Work has been undertaken to review and refresh the Plan and to re-assess the Council's strategic priorities, particularly in light of the impact of the Covid-19 pandemic.

##### **Plan Structure and Contents**

6. The draft Plan (2022-26) is based on five strategic outcomes which describe the Council's vision for Leicestershire. Each outcome includes four or five sub-outcomes which will need to be achieved to deliver the outcome.
7. The outcomes are broad and aspirational, reflecting the County Council's significant and wide-ranging responsibilities and capacity to influence. Therefore, to ensure that the Plan provides a clear strategic direction for the Council, it also includes specific aims and actions to deliver each outcome over the next four years.
8. The Plan also includes a section on 'enabling services' which is intended to highlight the contributions of the County Council's corporate functions (e.g. Finance, Legal, HR) to outcome delivery as well as sustaining good governance. This is followed by a section on the Medium Term Financial Strategy (MTFS) which highlights the Council's aims and actions to maintain a balanced budget whilst protecting frontline services and weathering the coronavirus crisis. Finally, there is a section on the Strategic Change Portfolio, summarising the aims and actions of the four key pillars of this internal transformation programme.

### Strategic Outcomes

9. The outcomes, which are detailed below, are intended to broadly reflect the remits of departments and the portfolios of lead members. However, successful delivery of the Plan will rely upon departments sharing ownership of the outcomes in addition to the outcomes being reflected in all relevant Council plans and strategies.

- 'Clean, Green Future' Outcome: *Reflects the need to protect and enhance the environment and tackle climate change, biodiversity loss and unsustainable resource usage.*

#### Sub-outcomes:

- People act now to tackle climate change;
- Nature and the local environment are valued, protected and enhanced;
- Resources are used in an environmentally sustainable way;
- The economy and infrastructure are low carbon and environmentally-friendly.

- 'Great Communities' Outcome: *Aims to ensure Leicestershire has thriving, inclusive communities in which people support each other and take responsibility for their local area.*

#### Sub-outcomes:

- Diversity is celebrated and people feel welcome and included;
- People participate in service design and delivery;
- Communities are prepared for and resilient to emergencies;
- Cultural and historical heritage are enjoyed and conserved;
- People support each other through volunteering.

- ‘Improving Opportunities’ Outcome: *Aims for all children to get the best start for life and to have access to a good quality education. Also aims for everyone to have the opportunities they need to fulfil their potential.*

Sub-outcomes:

- Every child gets the best start for life;
- Every child has access to good quality education;
- Families are self-sufficient and enabled to be resilient;
- Everyone is able to aim high and reach their full potential.

- ‘Strong Economy, Transport and Infrastructure’ Outcome: *Aims to ensure that we build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering. Also reflects the need for our infrastructure to meet the demands of a growing population and economy.*

Sub-outcomes:

- There is close alignment between skills supply and employer demand;
- Leicestershire has the infrastructure for sustainable growth;
- Leicestershire is an attractive place where businesses can flourish;
- Economic growth delivers increased prosperity for all;
- Leicestershire has the right homes in the right places to meet needs.

- ‘Keeping People Safe and Well’ Outcome: *Aims to ensure the people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing. Also reflects the need to ensure people are safe and protected from harm.*

Sub-outcomes:

- People are safe in their daily lives;
- People enjoy long lives in good health;
- People at the most risk are protected from harm;
- Carers and people with care needs are supported to live active, independent, and fulfilling lives.

## Governance

10. The Council’s current Strategic Plan (2018-22) is also based on five strategic outcomes. Its implementation has been led by Outcome Advisory Boards (OABs) responsible for supporting alignment of Departmental Business Plans with the outcomes. A review of this approach identified that the OABs have not influenced Business Plans and seem to have lacked clarity on their specific roles and priorities. This has led to the increased focus in the revised Strategic Plan on defining specific aims for each outcome, as well as the development of a new governance model.
11. The revised model is based on Outcome Boards, which will no longer aim to advise Departments on the contents of their Business Plans. These Outcome Boards will instead focus primarily on monitoring the Council’s progress in delivering the aims of their respective outcomes, providing six-monthly reports to Corporate Management Team to highlight key achievements, challenges and priorities. The

Council's Overview and Scrutiny Committees will continue to receive quarterly updates on performance for the areas they cover. The Outcome Boards will also have the capacity to review and inform Council strategies whilst they are being developed, to help ensure that they reflect the aims of their respective outcomes.

### Health and Wellbeing

12. The outcome in the Plan with the most direct links to health is the '*Keeping People Safe and Well*' outcome. However, health priorities are also embedded throughout the Plan and it is recognised that all of the outcomes contribute to positive health outcomes by addressing the social and environmental determinants of health. For example, the '*Clean, Green Future*' outcome includes aims and actions to protect population health and wellbeing by tackling climate change, biodiversity loss and unsustainable resource usage. It also includes, for sub-outcome 5.4 'The economy and infrastructure are low carbon and environmentally friendly', an action to encourage and support active and sustainable travel options.
13. Further, the '*Great Communities*' outcome includes, for sub-outcome 6.13 'Communities are prepared for and resilient to emergencies', aims and actions for the Council to work with partners to prepare for, respond to and recover from emergencies and support communities to develop Community Response Plans. This outcome also includes, for sub-outcome 6.4 'Cultural and historical heritage are enjoyed and conserved', actions to support and encourage Leicestershire residents and visitors to obtain the wellbeing benefits from engagement in cultural and historical heritage activities. Further, it includes for sub-outcome 6.5 'People support each other through volunteering', actions to support and promote volunteering across services such as libraries, museums and heritage, social care and environment and waste.
14. Additionally, the '*Improving Opportunities*' outcome includes, for sub-outcome 7.1 'Every child gets the best start in life', an aim for education, health and care services to work in more integrated and collaborative ways to support the health and development outcomes of pre-school children and their families. This is supported by actions such as to work with partners to promote breastfeeding initiation and continuation, develop an integrated Early Years Pathway to ensure vulnerable children are identified and supported early and develop an integrated communication strategy to promote the 1001 Critical Days Children's Manifesto. This sub-outcome also includes an aim to increase the proportion of children achieving a good level of development at foundation stage, which is supported by actions including to support parents and families to build on their understanding of children's needs, protect and strengthen the services of the Council's Children and Family Wellbeing Centres and support families to access free childcare.
15. The '*Improving Opportunities*' outcome also includes, for sub-outcome 7.3 'Families are self-sufficient and enabled to be resilient', a commitment for the Council to develop its support to young people who encounter emotional difficulties or require other targeted early help support. Further, the outcome includes, for sub-outcome 7.4 'Everyone is able to aim high and reach their full potential', aims and actions to help prevent vulnerable young people (e.g. unaccompanied asylum-seeking children, those with special educational needs and/or disabilities, those who are from poorer backgrounds and/or care leavers) from becoming NEET (Not in Education, Employment or Training) as well as to support disadvantaged adults

(such as those with learning disabilities, autism and/or mental health conditions) to access and retain paid employment and live independently.

16. The '*Strong Economy, Transport and Infrastructure*' outcome sets out the Council's aims and actions to support economic growth and to ensure that infrastructure capacity meets the demands of a growing population and economy. It includes specific aims and actions which would support health and wellbeing outcomes. For example, sub-outcome 8.1 'There is close alignment between skill supply and demand', includes an aim and actions to increase opportunities in the labour market for young people and reduce unemployment and job insecurity. Further, sub-outcome 8.4 'Economic growth delivers increased prosperity for all', sets out how the Council will help to ensure that the benefits of increased prosperity are distributed fairly across the County. It also includes, for sub-outcome 8.5 'Leicestershire has the right homes in the right places to meet needs', an action to develop further the Social Care Investment Plan to secure suitable accommodation choices for social care service users, including frail and disabled people.
17. The '*Keeping People Safe and Well*' outcome includes the following specific aims and actions which support health and wellbeing.

### **Sub-outcome 9.2 'People at the most risk are protected from harm'**

Aim: Safeguarding approaches are effective in recovery from Covid-19 and informed by learning from the pandemic

Actions include:

- We will focus on identifying and responding to hidden harm (e.g. self-neglect, mental ill-health and/or learning disabilities, domestic abuse);
- We will support care homes with Infection Control, vaccination, and Personal Protective Equipment support to minimise Covid-19 outbreaks;
- We will risk assess and quality assure care providers to ensure services are safe and protect vulnerable children and adults;
- We will work with partners to review the response to and forward implications of Covid-19 and recovery work regarding safeguarding.

Aim: Vulnerable people are identified and protected from harm and abuse

Actions include:

- We will improve how we work with families to safeguard babies by ensuring robust procedures are in place and raising awareness of risk factors;
- We will develop a communications strategy to support partners to deliver universal safety messages to children and young people;
- We will work with partners to develop joint responses to risk including child sexual exploitation, domestic abuse, gangs, missing from home;
- We will focus on combatting sexual violence and domestic abuse by developing a Domestic Abuse Strategy, protecting all survivors and their families in safe and appropriate accommodation and improving our understanding of perpetrators and how to respond;
- We will develop trauma-informed practices and offer direct work to support children to recover from Adverse Childhood Experiences;
- We will work with communities to prevent people becoming victims and ensure they know how to seek help and have the confidence to do so;

- We will develop understanding of equality and diversity issues and the impact on access to safeguarding services.

### **Sub-outcome 9.3 ‘People enjoy long lives in good health’**

Aim: Improved healthy life expectancy and reduced health inequalities

Actions include:

- We will focus on breaking down intergenerational cycles of deprivation and poor health, promoting new ways of working to tackle disadvantages;
- Through Healthy Together 0-19 we will provide Health Visiting and School Nursing to support the health and wellbeing of children and young people;
- We will provide information and advice to enable people to access services, facilities and resources which contribute towards wellbeing;
- We will deliver a wider determinants programme of work to address the range of social, economic and environmental factors which influence health outcomes, thereby improving health and reducing health inequalities. This will include for example our work with partners to improve air quality;
- We will embed a Health Equity in All Policies approach to ensure policy decisions help to improve health outcomes and reduce health inequalities;
- We will identify those at risk of needing social care support in the future and intervene early wherever possible to maintain wellbeing.

Aim: Increased proportion of residents with a healthy weight

Actions include:

- We will provide weight management support and guidance to residents, so that they can achieve and maintain a healthy weight;
- We will work with partners through Active Together (Leicestershire and Rutland Sport) to support people to get and stay active; ensure physical activity and sport facilities are high quality and accessible and promote the county as a premier location for sport businesses;
- We will work with partners in a ‘whole-system’ approach to deliver the Healthy Weight Strategy; creating an environment which facilitates healthy choices and supports individuals to be physically active and maintain healthy weight.

Aim: Improved mental wellbeing and reduced proportion of residents experiencing mental ill health.

Actions include:

- We will promote positive mental health and improve awareness of risk factors for poor mental health to increase resilience;
- We will learn from and sustain the excellent customer satisfaction with our cultural, wellbeing and adult learning services; promoting and facilitating access to our libraries, museums and learning centres to promote the wellbeing of residents;
- We will implement Making Every Contact Count Plus to make the most of opportunities to support peoples’ wellbeing;
- We will work with partners to improve access to mental health services for all ages to promote recovery and independence;
- We will work with partners to ensure the early detection and treatment of child mental health and wellbeing needs;

### **Sub-outcome 9.4 ‘Carers and people with care needs are supported to live active, independent, and fulfilling lives’**

Aim: Increase in the proportion of people who find it easy to access information and advice about adult social care services.

Actions include:

- We will improve access to information and advice through our digital plans including the directory of services and First Contact Plus;
- We will work closely with partners to take a more proactive approach to providing advice and information relating to housing, including development of social prescribing and empowering frontline staff to encourage people to take responsibility for their housing needs;
- We will continue to provide good quality information, advice, and guidance for those living with dementia and their informal carers.

Aim: Improvements in the experiences of those who receive adult social care and support.

Actions include:

- We will work with partners to deliver integrated services at the point of delivery with seamless transitions between health and social care;
- We will provide effective crisis response, reablement services, equipment, and technology to enable people to be self-reliant;
- We will review progress on the Living Well with Dementia Strategy 2019-22 and co-produce a new strategy and action plan with our partners;
- We will continue to ensure care services and support procured by the Council provide a good supply and quality of dementia care;
- We will explore solutions to transport issues, enabling older people to remain active and independent and connected to community;

Aim: Carers are recognised, valued, and supported to undertake their caring role, whilst maintaining their own health and wellbeing;

Actions include:

- We will ensure accurate advice, information and guidance is available to assist carers to navigate health and social care services;
- We will develop carer-friendly communities by awareness-raising within existing community groups;
- We will promote health checks for carers to help them to maintain their own physical and mental health and wellbeing.

### **Consultation and Timetable for Decisions**

18. Development of the Plan has so far included engagement with lead officers for supporting strategies and the current (2018-22) outcomes, Department Management Teams, Corporate Management Team and Mrs. P. Posnett CC, Cabinet Lead Member for Community and Staff Relations.

19. A 12-week public consultation on the Plan will begin on 1 November 2021 and run until 21 January 2022. As part of the consultation all of the Council's Overview and Scrutiny Committees and the Scrutiny Commission (from 1 -17 November), key partnership boards such as the Children and Families Partnership and Health and Wellbeing Board (17 and 25 November respectively) will be provided with an opportunity to comment on the draft Plan.
20. Residents, community groups and partner organisations will also be invited to provide feedback on the draft Plan through a variety of methods including a public survey and meetings in which the Plan will be presented and reviewed.
21. Findings from the consultation will be used to inform development of the final Plan and it is intended that, in March 2022, a report will be presented to the Scrutiny Commission for consideration and then to the Cabinet presenting the outcome of the consultation and seeking agreement for the revised draft Plan to be submitted to the County Council for approval on 18 May 2022.

### **Resource Implications**

22. All actions within the Plan are from existing service/business plans and strategies. As such, there should not be any additional resource investment required to deliver the Plan beyond that which has already been approved.
23. However, as referenced in Section 11 of the Plan ('Monitoring Outcome Delivery'), officer resources will be required to monitor delivery of the Plan and ensure that the strategic outcomes are reflected in and supported by all relevant underpinning Council plans and strategies. These tasks will be carried out by Outcome Boards, consisting of representatives from departments and corporate services. As delivery of the Plan will require continued collaboration with partner services, representatives from the Outcome Boards will interact with relevant partnership boards to monitor outcome delivery and promote integration of strategies.
24. The number of Outcome Boards has been reduced following a review of outcome delivery arrangements. Therefore, fewer officer resources will be required than have been utilised to monitor and support delivery of the current (2018-22) Plan.
25. The Director of Corporate Resources and Director of Law and Governance have been consulted on the Plan and will have a further opportunity to comment following the public consultation (prior to the March 2022 Cabinet meeting).

### **Conclusions**

26. It is recommended that the Committee provides its views on the draft Strategic Plan (2022-26) as set out in the Appendix, including the content highlighted in this report.

### **Background papers**

[Leicestershire County Council Strategic Plan \(2018-2022\) \(Previous Plan\)](#)

### **Circulation under the Local Issues Alert Procedure**

27. None

### **Equality and Human Rights Implications**

28. A screening assessment of the Strategic Plan concluded that a full impact assessment is not required. The Strategic Plan is a high-level document which reflects the content of existing Council plans and strategies in order to set out a clear summary of the Council's overall ambitions and delivery approach; it does not include new actions which could have Equality and Human Rights Implications.
29. The Plan will, however, have a positive impact as it promotes Equality and Human Rights, primarily by including, within the section on the '*Great Communities*' outcome (see sub-section 6.1), specific aims and actions to deliver the sub-outcome: 'diversity is celebrated, and people feel welcome and included'. This sub-outcome highlights issues around community cohesion and hate crime along with specific actions which the Council will deliver over the next four years to address these issues. Equality and Human Rights are also embedded throughout the Plan.

### **Other Relevant Impact Assessments**

#### **Crime and Disorder Implications**

30. There are no direct crime and disorder implications arising from this report. The Plan promotes community safety by including, within the section on the '*Keeping People Safe and Well*' outcome (see sub-sections 9.1 and 9.2 of the appendix), specific aims and actions to deliver the sub-outcomes 'people are safe in their daily lives' and 'people at the most risk are protected from harm'.

#### **Environmental Implications**

31. The Plan raises the profile of environmental issues by including, within the section on the 'Clean, Green Future' outcome, aims and actions to tackle climate change and biodiversity loss and promote sustainable resource usage. Aims to ensure infrastructure supports the transition to net zero carbon emissions are also reflected in the section on the 'Strong Economy, Transport and Infrastructure' outcome (see sub-section 8.2 of the appendix).

### **Appendices**

Appendix: Leicestershire County Council Strategic Plan (2022-26) (**Revised Plan**)

#### **Officer to Contact**

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