



*Meeting:* **Adults and Communities Overview and Scrutiny Committee**

*Date/Time:* **Tuesday, 5 June 2018 at 2.00 pm**

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

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

*Email:* **[gemma.duckworth@leics.gov.uk](mailto:gemma.duckworth@leics.gov.uk)**

### Membership

Dr. P. Bremner CC    Mr. W. Liquorish JP CC  
Ms. L. Broadley CC    Ms. Betty Newton CC  
Mr. B. Crooks CC    Mr T. Parton CC  
Mrs. H. J. Fryer CC    Mr. T. J. Richardson CC  
Mr. D. Harrison CC

**Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leicestershire.gov.uk>  
– Notices will be on display at the meeting explaining the arrangements.**

### AGENDA

<u>Item</u>	<u>Report by</u>
1. Appointment of Chairman.	
2. Election of Deputy Chairman.	
3. Minutes of the meeting held on 6 March 2018.	(Pages 5 - 10)
4. Question Time.	
5. Questions asked by members under Standing Order 7(3) and 7(5).	
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
7. Declarations of interest in respect of items on the agenda.	



8. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
9. Presentation of Petitions under Standing Order 36.

(a) Petition: Care OnLine

A petition, signed by 51 residents, and an e-petition signed by 61 people, are to be presented. As there is a report on this matter at Agenda Item 11, the petition will be considered at this point.

(b) Petition: The proposal to close The Trees, Hinckley

A petition, currently signed by 4,046 people, is to be presented. As the petition does not close until 27 May, an update on the final number of signatures will be provided at the meeting. As there is a report on this matter at Agenda Item 10, the petition will be considered at this point.

- |     |   |  |                   |
|-----|---|--|-------------------|
| 10. | Reconfiguration of In-House Learning Disability Residential Accommodation   | Director of Adults and Communities                                     | (Pages 11 - 56)   |
|     | A copy of the report to be submitted to the Cabinet at its meeting on 12 June 2018 is attached. The Committee is invited to comment on the proposals. The views of the Committee will be reported to the Cabinet. |  |                   |
| 11. | Care OnLine Service.  | Director of Adults and Communities                                     | (Pages 57 - 74)   |
| 12. | Delayed Transfers of Care: Year End Report.   | Director of Adults and Communities                                     | (Pages 75 - 92)   |
| 13. | Century Theatre, Coalville: Proposed Transfer to Leicestershire Traded Services.  | Director of Adults and Communities and Director of Corporate Resources | (Pages 93 - 124)  |
|     | A copy of the report to be submitted to the Cabinet at its meeting on 12 June 2018 is attached. The Committee is invited to comment on the proposals. The views of the Committee will be reported to the Cabinet. |  |                   |
| 14. | Safeguarding Adults Board Business Plan 2018/19.  | Independent Chair of the Local Safeguarding Adults Board               | (Pages 125 - 136) |
| 15. | Provisional Performance Report 2017/18.   | Chief Executive and Director of Adults and Communities                 | (Pages 137 - 152) |
| 16. | Date of next meeting.   |  |                   |

The next meeting of the Committee is scheduled to take place on 11

September 2018 at 2.00pm.

17. Any other items which the Chairman has decided to take as urgent.

## **QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY**

The ability to ask good, pertinent questions lies at the heart of successful and effective scrutiny. To support members with this, a range of resources, including guides to questioning, are available via the Centre for Public Scrutiny website [www.cfps.org.uk](http://www.cfps.org.uk).

The following questions have been agreed by Scrutiny members as a good starting point for developing questions:-

- Who was consulted and what were they consulted on? What is the process for and quality of the consultation?
- How have the voices of local people and frontline staff been heard?
- What does success look like?
- What is the history of the service and what will be different this time?
- What happens once the money is spent?
- If the service model is changing, has the previous service model been evaluated?
- What evaluation arrangements are in place – will there be an annual review?



Minutes of a meeting of the Adults and Communities Overview and Scrutiny Committee held at County Hall, Glenfield on Tuesday, 6 March 2018.

PRESENT

Mr. T. J. Richardson CC (in the Chair)

Dr. P. Bremner CC	Mr. W. Liquorish JP CC
Ms. L. Broadley CC	Mr. J. Miah CC
Mr. M. H. Charlesworth CC	Mr T. Parton CC
Mr. D. Jennings CC	Mrs B. Seaton CC

In Attendance

Mr. R. Blunt CC, Lead Member for Adults and Communities.

51. Minutes.

The minutes of the meeting held on 16 January 2018 were taken as read, confirmed and signed.

52. Question Time.

The Chairman reported that questions had been received from Mr Robinson under Standing Order 35. As the questions related to an item for discussion elsewhere on the agenda (Minute 58 refers), he proposed to deal with the questions under that item.

53. Questions asked by members under Standing Order 7(3) and 7(5).

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

54. Urgent Items.

There were no urgent items for consideration.

55. Declarations of interest in respect of items on the agenda.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

56. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.

There were no declarations of the party whip.

57. Presentation of Petitions under Standing Order 36.

The Chief Executive reported that no petitions had been received under Standing Order 36.

58. Reconfiguration of In-House Learning Disability Residential Accommodation

The Committee considered a report of the Director of Adults and Communities concerning proposals to close Hamilton Court Residential Home, the Smith Crescent short break service in Coalville and the reconfiguration of The Trees residential care home from a long stay to a short breaks facility. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

The Chairman invited the Director to introduce the report. In doing so the Director advised the Committee that whilst the proposals would generate a small saving the rationale for the proposals was that the buildings at Hamilton Court and Smith Crescent were no longer fit for purpose and the plan was to close. Similarly with The Trees there now remained seven residents and the proposal was, subject to Cabinet approval, to review their needs and find alternative accommodation in a private or voluntary sector care home which was where the majority of people with such needs were looked after. The reconfiguration of the Trees would enable a better provision of short breaks and respite care to be provided, something that was lacking in the Hinckley area.

The Director and then the Cabinet Lead Member assured the Committee that the assessment process would be done sensitively and would have regard to relationships built up between the residents.

The Committee then considered questions and representations from relatives of residents of The Trees, Hinckley. A copy of the questions and representations and the response provided by the Chairman was tabled at the meeting and is attached to these minutes. The Chairman invited Mr Robinson, who was present at the meeting and had submitted the questions marked 'A' in the attached document, to address the Committee.

No supplementary questions were asked, but Mr Robinson advised the Committee that the proposals in respect of The Trees would mean that his son, who had been resident in the home, would be required to leave the place he had known as his home and this would also mean a break in the relationships he had built up with his fellow residents over the years. This had caused his son and the family considerable anguish. Whilst recognising the need for respite and short breaks he urged the Committee to reconsider the proposed closure of long term stays. Mr Robinson also queried the extent of accessibility issues referred to in the report, most of which he felt could be easily rectified, and the current bed occupancy.

The Chairman thanked Mr Robinson for his questions and comments.

In response to questions and comments the Committee was advised as follows:-

- i) The figures in the report for short breaks did not include the Shared Lives Service;
- ii) In the last few years approximately 30 people per year with learning disabilities had been placed in residential care by the Council. Clients and their carers were provided a choice of homes and all had chosen to go into private sector accommodation. No admissions had been made to any of the Council's in house provision;

- iii) It was highly unlikely that the Care Quality Commission would allow mixed used stay – i.e. long term residential and short breaks in the same building;
- iv) If the Cabinet was minded to proceed with the proposals, officers would work with the residents and their carers to assess their needs and find suitable alternative accommodation. Whilst each assessment would be of the individual and their needs the assessment would also look at relationships and friendships built up over the years and how these could be allowed to continue. In this regard the Director advised that a number of establishments had offered accommodation including one which could accommodate all four residents. However, at this stage, and given that a final decision had yet to be made, these offers had not been followed up;
- v) Whilst the proposal was to close both Hamilton Court and Smith Crescent the intention was, if possible, to use the sites to develop alternate social care provision.

## RESOLVED

- a) That the proposed changes to the in-house learning disability service be noted;
- b) That the commitment now given by the Director and Cabinet Lead Member to undertake a re-assessment of the needs of the current residents at The Trees and Hamilton Court and to have regard to the friendships and relationships built up over the years in the assessment process be welcomed;
- c) That the proposal to reinvest some of the resources released by the proposed reconfiguration into respite and short breaks be welcomed.

## 59. Update on the Procurement and Delivery of Domiciliary Care

The Committee considered a joint report of the Director of Adults and Communities and Director of Corporate Resources which provided an update on the procurement, quality and delivery of domiciliary care services. A copy of the report marked 'Agenda Item '9' is filed with these minutes.

In response to questions and comments the Committee was advised as follows:-

- i) The Department and care providers recognised the difficulties in recruiting and retaining good quality staff and since the new contract, most lead providers now paid between £8.50 to £10.00 per hour plus travelling expenses. The County Council also worked closely with providers to ensure staff received high quality training;
- ii) The new providers Sevacare and Medacs provided most of the new packages of care in their contract area. Direct Health was a new provider and as such some small providers were engaged to provide services in their contract area. With regard to the other care providers there was some need for contingency arrangements but the quality of care provided through contingency was closely monitored;
- iii) The new contract had allowed the Council's In-House reablement service to focus on hospital discharges and the lower level of delayed discharges was partly attributable to this;

- iv) It was too early to assess the impact of 'Brexit' on the care market. Approximately 4% of care sector staff were from the EU and 9% were from non EU countries.

RESOLVED:

That the report and information now provided be noted.

60. Draft Leicester, Leicestershire and Rutland Living Well with Dementia Strategy 2019-2022

The Committee considered a report of the Director of Adults and Communities concerning the draft Leicester, Leicestershire and Rutland (LLR) Living Well with Dementia Strategy covering the period 2019-2022. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

Members welcomed the development of the Strategy given the significant number of people now suffering from dementia. The Committee also noted that subject to the outcome of the consultation each individual organisation would be responsible for developing its own action and implementation plan which would sit alongside the LLR wide Strategy.

The Committee noted that the policy identified specifically those with early onset dementia. Members recognised that the cohort of people with early onset dementia was relatively small, that such people would not necessarily wish to access the dementia services now provided which were aimed primarily at those aged 65 and over, and as such would welcome consideration to be given in the emerging action/implementation plans of how the Council and partners might assist this cohort.

RESOLVED

That the Cabinet be advised that this Committee welcomes and supports the proposed Strategy but requests that consideration be given to how the needs of those with early onset dementia might be met.

61. Draft Leicestershire Adult Learning Services Strategy 2018-22

The Committee considered a joint report of the Director of Adults and Communities concerning a proposal to the Cabinet to consult on a draft Adult Learning Services (LALS) Strategy 2018-2022. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

RESOLVED:

That the Cabinet be advised that the Committee welcomes and supports the proposed consultation on the Adult Learning Services (LALS) Strategy 2018-2022.

62. Archives, Museums and Heritage Collections Hub

The Committee considered a joint report of the Director of Adults and Communities, the Chief Executive and Director of Corporate Resources concerning a proposal to be submitted to the Cabinet concerning a business case for the development of Collections Hub. A copy of the report, marked 'Agenda Item 12', is filed with these minutes.



In reply to questions, the Director advised as follows:-

- i) The final business case was being put together and would include details of the rental agreements for properties currently used to house the collections;
- ii) The option of using the site of the former Birkett House School had been looked at but discounted as it was deemed too small;
- iii) The proposed development would future proof the storage needs of all three Councils for 25 years, as well as provide an opportunity to bring the Collections into one building thereby making them more accessible;
- iv) The pressure on parking at the County Hall site was recognised and the business plan would seek to address the availability of public parking spaces as this was key to accessibility;
- v) If the Cabinet agreed the business case, the Department would consult with experts in the field, such as Leicester University, in the building of the Hub.

RESOLVED:

That the Cabinet be advised that this Committee supports the proposals now outlined for a new Collections Hub.

63. Future Strategy for the Delivery of Library Services Braunstone Town Library

The Committee considered a report of the Director of Adults and Communities concerning the outcome of further community engagement regarding the proposed transfer of library services in Braunstone Town to community management. A copy of the report marked 'Agenda Item 13' is filed with these minutes.

The Committee noted that the current lease arrangement with Braunstone Parish Council meant that the County Council had an on-going financial commitment of £17,000 irrespective of whether the library remained open.

RESOLVED

That the Cabinet be advised that, noting the on-going commitment regarding the lease, the Committee supports Option 2 outlined in the report.

64. Date of next meeting.

It was noted that the next meeting of the Committee would be held on 5 June 2018 at 2.00pm.

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**CABINET – 12 JUNE 2018**

**RECONFIGURATION OF IN-HOUSE LEARNING DISABILITY  
RESIDENTIAL ACCOMMODATION**

**REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES**

**PART A**

**Purpose of the Report**

1. The purpose of this report is to advise the Cabinet of the outcomes of the public and resident consultation exercise on proposals to reconfigure the County Council's in-house learning disability residential accommodation and to recommend changes to provision of these services in Coalville and Hinckley.

**Recommendations**

2. It is recommended that:
  - a) Long-stay residential services at The Trees in Hinckley continue to be provided subject to reconfiguration and refurbishment of the existing buildings;
  - b) Long-stay residential services at Hamilton Court in Coalville be closed and the residents be supported to find appropriate alternative accommodation;
  - c) A new short breaks service be developed on the Hamilton Court/Smith Crescent site to replace the existing short breaks building;
  - d) It be noted that the development of the seven-bed accessible short breaks service on the existing Hamilton Court/Smith Crescent site will be funded from discretionary capital funds, including the Council's Future Developments Fund;
  - e) That it be noted that the use of the Hamilton Court/Smith Crescent site for supported living housing will continue to be explored.

**Reasons for Recommendations**

3. The existing accommodation at The Trees is not considered to be satisfactory for continued provision of long-stay accommodation, but a feasibility study confirms that the property can be reconfigured and refurbished to modern standards. The buildings at Hamilton Court and Smith Crescent (adjacent to each other in Coalville) have also become unsuitable, with particular issues for people with physical and/or sensory disabilities. A feasibility study has confirmed that to reconfigure these buildings is not possible, but given the continued need for short break services and the opportunity for funding, the development of a new service on the site is recommended.

4. The original proposals to reconfigure the services in Hinckley were planned to compensate for a reduction in short break beds in Coalville. The revised proposals to retain long stay accommodation in Hinckley would leave a shortfall in short break beds, hence the proposal for the Hamilton Court/Smith Crescent site.

### **Timetable for Decisions (including Scrutiny)**

5. The Adults and Communities Overview and Scrutiny Committee received a report on 6 March 2018. It will consider this report on 5 June 2018 and its comments will be reported to the Cabinet.

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

6. On 9 February 2018, the Cabinet agreed to consult on the proposals to close the Hamilton Court and Smith Crescent residential care homes in Coalville and reconfigure two units at The Trees residential care home (Ashwood and Beechwood) in Hinckley from long stay accommodation to a short breaks facility. The Cabinet also agreed to explore further options for the future use of the Hamilton Court and Smith Crescent sites, should they be closed, including providing accommodation for people in need of adult social care services.
7. Over recent years, the adult social care services provided directly by the Council have been subject to review, initially through the 'Review of In-House Services', and more recently the 'Review of Direct Services'. The approach has been to ensure services are financially viable, maximising productivity, and focusing on providing support for eligible people with complex and multiple needs.
8. The Adult Social Care Strategy 2016-2020 and Accommodation Strategy for Working Age Adults 2017-2022 (approved by the Cabinet in September 2015 and March 2017) set out the Department's strategic direction for accommodation-based services for working age adults with a targeted shift away from residential care to alternatives such as supported living.

### **Resources Implications**

9. At its Budget meeting on 21 February 2018, the County Council noted that there were a number of projects which would potentially require funding over the next four years. Examples of projects that would require investment included infrastructure for schools and roads as a result of population growth, further investment in supported living schemes, upgrading the Authority's IT infrastructure etc. The available funds for future developments were estimated at £39m by 2021/22.
10. To support the proposals outlined in this report, £1.4 million funding will be sourced from discretionary capital funds, including from the Council's Future Developments Fund, to enable the development of the seven-bed accessible short breaks service.
11. The continued usage of the Hamilton Court and Smith Crescent site would mean that a capital receipt in the region of £520,000 would not be realised.
12. The reconfiguration and refurbishment of The Trees, Ashwood and Beechwood units, is expected to cost approximately £390,000 and can no longer be funded through the capital receipt from the Hamilton Court and Smith Crescent site.

13. The original proposal contributed £100,000 towards the Council's Medium Term Financial Strategy requirement (savings line AC6). This can no longer be achieved and therefore additional savings will be required elsewhere within the Adults and Communities Department. As part of the refresh of the MTFs consideration will be given to whether the 'Savings under Development' previously identified can be brought forward.
14. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

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

15. This report has been circulated to all Members of the County Council via the Members' News in Brief.

### **Officers to Contact**

Jon Wilson  
Director of Adults and Communities  
Adults and Communities Department  
Tel: 0116 305 7454  
Email: jon.wilson@leics.gov.uk

Heather Pick  
Assistant Director (Care Pathway – East)  
Adults and Communities Department  
Tel: 0116 305 7456  
Email: heather.pick@leics.gov.uk

**PART B****Background and Proposals**

16. The Care Act 2014 and the Care and Support Statutory Guidance issued under it sets out local authorities' obligations towards adults with needs for care and support and carers. The implementation of the Act from April 2015 represents a shift from the previous duties on local authorities to provide particular services to the concept of meeting needs. This recognises that everyone's needs are different and personal to them, and that local authorities must consider how to meet each person's specific needs rather than simply considering which service they will require.
17. The buildings and services included in the proposal are owned and operated by the County Council and provide on-site support to eligible people with learning disabilities. Residential homes provide long term care for individuals; short breaks provide overnight stays which can range from one night to two weeks, sometimes longer when required.
18. Due to low utilisation, demand and accessibility challenges, proposals were developed that ensure continued provision of services through re-focussing direct provision on services not readily available from the independent social care market.
19. The provision of current long-stay services at The Trees and Hamilton Court is not in line with the Council's strategic direction of accommodation based services for adults, where there is a targeted shift away from residential care to a broader range of personalised options such as supported living and for this reason the proposal submitted to Cabinet on 9 February 2018 was developed.

The Council considered long-term care could be met by the independent sector, but the existing and future demand for short breaks could not be met by independent providers and would need to continue to be provided by the local authority.

20. Original plans involved the sale of the Coalville site; however, there is significant interest in using the site for supported living development.
21. The proposals set out in this report have been amended from those considered by the Cabinet on 9 February. The original proposals were to:
  - a) Close Hamilton Court in Coalville and The Trees (Ashwood and Beechwood units) in Hinckley and support the 11 long term residents to access suitable alternative accommodation that maintains or improves their outcomes. This included consideration of the need to meet essential and basic social care requirements of these individuals (for example being closer to family or a more suitable service model).
  - b) Close the six-bedded short break service at Smith Crescent in Coalville and support the 25 individuals accessing the service to make use of the short breaks facilities elsewhere in the county;
  - c) Expand short break facilities at The Trees through the closure, reconfiguration and refurbishment of The Trees (Ashwood and Beechwood units).

## **Consultation Process**

22. Public consultation took place from 19 February to 15 April 2018.
23. The consultation comprised of:
  - An online questionnaire open and available to the general public of Leicestershire published on the County Council's website;
  - A dedicated telephone number and email address was set up and was included in all consultation associated material;
  - Targeted workshops for those individuals directly affected by the proposals which were promoted through individual invitation letters.
24. The proposals were the subject of local media coverage during February.
25. Relatives of those individuals affected by the proposals were contacted directly, and paper copies of the consultation documents were distributed. Discussions took place with relatives and staff from the affected services to ascertain how best to involve individuals in the consultation process, considering individual mental capacity and communication needs.
26. Consultation workshop sessions were held with relatives of those individuals using the services at Hamilton Court, Smith Crescent and The Trees (Ashwood and Beechwood), for them to meet and discuss the proposals with officers. Separate sessions were held for staff based at these services.
27. The availability and accessibility of short breaks accommodation has influenced the development of the proposals, so workshop sessions were arranged for people who use the Council's short breaks services based in Melton, Wigston and Hinckley.
28. The consultation was promoted in advance of and during the consultation period to stakeholders and partners including:
  - Healthwatch;
  - Voluntary Action Leicestershire;
  - West Leicestershire Clinical Commissioning Group;
  - East Leicestershire and Rutland Clinical Commissioning Group;
  - Leicester City Council;
  - District Councils across Leicestershire;
  - Adult Social Care contracted providers including residential care supported living and community life choices;
  - Children and Family Services;
  - Adult Social Care Commissioning Teams;
  - Leicestershire Learning Disability Partnership Board.

## **User and Carer Engagement**

29. Six targeted workshops were held specifically for those directly affected, their relatives and staff. Information about the meetings, the consultation and how to provide feedback along with a paper copy of the questionnaire were sent directly to over 200 relatives/carers. Paper copies of the questionnaire, including easy read versions were also available at all of the services. Information was produced and distributed including frequently asked questions, a transition case study and staff

guidance to support individuals affected by the proposals. Information and communication was focussed around providing reassurance and explaining how the changes would be managed effectively by understanding the needs of each individual. A total of 20 relatives and 30 staff attended these sessions.

30. Three workshops were arranged across the county for current users of in-house short breaks (Melton Short Breaks, Carlton Drive and The Trees) indirectly affected by the proposals. These were organised on different days and times of the week to accommodate different circumstances, invitations were sent directly to families who use the services and posters were displayed at all short breaks sites. However, there were no attendees at these workshops.
31. In week two of the consultation, all relatives were offered one to one meetings with the Lead Member for Adult Social Care and Heritage Leisure and Arts and the Director of Adults and Communities. Following this offer, 11 one to one meetings were held (plus one conference call with the Director).
32. Independent advocacy was available to support individuals who were directly affected by the proposals to maximise their involvement in the consultation. Four individuals via their relatives requested advocacy and were supported to express their views and wishes in relation to what is important to them and how the service they receive facilitates this.
33. All feedback in workshops and meetings was recorded and key themes were identified.

### **Consultation Outcome**

34. Appendix A to this report details the consultation responses, a summary of which is given below.
35. A total of 107 completed questionnaires were received and 94 people attended workshops and meetings. The following table shows the number of contacts/responses by respondent:

<b>Participants</b>	<b>Face to face (workshops, meetings etc)</b>	<b>Completed questionnaire</b>
Individuals directly affected by the proposals (users and families)	53	38
Staff at Hamilton Court, Smith Crescent and the Trees	30	15
Social care organisation or care professional	11	9
Public	N/A	37
Other stakeholders	N/A	6
Unspecified	N/A	2
<b>TOTALS</b>	<b>94</b>	<b>107</b>



36. The following responses were received during the consultation:

Method by which response was submitted	Number of responses received
Online Questionnaires	73
Paper Questionnaires	24
Easy Read Paper Questionnaires	10
Formal written responses (electronic or paper) and telephone calls	30
Petitions (number of signatures at close of consultation)	(4,025 and 127)

### **Overview of Responses**

37. The following themes were identified in particular during the consultation:

a) Relatives of residential care residents

- Concerns that there are not suitable, good quality alternatives in the independent sector (particularly for the long stay services);
- Concerns about the process of deciding whether an alternative is right for the individual, the transition process and potential for disagreements between families and professionals;
- Loss of relationships with staff and other residents (this was specific to The Trees);
- Desire to stay in the local area for the majority due to relationships with the community and other services accessed locally and, for some by proximity of family.

b) Users of short breaks at Smith Crescent - There were mixed views held by those accessing short breaks services. Some opposed the changes due to the potential additional travel required and expressed the expectation that short breaks services should always be available locally. Underlying this were concerns about the ability of the individual(s) to cope with the extended travel due to their complexity of need, and the additional cost of transport. Others were more open to the proposal generally because they had previous positive experience of other short break services elsewhere and some wanted to visit other services to determine which one(s) could best meet their needs.

Consistently, families of users valued the service in supporting them to continue in their caring roles and they were concerned about any reduction in availability.

c) Staff Feedback - Staff at Hamilton Court and Smith Crescent expressed support for the closures of these services due to the limitations and challenges of the buildings, recognising that change for the individuals would be difficult but manageable. Staff had been supporting relatives of those in long stay services to explore potential benefits of a move. Staff at The Trees also expressed support for the service reconfiguration on the basis that an increase in suitable short break beds is required and because of the challenges associated with the layout and facilities of the building. However, some staff strongly opposed the proposal on the basis that the existing accommodation related to people's homes and that independent sector provision would be less satisfactory.

- d) Independent Advocacy - Independent advocacy was available to the residents at The Trees (Ashwood and Beechwood) and Hamilton Court to ensure support was provided in addition to that provided by staff and relatives and to maximise participation in the consultation. Meetings took place with the four individuals from The Trees who agreed to receive advocacy support. The format of the discussions recognised the sensitivities associated with the proposals and focussed on things that the individual liked/disliked about where they live, who they live with, the physical environment, their community, current opportunities and previous experience of change.

During these conversations none of the individuals expressed an interest or wish to move, and although some areas of dissatisfaction were shared, it was not conclusive that a move would be preferred. Individuals demonstrated a varied ability to cope with change.

- e) Petitions The following petitions have been received:

- A petition by Hinckley and District Mencap to stop “permanent residents at The Trees, Deveron Way from losing their homes” with 127 signatures;
- A petition to “Stop Leicestershire County Council evicting seven vulnerable adults” (online) with 4,025 signatures as of 15 April 2018. This petition remains open and the final number of signatures is expected to be reported to the Cabinet.

- f) Adults and Communities Overview and Scrutiny Committee – The Committee received a report on the proposals on 6 March. Members welcomed the commitment given by the Director and Lead Member to undertake a re-assessment of the needs of the current residents at the Trees and Hamilton Court and to have regard to the friendships and relationships built up over the years. The Committee was pleased to note that it was proposed to reinvest some of the resources released by the planned reconfiguration into respite and short breaks. The Committee will consider this Cabinet report at its meeting on 5 June and its comments will be reported to the Cabinet.

- g) Other Communication - Throughout the consultation, regular communication was received by members of the Cabinet, Adults and Communities Overview and Scrutiny Committee, County Councillors, the Council Leader, Director of Adults and Communities and officers of the Council expressing general concerns about the proposals, similar to those put forward elsewhere throughout the consultation period. The table overleaf shows correspondence received during the eight week consultation period, by service.

<b>Service</b>	<b>No. of submissions</b>
The Trees (Ashwood and Beechwood)	21
Hamilton Court	1
Smith Crescent	6
All services	2
<b>Total</b>	<b>30</b>

## Options Considered

38. The following options were considered in light of consultation feedback and rationale for original proposals and requirements.

### Hinckley Properties and Services: The Trees Residential Home (Ashwood and Beechwood units) and Cedarwood Short Breaks

39. Option H1: Continue to provide the services being delivered in the existing buildings (no change) - NOT RECOMMENDED - Ashwood and Beechwood are not ideal environments for the provision of care and support in the medium to long term. The internal layout does not make the best use of the space available and is not conducive to supporting people to maximise their independence or promoting dignity. Particular issues include:
- Shared/inaccessible bathing facilities;
  - Narrow corridors and doorways not suitable for wheelchair users;
  - Some bedroom sizes not suitable for safe use of specialist equipment.
40. This option means that there would be no disruption to existing service provision. However, continuing to operate these services “as is” does not support the Department’s intention to withdraw from direct provision of residential care, and fails to ensure that the building provides suitable facilities to make the service ‘fit for the future’.
41. Option H2: Continue with the original proposals identified in the Cabinet report dated 9 February 2018 – NOT RECOMMENDED - This would mean supporting the seven individuals residing at The Trees (Ashwood and Beechwood) to access suitable alternative accommodation. Alternatives would include long term residential provision that maintains or improves outcomes for individuals, as well as meeting essential and basic social care needs for example, being closer to family or a more suitable service model. Ashwood and Beechwood would be reconfigured to provide eight short break beds, in addition to the existing four on The Trees site at the Cedarwood unit. Reconfiguration and refurbishment costs are likely to amount to £390,000.
42. This option supports the Department’s objective to withdraw from direct delivery of residential care in keeping with the Adult Social Care Strategy 2016-2020 and Accommodation Strategy for Working Age Adults 2017-2022. It also allows the Department to continue to provide accessible short breaks within the existing resources available, which is a provision which is not readily available from the independent sector.
43. This option is strongly opposed by families of those directly affected.
44. Option H3: Reconfiguration and refurbishment of existing buildings and continue to provide current services – RECOMMENDED - This option satisfies that part of the consultation feedback which strongly opposes change to the provision of long term residential care for the seven individuals currently residing at Ashwood and Beechwood. However, this option does not support the original objective of withdrawing from direct provision of residential care, nor does it enable the provision of sufficient short break beds within existing resources.

45. A temporary move for around five to six months would be required for the seven current residents whilst work is carried out. Refurbishment costs are likely to amount to £390,000.
46. This option is recommended subject to agreement of the funding and development of short breaks provision in Coalville referred to in Option C4 below, to ensure sufficiency of county short break beds which are not available from the independent sector.
47. Option H4: Partial reduction of long stay beds – NOT RECOMMENDED - A reduction in the long term bed capacity at the Trees to four beds enabling an increase to provide eight short break beds in total on the site. This option would require at least three of the current seven residents at The Trees to find suitable alternative accommodation and support. A temporary move for around five to six months would be required for the four remaining residents whilst work is carried out.
48. Steps towards the Department's objective of withdrawing from direct provision of residential care can be made with this option, and it partially satisfies consultation feedback. However, the identification of the three individuals at The Trees who would be required to move is likely to be problematic and extremely sensitive. Similar to Option H3, H4 allows the Department to continue to provide accessible short breaks within existing resources, however with four beds less than option H3.
49. Option H4 is likely to be opposed by the families of those directly affected and identifying those people who would be required to move whilst other residents remained would be problematic. During the consultation some families demonstrated an interest in considering options for their relatives which would mean they lived closer to them. Intensive work with families would be required focusing on involvement, building trust to ensure confidence in decision making and future provision of care and support.

#### Coalville Properties and Services: Hamilton Court Residential Home and Smith Crescent Short Breaks

50. Option C1: Continue to provide the services being delivered in the existing buildings (no change) – NOT RECOMMENDED - Hamilton Court and Smith Crescent are unsuitable buildings to continue to operate care and support services from short to medium term. They are not purpose built, accessible or suitable for people with physical and sensory disabilities. Particular issues include:
- Narrow and steep stairs which are difficult to navigate for someone with no physical or visual impairment. Therefore safety for those using the services that may have visual and mobility needs is compromised. This is managed currently by the upstairs rooms not being made available to the majority of those who use the service;
  - Bathroom facilities are small and not accessible to people who need support from another person or those with mobility needs and/or with behaviour that challenges;
  - Communal spaces are not conducive to supporting a range of different people with different needs. This is a particular issue for Smith Crescent which provides services to different people on a daily basis whose compatibility requires a risk assessment to ensure the individuals safety is not compromised by the proximity of others or by the behaviour of others.

51. All of the issues mentioned above negatively affect the usability of these services. There is also a negative impact on efficiency as the service cannot operate cost effectively; it is not possible to meet the range of needs of the people who require use of the services but costs for the provision continues. Suitability and safety issues were referenced by staff and management prior to and throughout the consultation.
52. This option would result in the existing North West Leicestershire site not being available for the development of supported living.
53. Option C2: Proceed with the original proposal identified in the Cabinet report dated 9 February 2018– NOT RECOMMENDED - Support the four individuals residing at Hamilton Court to access suitable alternative accommodation and close Hamilton Court. Alternatives would include provision that maintains or improves outcomes for individuals, as well as meeting essential and basic social care needs, for example, being closer to family or moving to a more suitable service model.
54. Close the six bedded short breaks service at Smith Crescent and support the 25 individuals accessing the service to make use of the short breaks facilities elsewhere in the county.
55. Option C2 is dependent on increasing the number of short breaks beds in Hinckley (either option H2 or H4).
56. Option C3: Reconfiguration and refurbishment of the existing buildings and to continue to provide current services from existing buildings – NOT RECOMMENDED - Reconfiguration of Smith Crescent and Hamilton Court properties in Coalville is not feasible. The layouts of the existing buildings mean that any improvements would be limited and not comparable to outcomes required to ensure effective service delivery. This is mainly due to the properties not being single storey and having smaller footprints than comparable purpose built properties. There is inadequate space for support and equipment to be provided for the same number of people on a single level based on the existing footprint and movement of the staircases would reduce living spaces which is already limited. The reconfiguration would be extremely complex, high in cost, and would result in reduced capacity, all of which would make both services financially unviable.
57. Option C3 would result in the existing North West Leicestershire site not being available for the development of supported living.
58. Option C4: Proceed with the original proposal included in the consultation (Option C3) plus develop a new seven-bed accessible short breaks services on the existing site – RECOMMENDED - Original proposals relied on the expansion of short break beds in Hinckley to meet the continued need for short break services across the county, and mitigate for the reduction of provision at Coalville. The expansion of short breaks at Hinckley is not recommended therefore this option provides an alternative mitigation.
59. This option is dependent on capital funding of approximately £1.4 million. Plans to develop the building will consider the possibility of maintaining the existing short breaks service in Coalville whilst building work is undertaken. If this is not possible current users will be supported to access other services in the county whilst the building is developed.

## **Conclusion**

60. The consultation exercise and the opportunity to obtain capital funding has informed the revised recommendations to continue to directly provide long stay residential care in Hinckley and develop suitable short breaks facilities in Coalville. This will result in a net increase of one short break bed but the positive impact on service provision is likely to be higher as several of the existing beds are unusable because of inadequate access.
61. Whilst it will be necessary for the seven residents at The Trees to move for up to six months whilst the improvement work is carried out, the result will be a facility with suitable access and better bedroom sizes (e.g. to accommodate equipment needed), making best use of the space available. Residents, their families and staff will be involved to ensure that the temporary accommodation and support continues to meet individuals' needs.
62. It has not been possible to recommend an option that involves the continued use of Hamilton Court for long stay accommodation. The four individuals living there will be supported, with their families, by a dedicated social worker to look at options available for the future provision of care and support.
63. The Hamilton Court and Smith Crescent sites are adjacent to each other and provide an opportunity to develop supported living, which would also support the objectives of the Adult Social Care Strategy 2016-2020 and Accommodation Strategy for Working Age Adults 2017-2022 previously approved by the Cabinet. A locational assessment of the site and mapping of other provision shows the site to be suitable for a new supported living scheme due to being in a residential area, the proximity of amenities and public transport which will meet some of the identified need.

## **Background Papers**

Report to the Cabinet – 5 February 2016 - Adult Social Care Strategy 2016-2020

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MID=4599#AI46650>

Report to the Cabinet – 10 March 2017 - Accommodation Strategy for Working Age Adults 2017-2022

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MID=4859#AI50923>

Report to the Cabinet – 9 February 2018 – Reconfiguration of in-house learning disability residential accommodation

<http://politics.leics.gov.uk/documents/s135469/Reconfiguration%20of%20Accommodation.pdf>

## **Appendices**

- Appendix A– Changes to In-House Residential and Short Breaks Service Report Consultation Summary
- Appendix B - Equality and Human Rights Impact Assessment

## **Relevant Impact Assessments**

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

64. Councils have a statutory duty to have due regard for the need to promote equality as part of the Public Sector Equality Duty and to be compliant with the Human Rights Act 1998. This means that when making any decision about the future of the provision in due course, the Cabinet must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. Advancing equality includes removing or minimising disadvantages suffered by people due to their protected characteristics, taking steps to meet the needs of people from protected groups where these are different from the needs of other people and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
65. An Equality and Human Rights Impact Assessment (EHRIA) has been completed in relation to the outcome of the consultation and recommendations and is attached as Appendix B to this report. The EHRIA has identified a disproportional impact on people with learning disabilities, but that this does not amount to unlawful discrimination against anyone with a protected characteristic. It concludes that the recommendations should have a positive or neutral impact on the services.
66. The EHRIA has reiterated the need for attention to be paid to the management of change processes to ensure people are supported well through any temporary or permanent moves required.

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## **Changes to In-House Residential and Short Breaks Services Report Consultation Summary**

### **1. Introduction**

A formal eight week public consultation was held on proposed changes to residential and short break services provided by Leicestershire County Council. The consultation commenced at 2pm on Monday 19 February and ran until midnight on 15 April 2018.

The aim of the consultation was to gather feedback on Leicestershire County Council's proposed changes to residential and short break services for people with learning disabilities in Hinckley and Coalville. The consultation was specifically interested in views on the following proposals:

- To support the 11 residents living at Hamilton Court and The Trees residential services to access suitable alternative accommodation/services.
- To close the 6-bedded short breaks service at Smith Crescent in Coalville and support the 23 individuals accessing the service to make use of short breaks facilities elsewhere in the county.
- To expand short break facilities at The Trees in Hinckley through the closure, reconfiguration and refurbishment of The Trees (Ashwood and Beechwood).
- To continue to directly provide overnight short breaks services and end direct provision of residential care due to market gaps and availability respectively.

### **2. Consultation Activity**

Several engagement and promotion methods were employed throughout the consultation period to encourage and support involvement, with the aim of raising awareness and encouraging people to give their views on the proposals.

Promotion of the consultation was heavily targeted towards ensuring individuals, relatives and staff directly affected by the proposals and direct contact was made with these cohorts. Wider promotion with key stakeholders via email, along with web based promotion, including information on Leicestershire County Council website, social media (Facebook and Twitter) was also undertaken.

Feedback was facilitated by a survey which was available to complete online via Leicestershire County Council's website, or on paper. Supporting information was provided within the consultation document and consultees were prompted to read the supporting information prior to completing the questionnaire. A combined questionnaire and information document was also available on the website and distributed on request. A dedicated phone number and email address was publicised in all relevant communication and promotional material.

In total 94 users, relatives, staff and other stakeholders attended face to face meetings/ workshops where the proposals were discussed and 107 completed questionnaires were received.

Consultees	Face to face (workshops, meetings etc.)	Completed questionnaire
Individuals directly affected by the proposals (users and families)	53*	38
Staff at Hamilton Court, Smith Crescent and the Trees	30	15
Social care organisation or care professional	11	9
Public	N/A	37
Other stakeholders	N/A	6
Unspecified	N/A	2
<b>TOTALS</b>	<b>94</b>	<b>107</b>

\* Numbers are higher than the number of people directly affected due to the likelihood that multiple feedback methods were used and multiple family members responded.

The consultation and proposals were covered by local media prior to and during the consultation. Local media coverage and dates are set out below:

Publication/ Media Outlet	Date(s)
The Coalville Times	9,16, 23 (x2) February 2018
The Hinckley Times	7 February 2018
The Leicester Mercury	7, 16, and 21 February

The consultation was promoted in advance of and during the consultation period to stakeholders and partners including:

- Healthwatch
- Voluntary Action Leicestershire
- West Leicestershire Clinical Commissioning Group
- East Leicestershire and Rutland Clinical Commissioning Group
- Leicester City Council,
- District and Borough Councils across Leicestershire
- Adult Social Care contracted providers including residential care supported living and community life choices
- Children and Families Services
- Adult Social Care Commissioning Teams,
- Leicestershire Learning Disability Partnership Board.

Partners were asked to distribute information about the consultation to relevant and appropriate networks and partners. Healthwatch publicised details of the consultation in their

Newsletter, VAL promoted the consultation across their networks and North West Leicestershire District Council shared information internally.

### **2.1 User and Carer Engagement:**

Six targeted workshops were held specifically for those directly affected and their relatives and staff. Information about the meetings, the consultation and how to provide feedback along with a paper copy of the questionnaire were sent directly to over 200 relatives/ carers. Paper copies of the questionnaire, including easy read versions were also available at all of the services. Information was produced and distributed including frequently asked questions, a transition case study and staff guidance to support individuals affected by the proposals. Information and communication was focussed around providing reassurance and explaining how the changes would be managed effectively by understanding the needs of each individual.

Three workshops were arranged across the county for current users of in house Short Breaks (Melton Short Breaks, Carlton Drive and the Trees) indirectly affected by the proposals. These were organised on different days and times of the week to accommodate different circumstances, invites were sent directly to families who use the services and posters were displayed at all short breaks sites. However, there were no attendees to these workshops.

In week two of the consultation contact was made to all relatives offering one to one meetings with Mr Blunt CC, Lead Member for Adults and Communities and the Director of Adults and Communities. Following this offer, eleven one to one meetings were held (plus one conference call with the Director).

Independent advocacy was available to support individuals who were directly affected by the proposals to maximise their involvement in the consultation. Four individuals via their relatives requested advocacy and were supported to express their views and wishes in relation to what is important to them and how the service they receive facilitates this.

### **3. Overview of Responses**

The following responses were received during the consultation:

<b>Method by which response was submitted</b>	<b>Number of responses received</b>
Online Questionnaires	73
Paper Questionnaires	24
Easy Read Paper Questionnaires	10
Formal written responses (electronic or paper) and telephone calls	30

Petitions (number of signatures at close of consultation)	2 (4,025 and 127)
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### 3.1 Analysis of survey responses

Not all respondents answered all the questions in the survey. Analysis percentages exclude non-responses and “don’t knows” and are shown at the end of this report.

The graph below shows survey responses to the proposed closure by service:

Q3: To what extent do you agree or disagree with the council's proposal to...?



Base = 100

Response (group)  
 ■ Disagree  
 ■ Neither agree nor disagree  
 ■ Agree

Comments that indicated support for closure of the residential services at The Trees, Hamilton Court and Smith Crescent can be summarised as:

- Importance of meeting the changing need of people who need services.
- The value of short breaks in supporting informal/ unpaid carers.

*“There is a lack of resources for short breaks putting an increasing amount of pressure and stress on unpaid carers. Families would like to be able to confidently book their respite breaks without the stress of places not being available. It would also increase continuity for our service users to have increase capacity on 1 site rather than people having to change to a different site each time respite is booked.”*

Support for the closure of Hamilton Court and Smith Crescent is based upon the buildings shortcomings.

*“Sadly Hamilton Court is and always has been unfit for purpose. The amount of work required to bring it up to standard is better spent on building somewhere new and exciting. As clichéd as it is you really cannot make a silk purse out of a sows ear! I cannot comment on the Hinckley units as I don’t know them, but presumably they face the same challenges.”*

*“I understand this [Smith Crescent] is a converted semi-detached property. It’s not fit for purpose or the future.”*

Comments that indicated disagreement with the proposed closure of The Trees (long stay) focused on:

- Concerns about the negative impact of change on individual’s wellbeing and how this change would be managed.
- The belief that the services are people’s homes.

- Concerns about a perceived lack of suitable, good quality alternatives.

*“It is the impact on the Trees residents that we are principally concerned. The closure has not been thought through and the harmful effects it may cause, should this go ahead, it will have on the 7 residents at the Trees. They know this as their Home where the carers and staff at the Trees treat them like their own family. There may also be long-term consequences moving them from their Home. Forcibly evicting them away from their carers, the community in Hinckley where they are known and belong.”*

Comments that indicated disagreement with the proposed closure of Hamilton Court focused on:

- Concerns about the negative impact of the change for the individuals concerned
- The belief that the service is people’s homes

*“As a parent of a long term resident, I feel that the closure of Hamilton Court would be detrimental to the welfare and wellbeing of my son.”*

Comments that indicated disagreement with the proposed closure of Smith Crescent focused on:

- Perceived high value and importance of the service.
- Concerns that the service should remain local to the person and not require significant travel to access by those who had been used to nearby service.

74% of survey respondents disagreed the local care market has sufficient capacity to meet existing and future demand for residential care accommodation if Hamilton Court and The Trees (Ashwood and Beechwood) were to close. 9% of respondents agreed and 19% neither agreed/ disagreed.

Comments that expressed disagreement were themed around perceptions that independent sector provision equates to poorer quality of provision in the independent sector; that the demand for services is increasing; the uncertainty of alternatives being available; and the negative impact of change for the individuals affected.

*“As people tend to be living longer the need for more specialist accommodation and staff will be necessary, not less.*

*“There are no suggestions so far as to where the residents will go.”*

Comments that expressed agreement mostly pointed to the availability of residential care in the independent sector.

*“There are ample residential providers in the county. It’s important that residents receive a good transition”.*

51% disagreed and 39% agreed with the proposed approach for supporting existing Hamilton Court and The Trees residents if the homes were to close. Comments that expressed disagreement tended to re-stated opposition to the proposals generally. Comments from those respondents who indicated support for the approach reiterated the

importance of taking an individualised approach to ensure people can cope with the changes as well as highlighting the challenges in supporting vulnerable people through change.

*“Allowing each resident to choose where/how they are supported (with assistance from their family) is more in line with the Care Act...May allow more service users to choose supported living as an option”.*

*“To take any resident out of a home, that they have lived in for many years, will be traumatic and I should hope, you would do your very best, in their interest to find something even better than the place they have lived in.”*

81% of respondents agreed that there continues to be a need for the council to provide suitably accessible accommodation-based short breaks services in the county. 10% disagreed. Comments focussed on the importance of having the service, the value this has in relation to supporting carers, and the pressures on existing provision due to growth in demand.

There were mixed views with regards to the proposal to create eight fully accessible short break bedrooms by redesigning and refurbishing Ashwood and Beechwood following the proposed closure. 47% of respondents disagreed and 43% agreed.

Comments in support of the proposals pointed to the importance and growing need for short breaks. Support for the reconfiguration at the Trees was much higher than support for the proposals for the closure of the Ashwood and Beechwood (43% compared to 13%).

Comments indicating disagreement with the reconfiguration at Ashwood and Beechwood expressed opposition to the moves that would be required for current long stay residents.

### **3.2 Consultation Workshops and One to One Meetings**

Six workshop sessions were arranged for relatives of those people directly affected by the proposals and staff working at the services. A total of 20 relatives and 30 staff attended these sessions.

All relatives of those directly affected by the proposals were invited to have a meeting with the Director of Adults and Communities Department and Lead Cabinet Member.

Eleven meetings took place, five with relatives from The Trees, five from Smith Crescent and one from Hamilton Court, plus one conference call with the Director.

All feedback from workshops and meetings was recorded and key themes were identified.

#### **3.2.1 Relatives of residential care residents**

The main themes from sessions with relatives of residential users included:

- Concerns that there are not suitable, good quality alternatives in the independent sector (particularly for the long stay services).
- Concerns about the process of deciding whether an alternative is right for the individual and the transition process.
- Loss of relationships with staff and other residents (this was specific to The Trees).

- Desire to stay local for the majority due to relationships with the community and other services accessed locally.

At the meeting with The Trees relatives on 5 March a request was made to hold a joint meeting for all relatives to attend as part of the consultation. A meeting was organised for 5 April. Two families made contact to confirm attendance (as requested in the invite) and on 4 April a decision was made to cancel the meeting (the 2 families who had booked had been informed the previous week that the meeting may be cancelled due to low attendance).

### **3.2.2 Users of short breaks at Smith Crescent:**

There were mixed views held by those accessing short breaks services. Some opposed the changes due to the additional travel required and expressed the expectation that short breaks services should always be available locally. Underlying this were concerns about the ability of the individual(s) to cope with the extended travel due to their complexity of need, and the additional cost of transport. Others were more open to the proposal generally because they had previous positive experience of other short break services and some wanted to visit other services to determine which one(s) could meet their needs.

Consistently, users valued the service in supporting them to continue in their caring roles and they were concerned about any reduction in availability.

### **3.2.3 Staff**

Staff at Hamilton Court and Smith Crescent expressed support for the closures of these services due to the limitations and challenges of the buildings. Staff had been supporting relatives of those in long stay services to explore potential benefits of a move.

Staff at The Trees also expressed support for the service reconfiguration on the basis that an increase in suitable short break beds is required and because of the challenges associated with the layout and facilities of the building. However some staff strongly opposed the proposal on the basis that the existing accommodation related to people's homes and that independent sector provision would be less satisfactory.

Staff in support of the proposals at The Trees expressed concerns that opportunities for improved outcomes for the individuals will be missed due to the concerns raised by families.

## **3.6 Independent Advocacy**

Independent advocacy was available to the residents at The Trees (Ashwood and Beechwood) and Hamilton Court to ensure support was provided, in addition to what was available from staff and relatives and to maximise participation in the consultation.

Meetings and conversations took place with the four individuals who agreed/ whose family agreed to advocacy support for the individual, with their families and staff who know them well. The format of the discussions recognised the sensitivities associated with the proposals and focussed on things that the individual likes and dislikes about where they live, their physical environment and who they live with, their community, and opportunities and experience of change.

During these conversations none of the individuals expressed an interest or wish to move, although some areas of dissatisfaction were shared, it was not conclusive that a move would be preferred and individuals demonstrated a varied ability to cope with change.

Information obtained and reported by the independent advocate was broadly consistent with the information staff and relatives had provided throughout the consultation.

### **3.5 Petitions**

The following petitions have been received:

A petition by Hinckley and District Mencap to stop "permanent residents at The Trees, Deveron Way from losing their homes" with 127 signatures.

An online petition to "Stop Leicestershire County Council evicting 7 vulnerable adults" with 4,025 signatures as of 15 April 2018.

The online petition remains open is expected to be submitted by 27 May 2018.

### **3.6 Other Communication**

38. Throughout the consultation, regular communication was received by members of the Cabinet and Adults and Communities Overview and Scrutiny Committee, County Councillors, the Council Leader, officers of the Council and the Director of Adults and Communities expressing concerns about the proposals. The table below shows a count of all types correspondence received during the eight week consultation period, by service.

<b>Service</b>	<b>No. of submissions</b>
The Trees (Ashwood and Beechwood)	21
Hamilton Court	1
Smith Crescent	6
All services	2
<b>Total</b>	<b>30</b>

A significant proportion of the communication came from relatives of those people directly affected by the proposals stating concerns about the proposed changes similar to what was communicated elsewhere throughout the consultation period.

## **4. Summary and Conclusion**

Feedback via all communication methods was broadly consistent. This is likely to be partially due to the sensitive nature of the proposals as well as the repeated communication with those directly affected.

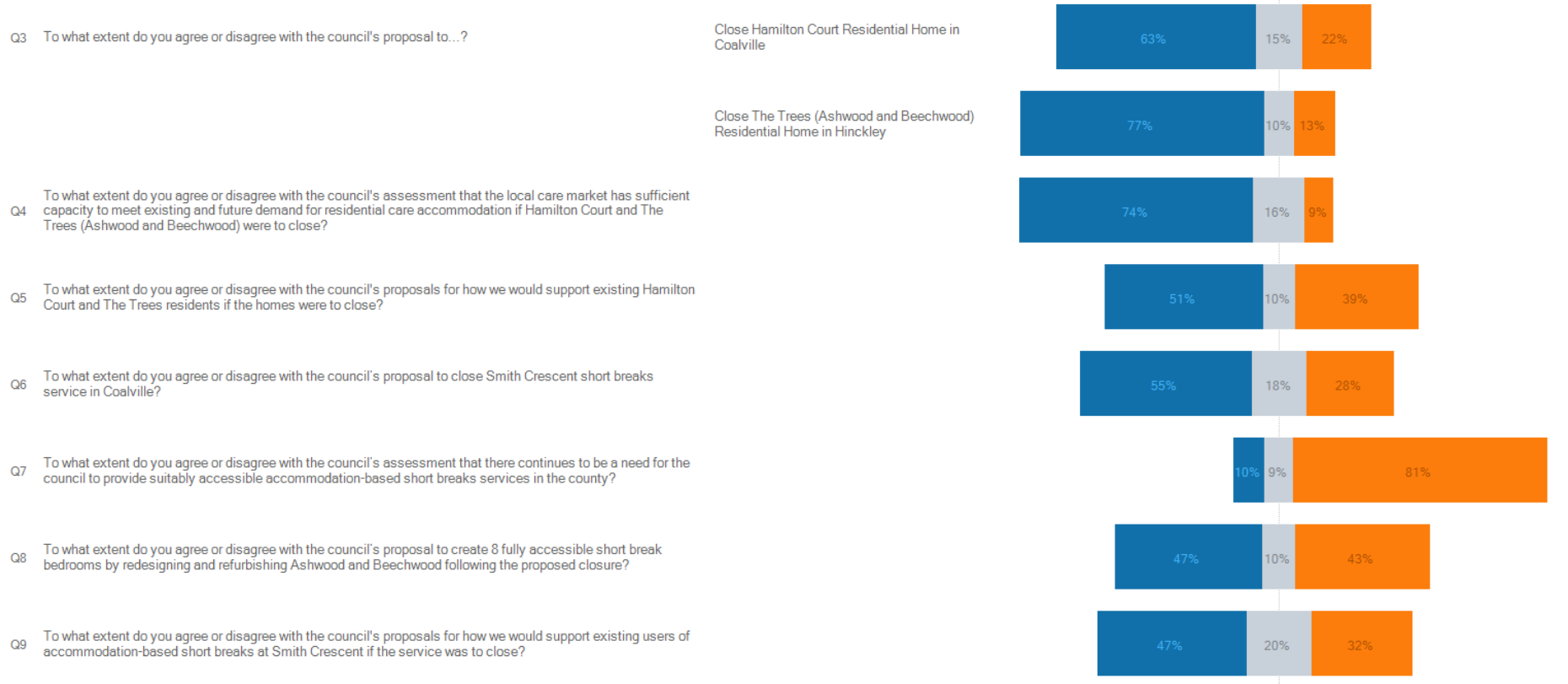
The key themes from feedback received can be summarised as:

- Greater opposition than support for the proposals to close long stay residential services at Hinckley and Coalville.



- Greater opposition than support for the proposals to close Short Break Service in Coalville.
- Accommodation based short breaks services are valuable to those who use them.
- Expectations have been established due to the satisfaction, quality and convenience of existing service provision.
- More respondents disagreed than agreed with the council's assessment that the local care market has sufficient capacity to meet existing and future demand for residential care accommodation if Hamilton Court and The Trees (Ashwood and Beechwood) were to close.
- More respondents agreed than disagreed with the assessment that there continues to be a need for the council to continue to provide suitably accessible accommodation based short breaks in the county.
- Higher levels of support for the refurbishment council's proposal to create 8 fully accessible short break bedrooms by redesigning and refurbishing Ashwood and Beechwood following the proposed closure were received than for the closure of Ashwood and Beechwood.

## 5. Survey Responses



Base = 87 to 99

- Disagree
- Neither agree nor disagree
- Agree

**APPENDIX B****Equality & Human Rights Impact Assessment (EHRIA)**

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service\*\* for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service\*\* may have an adverse impact on a particular community or group of people. It will ultimately ensure that, as an Authority, we do not discriminate and we are able to promote equality, diversity and human rights.

Please refer to the EHRIA [guidance](#) before completing this form. If you need any further information about undertaking and completing the assessment, contact your [Departmental Equalities Group](#) or [equality@leics.gov.uk](mailto:equality@leics.gov.uk)

*\*\*Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

<b>Key Details</b>	
<b>Name of policy being assessed:</b>	Reconfiguration of In-house Learning Disability Residential Accommodation
<b>Department and section:</b>	Adults & Communities Department – Direct Services
<b>Name of lead officer/ job title and others completing this assessment:</b>	Louise Melbourne – Business Change Manager, Direct Services Claire Jones – Head of Service – Direct Services
<b>Contact telephone numbers:</b>	0116 3055060 0116 305 7553
<b>Name of officer/s responsible for implementing this policy:</b>	Louise Melbourne – Business Change Manager, Direct Services
<b>Date EHRIA assessment started:</b>	3 January 2018
<b>Date EHRIA assessment completed:</b>	21 May 2018

## Section 1: Defining the policy

### Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of the policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's [Equality Strategy](#).

1	<p>What is new or changed in the policy? <i>What has changed and why?</i></p> <p><b><u>Reconfiguration of In-house Learning Disability Residential Accommodation</u></b></p> <ol style="list-style-type: none"> <li>1. The Trees (Ashwood and Beechwood) in Hinckley and Hamilton Court in Coalville remain the last residential care homes managed in-house. All other residential care services are commissioned from the independent sector.</li> <li>2. Smith Crescent is an in house accommodation based short breaks service which has seen a reduction in usage over recent years. Smith Crescent is located next door to Hamilton Court.</li> <li>3. The care homes are registered to provide residential care accommodation for persons under 65 years who require nursing or personal care, and who have learning disabilities, physical disabilities, sensory impairments (and mental health conditions for The Trees).</li> <li>4. The maximum occupancy for The Trees is 8 and Hamilton Court 7, however there are only 7 and 4 residents respectively representing an occupancy rate of 69 percent.</li> <li>5. There are 6 beds at Smith Crescent however in 2017 the service had an average occupancy rate of 38 per cent. There are a total of 29 individuals who access the service.</li> <li>6. As alternative models to residential care are developed, the complexity of needs of those accessing residential care home services continues to increase. Although the existing building is maintained and in a reasonable condition, some of the current room sizes and layout restrict accessibility by those with complex physical needs and pose a potential health and safety risk.</li> <li>7. As individual needs increase and the Department sees an increase in the numbers of new people with complex needs who require short breaks, the service is unable to respond to the demand due to the physicality of the building. The occupancy rate in 2017 was 38 per cent compared to 70-75per cent for other in- house short breaks services in the county.</li> <li>8. Hamilton Court, Smith Crescent and The Trees will require significant investment in the short to medium term to ensure that it continues to meet regulatory requirements. Investment/maintenance costs however will continue to increase due to the age and configuration of the property which will not be viable in the medium to long term. These services are likely to struggle to meet the needs and expectation of the people of the future due to the limitations of the building.</li> </ol>
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	<p>9. Cabinet approval to the commencement of a public consultation on the future of Hamilton Court, The Trees (Ashwood and Beechwood) and Smith Crescent will be requested on 9 February 2018.</p> <p>10. The Cabinet report will seek approval to fully consult with all relevant stakeholders, including residents, relatives, staff, partners, members and the community to identify all relevant issues and concerns and potential mitigations.</p> <p>11. The Cabinet Report will propose that the consultation will be held in February to April 2018 for a period of 56 days.</p> <p>12. The outcome of the consultation will be presented to the Cabinet in June 2018.</p>
2	<p>Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i></p> <ul style="list-style-type: none"> <li>• The Care Act 2014 and the Care and Support Statutory Guidance issued under it sets out local authorities' obligations towards adults with needs for care and support and carers. The implementation of the Act from April 2015 represents a shift from the previous duties on local authorities to provide particular services to the concept of meeting needs. This recognises that everyone's needs are different and personal to them, and that local authorities must consider how to meet each person's specific needs rather than simply considering which service they will fit into.</li> <li>• The Act introduced a national level of care and support needs that all councils now consider when they assess what help they provide. National eligibility criteria and universal deferred payments came into force in April 2015.</li> <li>• The Medium Term Financial Strategy (MTFS) includes savings to be identified by the Adults and Communities Department of £11 million by 2021. The closure and reconfiguration of these services is within the scope of the current MTFS (AC6 – Review of Direct Services) which has a target of £820K by 2021.</li> <li>• Adults and Communities Department is performance measured on the number of people accessing residential care as part of the Adult Social Care Outcomes Framework (ASCOF). This is benchmarked against other authorities with the incentive being to reduce use of residential care.</li> <li>• The Adult Social Care Strategy emphasises the importance of the right amount of support being provided, in the right place by the right partners. The proposals currently align to the strategy and any amendments to the proposals as a result of the consultation will need to continue to adhere to the objectives.</li> <li>• The Council's Corporate Commissioning Strategy supports the review of services as part of the commissioning cycle. Part of the review is to consider whether the services the council buys or commissions, continue to be needed because of changes to practice, reduction in demand and/ or duplication of provision.</li> </ul>
3	<p>Who are the people/ groups (target groups) affected and what is the intended change or outcome for them?</p> <p>The consultation will involve five key groups:</p> <ul style="list-style-type: none"> <li>• Residents of The Trees and Hamilton Court.</li> <li>• People who use Smith Crescent Short Breaks Service.</li> </ul>

- Carers and/or Families.
- Staff and trade unions.
- Members and members of the public.
- Stakeholders, community groups and partner organisations.

Any decision on the options for the closure of The Trees (Ashwood and Beechwood) will not be taken until consultation has taken place and the views of the above taken fully into account and balanced against any issues highlighted and mitigations identified.

The following requirements for the consultation process will be adhered to:

- Consultation must be at a time when the proposals are still at a formative stage.
- The County Council must give sufficient reasons for any proposals to permit intelligent consideration and response.
- Adequate time must be given for those affected to consider and respond.
- The product of consultation must be conscientiously taken into account when finalising any proposals.

The consultation aims to:

- Allow interested parties to input their views on the options.
- Provide a variety of ways for people and groups to access the consultation.
- Enhance the information available to Members and so improve the quality of the decision making.

The public consultation will also provide a structure to:

- Allow interested parties to input their views on the proposals;
- Provide a variety of ways for people and groups to access that consultation including:
  - An on line questionnaire and supporting information available to the general public of Leicestershire on the LCC website (with separate easy read version)
  - Dedicated email address;
  - Dedicated telephone helpline;
  - Freepost address to return and paper copies of questionnaires.

Information will be available in different formats upon request and dedicated support workers will assist with face-to face consultation with service users. Advocacy services will also be used where appropriate.

The consultation will take place over a period of 56 days (8 weeks).

4	Will the policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? <b>(Please tick and explain how)</b>		
	<b>Yes</b>	<b>No</b>	<b>How?</b>
	Eliminate unlawful discrimination, harassment and victimisation	✓	<p>It should be acknowledged that the consultation proposals are likely to result in increased anxiety in the short term, which is a common natural consequence of change.</p> <p>However there is no expectation for this consultation on the proposals set out above to have any adverse impact on people accessing services at the in house residential accommodation in respect of the equalities requirements.</p> <p>Consultation with existing staff, service users, their families/carers and the general public will be undertaken prior to proceeding with the final decision on the proposals.</p> <p>We will need to find ways of involving service users of the services affected in order to allow them to participate and influence the consultation, considering mental capacity, whilst being mindful of the potential distress such engagement may cause, given the nature of the proposals.</p> <p>Leicestershire County Council and the Adults &amp; Communities Department adhere to robust Equalities, Diversity and Human Rights policies in its delivery of service, both statutory and non-statutory.</p>
	Advance equality of opportunity between different groups		As above
	Foster good relations between different groups		As above

## Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

### Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required.

If you have already identified that a full EHRIA is needed for a policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to Section 3 on Page 7 of this document.

#### Section 2

##### A: Research and Consultation

		Yes	No*
<b>5.</b>	Have the target groups been consulted about the following?		✓
	a) their current needs and aspirations and what is important to them;		✓
	b) any potential impact of this change on them (positive and negative, intended and unintended);		✓
	c) potential barriers they may face		✓
<b>6.</b>	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?		✓
<b>7.</b>	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?		✓
<b>8.</b>	*If you answered 'no' to the questions above, please use the space below to outline either what consultation you are planning to undertake or why you do not consider it to be necessary.		
	Please see section 3 below.		

#### Section 2

##### B: Monitoring Impact

		Yes	No
<b>9.</b>	Are there systems set up to:		
	a) monitor impact (positive and negative, intended and unintended) for different groups;	✓	
	b) enable open feedback and suggestions from different communities	✓	



**Note: If no to Question 9, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.**

**Section 2**

**C: Potential Impact**

10.

Use the table below to specify if any individuals or community groups who identify with any of the '[protected characteristics](#)' may **potentially** be affected by the policy and describe any positive and negative impacts, including any barriers.

	Yes	No	Comments
<b>Age</b>	✓		<p>A breakdown of ages of people using Smith Crescent Short Break Service is as follows:</p> <ul style="list-style-type: none"> <li>• 31% of users are under 30</li> <li>• 21% are aged 30-39</li> <li>• 21% are aged 40-49</li> <li>• 28% are over 49</li> <li>• The maximum age is 82</li> </ul> <p>An age breakdown of the individuals living at the 2 residential care homes are as follows:</p> <ul style="list-style-type: none"> <li>• 18 % are under 50</li> <li>• 45% are 50-59</li> <li>• 27% are 60-69</li> <li>• 9% are over 70</li> </ul> <p>Consultation with families and carers will be central to the success of the consultation.</p> <p>A programme of face to face and written consultation process will be implemented and will also need to ensure that information is readily available and understood to support equitable access to the consultation process.</p>
<b>Disability</b>	✓		<p>All of the 11 residents across the 2 residential sites are recorded as having a learning disability as their primary category of need, and 9 have a secondary need recorded as access and mobility.</p> <p>The residents have a wide range of support needs associated with both their learning disabilities and physical needs, as well as autism, epilepsy, visual impairment, mental health support and behaviours which challenge services.</p> <p>All 29 of the individuals accessing Smith Crescent have learning disabilities. Some of the carers have their own needs and will be supported appropriately to take part in the</p>

			consultation.  A programme of face to face and written consultation process will be implemented and will also need to ensure that information is readily available and understood to support equitable access to the consultation process.
	<b>Gender Reassignment</b>		✓ <b>No specific impact identified as yet.</b>
	<b>Marriage and Civil Partnership</b>		✓ <b>See above</b>
	<b>Pregnancy and Maternity</b>		✓ N/A – Not relevant to residential care or short breaks provision
	<b>Race</b>	✓	It will be ensured that the current residents of Hamilton Court and The Trees and users of Smith Crescent Short Breaks have appropriate support to meet their cultural needs during the consultation process.  This will be achieved by working with managers who know the individuals well and due to the fact that they are already accessing services, meaning specific needs associated with race will be identified.
	<b>Religion or Belief</b>	✓	Some religion/ belief data is available for the individual users at Smith Crescent Short Breaks; however a significant proportion of individuals do not have this recorded or it is recorded as unspecified (73%). As part of the consultation process the religious or other beliefs of affected residents will be taken into account.
	<b>Sex</b>	✓	41% of people accessing Smith Crescent Short Breaks are female with the remaining 59% being male.  There are 6 males and 5 females currently living in the residential homes.  Whilst this means that there may be a very slight disproportionate impact on males, the numbers are low and this is neither intentional nor is there anything which can be done to mitigate this gender imbalance.  The consultation process is therefore not expected to have a disproportionate impact on this group.
	<b>Sexual Orientation</b>	✓	LCC Adult Social Care is required to provide a service that does not discriminate on grounds of sexual

				orientation as per the Council's policies and procedures and there will be no barriers to accessing the consultation based on sexual orientation.
	<b>Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities</b>	✓		All access to Social Care Services in Leicestershire is dependent on the national minimum eligibility thresholds for adults and carers as out in Section 13 of the Care Act 2014 and in the Care and Support (Eligibility Criteria) Regulations 2014.  As part of an individual care needs assessment or review the commissioning worker will identify if any person has specific needs. For example this might be related to communication where their first language is not English and then interpreters and written information about the service will be provided in the appropriate language.
	<b>Community Cohesion</b>	✓		It is not envisaged that the consultation on the above proposals will lead to a reduction in social cohesion. We will ensure that people are empowered and enabled to fully access their rights and freedoms as a member of society with regard to having their say in the consultation process. This will be ensured by having a robust communication plan in the promotion of the consultation.
<b>11.</b>	<p>Are the human rights of individuals <b><i>potentially</i></b> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? <b>(Please tick)</b></p> <p>Explain why you consider that any particular <a href="#">article in the Human Rights Act</a> may apply to the policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB: include positive and negative impacts as well as barriers in benefiting from the above proposal]</p>			
		<b>Yes</b>	<b>No</b>	<b>Comments</b>
	<b>Part 1: The Convention- Rights and Freedoms</b>			
	<b>Article 2: Right to life</b>	✓		This article imposes a positive obligation on councils to take steps to safeguard life, applicable in circumstances such as this where a decision may have a negative impact on life expectancy. As successive studies demonstrate (see Williams, Netten & Ware PSSRU discussion paper 2012/3) forced moves from care homes are frequently hazardous to health and life. These dangers can be offset considerably by taking into account the wishes of those directly affected, and managing any

			necessary transfers carefully and sensitively.
<b>Article 3: Right not to be tortured or treated in an inhuman or degrading way</b>	✓		<p>Services are provided so not to expose a person to degrading treatment. Due to the complex learning, physical and mental health needs of individuals who receive these services, there is often a personal care element to the support provided. This is provided by suitably skilled and trained members of staff who are able to deliver dignified personal care services.</p> <p>Staff delivering the service should all have received training in relation to Safeguarding and Whistleblowing policies and procedures, to ensure that people receive appropriate support in the right way.</p>
<b>Article 4: Right not to be subjected to slavery/ forced labour</b>		✓	
<b>Article 5: Right to liberty and security</b>	✓		Security in care homes should not restrict movement unduly or be achieved via excessive restraint.
<b>Article 6: Right to a fair trial</b>	✓		As with all LCC services, service users are made aware of their right to access the Corporate complaints procedure.
<b>Article 7: No punishment without law</b>		✓	
<b>Article 8: Right to respect for private and family life</b>	✓		<p>It is understood that Hamilton Court and The Trees (Ashwood and Beechwood) is home to the 11 residents and regarded as such by themselves, their friends, family and staff. The individual needs of each person are taken into account in planning the services people receive, including relationships they may have with other residents. Needs will be re- assessed with the involvement of the service users and their families prior to working with them to establish, in addition to the services they need, what types of accommodation they would be interested in moving to and where they would be located.</p> <p>Short Breaks are available to people supported by informal/ unpaid carers to provide respite to carers and the cared for person. The proposal to close such a service acknowledges the potential impact this could have on Article and need for mitigating actions.</p> <p>The consultation process will ensure that there are opportunities to, and carers are encouraged to, identify any barriers to their involvement with the aim of providing support or identifying alternative methods of involvement.</p>
<b>Article 9: Right to freedom of thought, conscience and</b>		✓	

	<b>religion</b>			
	<b>Article 10: Right to freedom of expression</b>	✓		As mentioned above the consultation process will encourage participation and will take into account the requirements of individuals and their views, by providing a variety of methods for residents, carers, families and advocates to participate, and will respect human rights in line with legal requirements and current case law.
	<b>Article 11: Right to freedom of assembly and association</b>		✓	
	<b>Article 12: Right to marry</b>		✓	
	<b>Article 14: Right not to be discriminated against</b>	✓		Leicestershire County Council and the Adults & Communities Department adhere to robust Equalities and Diversity policies in its delivery of service, both statutory and non-statutory.
<b>Part 2: The First Protocol</b>				
	<b>Article 1: Protection of property/ peaceful enjoyment</b>		✓	
	<b>Article 2: Right to education</b>		✓	
	<b>Article 3: Right to free elections</b>		✓	
<b>Section 2</b>				
<b>D: Decision</b>				
<b>13.</b>	Is there evidence or any other reason to suggest that:	<b>Yes</b>	<b>No</b>	<b>Unknown</b>
	a) the policy could have a different affect or adverse impact on any section of the community;		✓	
	b) any section of the community may face barriers in benefiting from the proposal		✓	
<b>13.</b>	Based on the answers to the questions above, what is the likely impact of the policy			
	No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Unknown <input type="checkbox"/>
<b>Note: If the decision is 'Negative Impact' or 'Impact Not Known', an EHRIA Report is required.</b>				
<b>14.</b>	Is an EHRIA report required?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	

## Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

**Option 1:** If you identified that an EHRIA Report *is required*, continue to Section 3 on Page 7 of this document.

**Option 2:** If there are no equality, diversity or human rights impacts identified and an EHRIA report *is not required*, continue to Section 4 on Page 14 of this document.

# Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

## Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think *thoroughly* about the impact of the policy and to critically examine whether it is *likely* to have a positive or negative impact on different groups within our diverse communities. It should also identify any barriers that may adversely affect under-represented communities or groups that may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

## Section 3

### A: Research and Consultation

When considering the target groups, it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

- |            |  |
|------------|--|
| <b>15.</b> | <p>Based on the gaps identified either in the EHRIA Screening or independently of this process, <i>how</i> have you now explored the following and <i>what</i> does this information/ data tell you about each of the diverse groups?</p> <ul style="list-style-type: none"> <li>a) current needs and aspirations and what is important to individuals and community groups (including human rights);</li> <li>b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights);</li> </ul> |
|------------|--|

### c) likely barriers that individuals and community groups may face (including human rights)

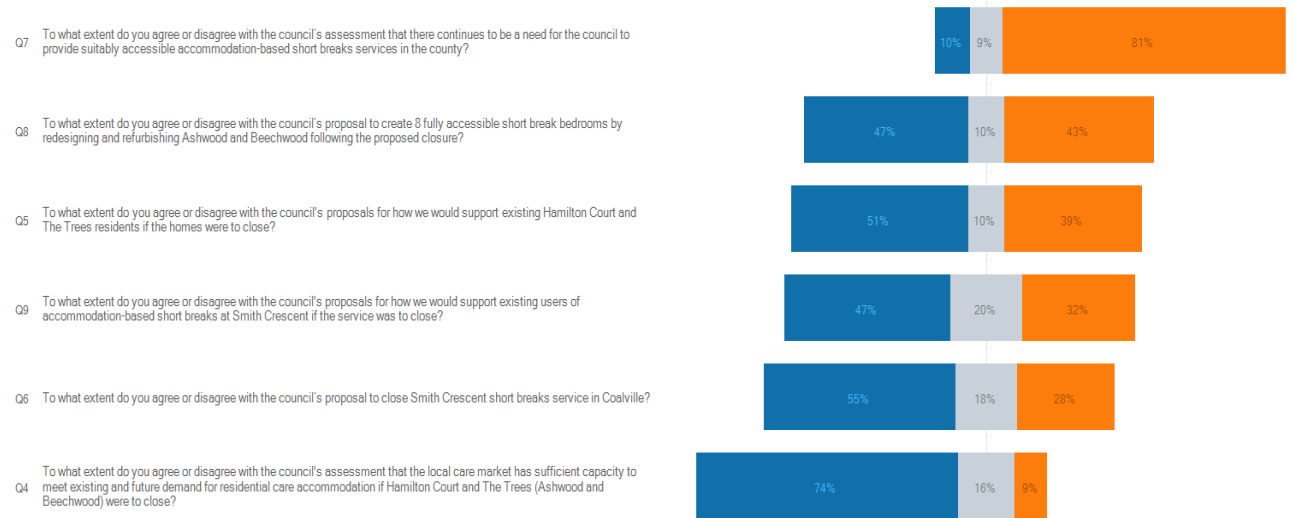
A total of 107 survey responses were received during the consultation period. The graphs below show a breakdown of responses for each question relevant to the proposals.

#### Q3: To what extent do you agree or disagree with the council's proposal to...?



Base = 100

Response (group)  
 ■ Disagree  
 ■ Neither agree nor disagree  
 ■ Agree



Base = 93 to 99

Response (group)  
 ■ Disagree  
 ■ Neither agree nor disagree  
 ■ Agree

As part of the consultation six workshop sessions were arranged for relatives of those people directly affected by the proposals and staff working at the services. A total of 20 relatives and 30 staff attended these sessions.

All relatives of those directly affected by the proposals were invited to have a meeting with the Director of Adults and Communities Department and Lead Cabinet Member. Eleven meetings took place, five with relatives from The Trees, five from Smith Crescent and one from Hamilton Court, plus one conference call with the Director. All feedback from workshops and meetings was recorded and key themes were identified.

#### **Feedback from relatives of residential care residents**

The main themes from sessions with relatives of residential users included:

- Concerns that there are not suitable, good quality alternatives in the independent sector (particularly for the long stay services).
- Concerns about the process of deciding whether an alternative is right for the individual and the transition process.
- Loss of relationships with staff and other residents (this was specific to The Trees).
- Desire to stay local for the majority due to relationships with the community and

other services accessed locally.

### **Feedback from users of short breaks at Smith Crescent**

There were mixed views held by those accessing short breaks services. Some opposed the changes due to the additional travel required and expressed the expectation that short breaks services should always be available locally. Underlying this were concerns about the ability of the individual(s) to cope with the extended travel due to their complexity of need, and the additional cost of transport. Others were more open to the proposal generally because they had previous positive experience of other short break services and some wanted to visit other services to determine which one(s) could meet their needs. Consistently, users valued the service in supporting them to continue in their caring roles and they were concerned about any reduction in availability.

### **Staff Feedback**

Staff at Hamilton Court and Smith Crescent expressed support for the closures of these services due to the limitations and challenges of the buildings. Staff had been supporting relatives of those in long stay services to explore potential benefits of a move.

Staff at The Trees also expressed support for the service reconfiguration on the basis that an increase in suitable short break beds is required and challenges associated with the layout and facilities of the building. However some staff strongly opposed the proposal on the basis of the service being people's homes and the perception that provision in the independent is not as good as it is currently.

Staff in support of the proposals at The Trees expressed concerns that opportunities for improved outcomes for the individuals will be missed due to the concerns raised by families.

### **Independent Advocacy**

Independent advocacy for the residents at The Trees (Ashwood and Beechwood) and Hamilton Court was available to ensure that, in addition to the support available from staff and relatives, independent support was available and maximised participation in the consultation. Meetings and conversations took place with the four individuals who agreed/ whose family agreed to advocacy support for the individual, with their families and staff who know them well. The format of the discussions recognised the sensitivities associated with the proposals and focussed on things that the individual liked/disliked about where they live, who they live with, the physical environment, their community, current opportunities and previous experience of change.

During these conversations none of the individuals expressed an interest or wish to move, and although some areas of dissatisfaction were shared, it was not conclusive that a move would be preferred. Individuals demonstrated a varied ability to cope with change. Information obtained and reported by the independent advocate was broadly consistent with the information staff and relatives had provided throughout the consultation..

<b>16.</b>	Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?
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The needs, wishes and aspirations of the individuals affected by the recommendations will be better understood through individual assessments conducted by a social worker employed by the project. The assessment process will consider communication, involvement, capacity, relationships and community. The social worker will also develop a



transition plan to maximise continuity and minimise the impact of change, recognising that this will look different for each individual based on their needs and preferences.

**When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.**

- 17.** Based on the gaps identified either in the EHRIA Screening or independently of this process, **how** have you further consulted with those affected on the likely impact and **what** does this consultation tell you about each of the diverse groups?

The availability and accessibility of short breaks accommodation has influenced the development of the original proposals, therefore workshop sessions were arranged for people who use the Council's short breaks services based in Melton, Wigston and Hinckley. Sessions were arranged at different times of the day, in conjunction with services, to maximise interest in the sessions however none of the sessions were attended.

The impact of the recommendations for this group of users is positive due to the planned development of a new and purpose built short breaks facility in North West Leicestershire.

- 18.** Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?

No – however ongoing engagement will be required as standard with regards to improvements to existing properties.

### Section 3

#### B: Recognised Impact

<b>19.</b>	Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are <b>likely</b> to be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.	
		<b>Comments</b>
	<b>Age</b>	Yes – please see Section 2, C10. Current residents at Hamilton Court ages range from 52 to 64 years.
	<b>Disability</b>	Yes – please see Section 2, C10. Due to recommendations to improve the accessibility of long stay facilities in Hinckley and redevelop purpose built short breaks services in Coalville, the impact for users of these services will be positive. A secondary impact is likely to be seen by other users of short breaks who will see the benefit of an increase in accessible and suitable short break beds in the county.
	<b>Gender Reassignment</b>	No

<b>Marriage and Civil Partnership</b>	No
<b>Pregnancy and Maternity</b>	N/A not relevant to short breaks or residential care
<b>Race</b>	Yes – please see Section 2, C10.
<b>Religion or Belief</b>	Yes – please see Section 2, C10. In terms of survey respondents, 65% were Christian (all denominations), 30% stated no religion and 5% as any other religion. As part of the individual's assessment process information about their religion or belief will be better understood. Due to the low number of people affected, it is unlikely to be possible to identify any disproportionate impact based on religion or belief.
<b>Sex</b>	Yes – please see Section 2, C10. There are three males and one female currently living at Hamilton Court.
<b>Sexual Orientation</b>	Yes – please see Section 2, C10.
<b>Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities</b>	Yes – please see Section 2, C10.
<b>Community Cohesion</b>	Yes – please see Section 2, C10.

<b>20.</b>	Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are <b>likely</b> to apply to the policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics?	
		<b>Comments</b>
	<b>Part 1: The Convention- Rights and Freedoms</b>	
	<b>Article 2: Right to life</b>	Yes – please see section 11, Part 1

<b>Article 3: Right not to be tortured or treated in an inhuman or degrading way</b>	Yes – please see section 11, Part 1
<b>Article 4: Right not to be subjected to slavery/ forced labour</b>	No
<b>Article 5: Right to liberty and security</b>	Yes – please see section 11, Part 1
<b>Article 6: Right to a fair trial</b>	Yes – please see section 11, Part 1
<b>Article 7: No punishment without law</b>	No
<b>Article 8: Right to respect for private and family life</b>	Yes – please see section 11, Part 1
<b>Article 9: Right to freedom of thought, conscience and religion</b>	No
<b>Article 10: Right to freedom of expression</b>	Yes – please see section 11, Part 1 The consultation encouraged feedback on the proposals through a variety of methods to ensure the views of those directly affected were heard during the consultation.
<b>Article 11: Right to freedom of assembly and association</b>	No
<b>Article 12: Right to marry</b>	No
<b>Article 14: Right not to be discriminated against</b>	Yes – please see section 11, Part 1
<b>Part 2: The First Protocol</b>	
<b>Article 1: Protection of property/ peaceful enjoyment</b>	No
<b>Article 2: Right to education</b>	No
<b>Article 3: Right to free elections</b>	No

**Section 3****C: Mitigating and Assessing the Impact**

Taking into account the research, data, consultation and information you have reviewed and/ or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.

**21.** If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.

The proposal to close The Trees (Ashwood and Beechwood) long stay residential services has been reviewed using public consultation feedback. Under the new recommendations the current users of the service will receive an improvement to their existing facilities through reconfiguration and refurbishment. This will benefit the existing and future users of short the residential facility.

The proposal to close Hamilton Court residential home continues to be recommended. The four people currently residing at Hamilton Court and their relatives will be supported to identify suitable alternatives and that continue to meet their needs as well as, or better than the current service.

The proposal to close Smith Crescent short breaks service in Coalville continues to be recommended, however the development of a purpose built replacement service on the same site is also recommended. This will improve facilities and accessibility for existing and future users.

NB:

i) If you have identified adverse impact or discrimination that is **illegal**, you are required to take action to remedy this immediately.

ii) If you have identified adverse impact or discrimination that is **justifiable or legitimate**, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

**22.** Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.

- a) include any relevant research and consultation findings which highlight the best way in which to minimise negative impact or discrimination
- b) consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs that you have identified can be addressed
- c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why

Throughout the consultation feedback was received around the booking and allocations

process for short breaks. Work is planned to consider options to address some of these issues and implement the agreed changes. Further engagement with users will take place as and when required.

### Section 3

#### D: Making a decision

- 23.** Summarise your findings and give an overview as to whether the policy will meet Leicestershire County Council's responsibilities in relation to equality, diversity, community cohesion and human rights.

Following an eight week public consultation, it is felt that this policy will meet the County Council's responsibilities in relation to equality, diversity, community cohesion and human rights, because:

- There is a net increase of one short break bed but the positive impact on service provision is likely to be higher, as several of the existing beds are unusable because of inadequate access.
- Individuals living at Trees residential home in Hinckley will see improvements to where they live in terms of accessibility, promoting dignity and independence.

It is recognised that there is potential for negative impact for those individuals residing at Hamilton Court however the change process will minimise any long term impact and ensure individuals' needs continue to be met appropriately.

### Section 3

#### E: Monitoring, evaluation & review of the policy

- 24.** Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

For those individuals who will experience a change in service provision; they will receive an assessment as part of the transition process and at least one review as part of care management processes to ensure new provision is continuing to meet need.

The collection of information will be proactive to ensure the process for each individual based on their needs and preferences, is understood and tested prior to their move.

- 25.** How will the recommendations of this assessment be built into wider planning and review processes?  
*e.g. policy reviews, annual plans and use of performance management systems*

The recommendations will be used to support the development of future plans in relation to changes across Direct Services.

**Section 3:  
F: Equality and human rights improvement plan**

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer Responsible	By when
All	Detailed assessment and individual transition planning, and co-ordination of the plans to ensure implementation is person centred	Continue to meet social care needs of those individuals experiencing change as a result of these recommendations throughout the change process.	Louise Melbourne	June 2018 Although dependent on implementation
All	<p>Ongoing engagement and communication with individuals and families</p> <p>Dedicated social worker recruited to support individuals and families</p> <p>Tailored transition plans for each individual which detail level and approach for involvement, decision making process, communication and</p>	Individuals currently living at Hamilton Court, and their families continue to be supported to meet their outcomes during the transition process and in their future accommodation and support.	Louise Melbourne	From June 2018 until implementation

	<p>social care support requirements.</p> <p>Robust review process in place to monitor impact of change and amend support as identify through that process.</p>			
All	Business Continuity	Continue to meet social care needs of those individuals experiencing change as a result of these recommendations throughout the change process.	Zubear Patel/ Louise Melbourne	June 2018 Although dependent on implementation

## Section 4: Sign off and scrutiny

Upon completion, the Lead Officer completing this assessment is required to sign the document in the section below.

It is required that this Equality and Human Rights Impact Assessment (EHRIA) is scrutinised by your Departmental Equalities Group and signed off by the Chair of the Group.

Once scrutiny and sign off has taken place, a depersonalised version of this EHRIA should be published on Leicestershire County Council's website. Please send a copy of this form to the Digital Services Team via [web@leics.gov.uk](mailto:web@leics.gov.uk) for publishing.

### Section 4

#### A: Sign Off and Scrutiny

Confirm, as appropriate, which elements of the EHRIA have been completed and are required for sign off and scrutiny.

**Equality and Human Rights Assessment Screening**

**Equality and Human Rights Assessment Report**

1<sup>st</sup> Authorised Signature (EHRIA Lead Officer): Katie Joondan

Date: 24 May 2018

2<sup>nd</sup> Authorised Signature (DEG Chair): Kate Revell

Date: 24 May 2018





## **ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE 5 JUNE 2018**

### **CAREONLINE SERVICE**

#### **REPORT OF DIRECTOR OF ADULTS AND COMMUNITIES**

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

1. The purpose of this report is to update the Committee on the consultation with regard to the proposal to decommission the CareOnLine Service and to give an indicative position pending the finalisation of the report for the Cabinet on 6 July 2018.

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

2. In September 2017, the Cabinet approved the development of proposals to decommission the CareOnLine Service as part of a number of actions to realise the Communities and Wellbeing Strategy 2016-2020.

##### **Background**

3. CareOnLine is a non-statutory service and is part of the Communities and Wellbeing Service. The service supports people across the County and there are service users in each district and borough.
4. CareOnLine provides training, ICT equipment and telephone support to enable people to use IT to increase their independence. Service users are usually people who have limiting conditions such as frailty, mental health problems, visual impairments and long term health conditions or disability. Approximately 350 people use the service each year of which 100 people are new referrals. The service costs approximately £100,000 per year and the majority of the cost is staffing resource. Following a high level review of the service in 2017, the high cost per service user meant that to continue the service in its established form was not viable given the funding pressures facing the Communities and Wellbeing Service.
5. Delivery of support is primarily through home visits to service users and a telephone support line. The number of home visits made is determined by the individual needs of the service users and can be variable. The service currently visits 48 service users with a further 35 who have received additional support from 2016. In addition, a telephone support line operates for those who may require follow-up support. In 2017/18, 234 service users contacted the telephone support line.
6. A high level options appraisal was undertaken prior to the Cabinet report dated September 2017. This explored options to:
  - Outsource the service to a different provider;
  - Transform the service model;

- Decommission the service.
7. Outsourcing the model would not achieve the savings required as it was considered unlikely that alternative voluntary groups/organisations could deliver the same service for less cost and the commissioning process itself would incur further costs.
  8. Since then, a number of voluntary organisations have been identified that also offer support to help people to use ICT equipment. Although none of them offer an identical service to the one offered by CareOnLine, in combination they do offer an alternative way for people to meet their digital support needs. Some of these services offer home visits and some provide targeted support to older and disabled people. Abilitynet, for example, provides IT support for disabled and older people at home, and also advice via telephone support.
  9. Discussions have taken place to explore options to align the service with other existing Council services. Currently there are no avenues to reshape the service in this way as to do so would require absorbing the costs associated with the service and would not achieve the required savings.
  10. It was agreed to develop detailed proposals for consultation to decommission the service and explore referral options for service users. A report detailing the results of the consultation is scheduled for the Cabinet at its meeting on 6 July 2018.

### **Proposals**

11. It is proposed to decommission the CareOnLine Service and to sign post existing users to alternative providers who offer a range of relevant services that offer suitable alternative support. It is proposed to discuss with those providers what training and support they can offer to accommodate service users who are currently using CareOnLine. A list of these providers and what they offer is detailed in Appendix A to this report.
12. If a decision is taken to decommission the service, it is proposed to stop accepting new referrals to the service and to complete the cycle of visits with existing users by the end of December 2018.

### **Consultation**

13. Consultation with service users took place between 11 April 2018-22 May 2018.
14. A questionnaire was accessible online (accessible also for service users who may wish to use screen readers), with printed copies available in standard, large print and easy read formats.
15. A phone line offering assistance with the survey was made available through the Customer Service Centre and Local Area Co-ordinators were available to visit service users on request.
16. The questionnaire outlined the proposal to decommission the CareOnLine Service, asked how service users used the service and sought information about the impact of the proposed alternative services on their support. A copy of the questionnaire is attached as Appendix B to this report.

### **Emerging feedback from the consultation**

17. At the time of writing this report, the consultation analysis is not yet complete and a full report is in the process of being prepared for the Cabinet on 6 July 2018. However, initial indicative headline feedback from the consultation is outlined in paragraph 19 below.
18. Respondents to the survey included current users of CareOnLine and also local staff. In addition, a petition containing 51 signatures and an epetition containing 61 signatures have been received, alongside some individual written responses. These petitions and individual responses will be included in the full consultation analysis.
19. An overview of the emerging feedback can be summarised as follows:
  - Most responses came from current service users;
  - Most people use the service for training, advice and technical support in IT;
  - Most responses came from people with a longstanding illness, disability or infirmity.
  - A small number of service users stated that they last used CareOnLine between one and two years ago, or longer than two years ago;
  - Most services users did not feel that alternative services would meet their needs due to the specialised nature and flexibility that the CareOnLine service offered through home visits.
  - Most service users were not aware of the alternative services available;
  - Most service users felt that having to use alternative services would make it harder for them to use technology to undertake a range of activities, such as communicating with friends/family, accessing information and living independently.

### **Resource Implications**

20. The Communities and Wellbeing Service's net budget for 2018/19 is £5.3m. In line with the Council's Medium Term Financial Strategy this will reduce to approximately £4.3m per annum from 2020/21. It is recognised that given the scale of these reductions, service delivery will change significantly.
21. The decommissioning of the CareOnLine Service will deliver approximately £100,000 of ongoing savings to the service's overall savings target of £1.3 million.
22. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

### **Timetable for Decisions**

23. The Cabinet will receive a report outlining the outcome of the consultation at its meeting of 6 July 2018.

### **Conclusions**

24. It is recognised that the CareOnLine Service is a valued service to a small group of service users and is operated by a group of committed and dedicated staff. However, a range of volunteer services do offer free access to support that can act as an alternative to the service that is currently operated by the Council. Most offer

free access support across all user groups including people who have limiting conditions such as frailty, mental health problems, long term conditions and disability.

25. Although these services will not exactly replicate the support that CareOnLine offers, providers such as Abilitynet offer digital/IT support for people with disabilities and have a network of volunteers who make home visits.
26. The survey makes clear that most current service users are not aware of alternatives to CareOnLine. If a decision is taken to decommission CareOnLine, then officers will work closely with the alternative providers identified and Local Area Co-ordinators to ensure that existing services users can transition to the alternative service providers.

### **Background Papers**

Report to Cabinet: 15 September 2017 – Progress with the Implementation of the Communities and Wellbeing Strategy 2016-20

<https://bit.ly/2GC2yxR>

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

27. The forthcoming report to Cabinet on 6 July 2018 will be circulated to all Members of the Council via the Members' News in Brief.

### **Officer to Contact**

Nigel Thomas, Assistant Director Strategic Services

Adults and Communities Department

Telephone: 0116 305 7379

Email: [nigel.thomas@leics.gov.uk](mailto:nigel.thomas@leics.gov.uk)

Franne Wills; Head of Service Communities and Wellbeing

Adults and Communities Department

Telephone: 0116 305 0692

Email: [franne.wills@leics.gov.uk](mailto:franne.wills@leics.gov.uk)

### **Appendices**

- Appendix A : Alternative Providers
- Appendix B: Questionnaire – Have your say on proposed change to the CareOnLine Service

### **Relevant Impact Assessments**

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

28. A full Equality and Human Rights Impact Assessment is being prepared for the Cabinet report on 6 July 2018. This will explore the impact of any decision to decommission CareOnLine and will consider any mitigating actions that would need to be put in place.
29. If a decision is made to decommission the service, mitigating measures would include working closely with the alternative organisations identified and Local Area

Co-ordinators to ensure that existing services users can transition to the alternative service providers and retain the loan equipment that has been available to them.

Partnership Working and Associated Issues

30. Officers will work closely with the providers listed in Appendix A to ensure that an appropriate transition process is in place for existing service users who currently receive visits from CareOnLine staff.

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**CareOnLine - Alternative Providers**

	Provider	Description	Geographic areas	Remit	Capacity
1	<b>Ability Net</b>	<p>AbilityNet provides a range of high quality paid for and free services that help disabled people succeed at work, at home and in education.</p> <p>Ability Net is a leading global authority on the use of digital technology to help disabled people. The free resources are of use to people with any disability of any age as well as their employers, family friends' colleagues and anyone else with an interest in helping disabled people achieve their goals.</p> <p><b><u>IT Support for Disabled and Older People At Home</u></b></p> <ul style="list-style-type: none"> <li>• Provide a range of free services for disabled people, their family and friends, their employers and other people who care for them.</li> <li>• Have a network of <u>IT Can Help volunteers visit disabled people in their home</u> to help with everyday IT needs.</li> </ul> <p><b><u>Factsheets &amp; Webinars</u></b></p> <ul style="list-style-type: none"> <li>• Provide factsheets, blogs, webinars and</li> </ul>	Leicestershire	Any disabilities. Service users over 60 including users who have multiple disabilities	5 Volunteers

		<p>videos about the many ways that technology can help people with disabilities.</p> <ul style="list-style-type: none"> <li>• My Computer My Way is our unique guide to the many adjustments that make your computer, laptop, tablet and smartphone easier to use</li> </ul> <p><b>Telephone support</b> Call <b>free Helpline</b> on 0800 269 545 to ask anything about how computers can be adapted to meet the needs of disabled people Information and advice over the phone</p> <p><b>List of useful resources</b></p> <p><a href="https://abilitynet.org.uk/expert-resources">https://abilitynet.org.uk/expert-resources</a></p>			
2	Vista	<p>Vista is one of the oldest and largest local charities in Leicester, Leicestershire and Rutland. Vista have been working with children and adults, with sight loss, hearing loss and dual sensory impairments for over 150 years.</p> <p><b>Digital services</b> Offer a digital technology service with the use of electronic aids to assist in overcoming day to day issues and to become more digitally aware</p> <p><b>information, advice and guidance</b> Information, advice and guidance at the point of diagnosis to support individuals affected by sight and hearing loss</p>	Leicester, Leicestershire & Rutland	Supporting children and adults with Sight loss, Dual sensory loss <u>Groups</u> Visually Impaired Dual Sensory Loss Hearing Impairment Older People including those with long term health conditions living with sight loss	250 staff



3	<b>Enrych</b>	<p>Enrych carries out home visits to assess the needs of the client and risk asses, matches and allocate the client with a trained and suitable volunteer</p> <p>Volunteer visits will depend on the client's assessed need</p>	Leicestershire	<p>All disabilities Some complex cases; e.g., those with limited mobility, but not clients with challenging behaviour</p>	Several volunteers
4	<b>Voluntary Action South Leicestershire</b>       <b>Community Champions</b>	<p>VASL Community Champions was set up to combat loneliness in Harborough District amongst the over 60's</p> <p>VASL have volunteers that will visit people and work out what could help them. They have Digipals volunteers helping people understand the digital world and what it can do to them to help</p> <p>Community Champions work with volunteers to reduce loneliness Harborough</p> <p>One to one visits at home Community Gatherings Supporting people to get online Encouraging people to engage with their local community</p>	Market Harborough	Older people over the age of 60 who live alone in Harborough District and who do not have a diagnosis of a severe mental health condition or dementia	12 Digital volunteers
5	<b>Leicestershire County Council (LCC) Community Life Choices CLC Framework</b>	<p>There are 24 Providers on the Community Life Choice Framework</p> <p>Community Life Choices Framework is a variety of services and activities offered to an estimated 650 Service Users, who have a Council managed budget. The Framework, of independent providers, is required to meet the needs and wishes of Service Users with a learning disability, physical</p>	Leicestershire	<p>Service Users, who have a Council managed budget. Covers Learning disability, Physical disability (including sensory impairment and acquired brain injury) Mental ill-health Older persons</p>	24 providers

		<p>disability (including sensory impairment and acquired brain injury), mental ill-health and older persons, through the provision of meaningful activities during the daytime, with a focus on progression and community integration. The Services provided are either community or building based, and cover one or more of the four categories of support as below;</p> <ul style="list-style-type: none"> <li>• Increasing Independence</li> <li>• Personal and Skills Development</li> <li>• Community Engagement</li> <li>• Health and Wellbeing</li> </ul> <p>The main outcome related to CareOnLine for Community Life Choices Service is</p> <p>Promoting Independence – Develop/maintain Activities; Service users are supported to develop new interests to meet their goals, which may include; taking part in stimulating activities, volunteering, employment, education and/or training</p>			
6	Age UK	<p><b>Digital Sessions</b> Age UK Leicester Shire &amp; Rutland are able to offer events, demonstrations and courses to introduce Digital Technology to older people events and workshops throughout the city and county</p>	Leicester Shire & Rutland	Anyone over 50	Staff and volunteers

## Have your say on proposed changes to the CareOnLine service

Leicestershire County Council is currently undergoing a significant period of change. The Council is investing in Social Care, but also has to make £50m of savings over the next four years. This is in addition to the £178m saved since 2010. This means difficult decisions about services in all areas of the Council's work.

The current Leicestershire CareOnLine service costs about £100,000 per year, and helps in the region of 350 people a year with providing advice, training, technical support as well as access to assistive technology devices and software.

Since CareOnLine was introduced other organisations, especially in the voluntary and community sector, have developed which offer services that enable people, including vulnerable adults, to become digitally enabled. More people are able to access the internet and are familiar with computers, in addition assistive technology and software is now more commonplace. As there are now more support services and resources available for people to become digitally enabled the Council is consulting on whether to end the CareOnLine service and seek to signpost current and future users to these alternative provisions.

Please read the supporting information provided before completing the questionnaire.

Thank you for your assistance. Your views are important to us and will be used to inform the decisions.

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Please note: Your responses to the main part of the survey (Q1 to Q14, including your comments) may be released to the general public in full under the Freedom of Information Act 2000. Any responses to the questions in the 'About you' section of the questionnaire will be held securely and will not be subject to release under Freedom of Information legislation, nor passed on to any third party.

Q1 What is your interest in this consultation? Please select one option only.

- |   |                |
|---|----------------|
| <input type="checkbox"/> Current user of the CareOnLine service   | Go to Q4       |
| <input type="checkbox"/> Previous user of the CareOnLine service  | Go to Q3       |
| <input type="checkbox"/> Interested member of the public  | Go to Q6       |
| <input type="checkbox"/> Leicestershire County Council staff  | Continue to Q2 |
| <input type="checkbox"/> Representative / staff / volunteer of an organisation making referrals to CareOnLine                 | Continue to Q2 |
| <input type="checkbox"/> Representative / staff / volunteer of an organisation providing alternative digital support services | Continue to Q2 |
| <input type="checkbox"/> Representative of another organisation   | Continue to Q2 |
| <input type="checkbox"/> Other (please specify)   | Continue to Q2 |

Please specify 'other'

Q2 If you represent an organisation, please give your details.

Name:

Organisation:

This information may be subject to disclosure under the Freedom of Information Act 2000

Go to Q6

## Your use of CareOnLine

Q3 How long ago did you last use the CareOnLine service? Please select one option only.

- Within the last year
- Between 1 and 2 years
- Longer than 2 years ago
- Don't know / can't remember

Q4 If you are or have been a service user, please indicate the type of support you access(ed) from CareOnLine. Please tick all that apply.

- |   |                |
|---|----------------|
| <input type="checkbox"/> Training   | Go to Q6       |
| <input type="checkbox"/> Advice   | Go to Q6       |
| <input type="checkbox"/> Technical support                                  | Go to Q6       |
| <input type="checkbox"/> Equipment loan                                     | Go to Q6       |
| <input type="checkbox"/> CareOnLine website (discontinued in December 2016) | Continue to Q5 |
| <input type="checkbox"/> Other (please specify)                             | Go to Q6       |

Please specify 'other'

Q5 If you used the CareOnLine website, what did you use it for?

## Proposed alternative services

The supporting document includes details of alternative services that could be used instead of CareOnLine. Whilst we recognise that these other services do not provide a direct match for CareOnLine, we believe that they do provide an alternative to many of the elements of the current service. The following questions ask for your views about these alternative services.

Q6 To what extent do you agree or disagree that these alternative services would be able to meet...?

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know/ Not applicable
Your digital support needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People's digital support needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Why do you say this?

Q7 Are there any areas of need that are currently supported by CareOnLine which you feel would not be supported by the alternative services detailed in the supporting document?

Q8 How important, if at all, are these activities to you/ service users?

	Very important	Fairly important	Not very important	Not at all important	Don't know
Communicating with friends and family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessing information and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Banking online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing skills and knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gaining employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining health and wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9 How, if at all, do you think the alternative services would affect your/ service users ability to carry out the following activities?

	Make it much harder	Make it a little harder	No difference	Make it a little easier	Make it much easier	Don't know / not applicable
Communicating with friends and family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessing information and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Banking online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing skills and knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gaining employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining health and wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q10 Are there any other activities that you undertake which you feel the alternative services would have an impact upon? Please describe the activities and the impact that you feel the alternative services would have on them.

Q11 Do you have any further comments about the potential impact of these proposals, including anything else we could do to reduce any negative impacts of these proposals?

Q12 Are you aware of other alternative services available that could meet digital support needs?

## The proposals overall

Q13 To what extent do you agree or disagree that the proposals provide a reasonable way forward?

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q14 Do you have any other comments?

## About you

Leicestershire County Council is committed to ensuring that its services, policies and practices are free from discrimination and prejudice and that they meet the needs of all sections of the community.

We would therefore be grateful if you would answer the questions below. You are under no obligation to provide the information requested, but it would help us greatly if you did.

Q15 What is your gender identity?

- Male
- Female
- Other (e.g. pangender, non-binary etc.)

Q16 Is your gender identity the same as the gender you were assigned at birth?

- Yes
- No

Q17 What was your age on your last birthday? (Please enter your age in numbers not words)

Q18 What is your full postcode?

This will allow us to analyse responses from different areas. It will not identify your house.

Q19 Are you a carer of a person aged 18 or over?

- Yes
- No

Q20 Do you have a long-standing illness, disability or infirmity?

- Yes
- No

Q21 What is your ethnic group? Please tick one box only.

- White
- Mixed
- Asian or Asian British
- Black or Black British
- Other ethnic group



Q22 What is your religion?

- |  |   |
|--|---|
| <input type="checkbox"/> No religion                   | <input type="checkbox"/> Jewish             |
| <input type="checkbox"/> Christian (all denominations) | <input type="checkbox"/> Muslim             |
| <input type="checkbox"/> Buddhist                      | <input type="checkbox"/> Sikh               |
| <input type="checkbox"/> Hindu                         | <input type="checkbox"/> Any other religion |

Q23 Are you an employee of Leicestershire County Council?

- Yes  
 No

Q24 Many people face discrimination because of their sexual orientation and for this reason we have decided to ask this monitoring question. You do not have to answer it, but we would be grateful if you could tick the box next to the category which describes your sexual orientation.

- |  |                                  |
|--|----------------------------------|
| <input type="checkbox"/> Bi-sexual               | <input type="checkbox"/> Lesbian |
| <input type="checkbox"/> Gay                     | <input type="checkbox"/> Other   |
| <input type="checkbox"/> Heterosexual / straight |                                  |

Thank you for your assistance. Your views are important to us.

Please return your completed survey to:

CareOnLine Consultation  
Leicestershire County Council  
Have Your Say  
FREEPOST NAT18685  
Leicester  
LE3 8XR

**Data Protection:** Personal data supplied on this form will be held on computer and will be used in accordance with the Data Protection Act 1998. The information you provide will be used for statistical analysis, management, planning and the provision of services by the county council and its partners. Leicestershire County Council will not share any information collected from the 'About you' section of this survey with its partners. The information will be held in accordance with the council's records management and retention policy. Information which is not in the 'About you' section of the questionnaire may be subject to disclosure under the Freedom of Information Act 2000.

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**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**  
**5 JUNE 2018**

**DELAYED TRANSFERS OF CARE: YEAR END REPORT**

**REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES**

**Purpose of Report**

- 1 The purpose of this report is to provide the Committee with the end of year performance up to March 2018 in relation to Delayed Transfers of Care (DTOCs).
- 2 The report also sets out in detail the specific improvement actions that have been undertaken and their impact on the patient journey, including the implications of new national requirements imposed by NHS England, as part of the Better Care Fund (BCF) Policy.

**Policy Framework and Previous Decisions**

- 3 The Care Act 2014 updates and re-enacts the provisions of the Community Care (Delayed Discharges etc) Act 2003, which set out how the NHS and local authorities should work together to minimise delayed discharges of NHS hospital patients from acute care.

**Background**

- 4 The BCF Policy Framework was introduced by the Government in 2014, with the first year of BCF Plan delivery being 2015/16. The requirement to deliver improvements in managing transfers of care is one of the national conditions for the BCF, as set out in the *Integration and Better Care Fund Policy Framework 2017/18 – 2018/19*, which applies to BCF Plans with effect from April 2017 (<https://www.gov.uk/government/publications/integration-and-better-care-fund-policy-framework-2017-to-2019>).
- 5 In terms of the national conditions targeted to managing transfers of care, each local BCF Plan must provide evidence of how the Local Government Association (LGA)/NHS 'High Impact Change Model – Managing Transfers of Care' for improving hospital discharge is being implemented locally. The High Impact Changes Framework provides a basis for each health and care system to assess its local position and identify where further changes are needed so that all the evidence-based and recommended interventions are made.
- 6 The LGA/NHS eight High Impact changes for effective management of transfers of care are:
  - Early discharge planning;
  - Systems to monitor patient flow;

- Multi-disciplinary/multi agency teams to ensure co-ordination and shared responsibility;
  - Home First/Discharge to assess provision that provides reablement and bridges the gap between hospital and home;
  - Seven day services to ensure effective flow of patients through the systems;
  - Trusted assessors to avoid duplication and speed up assessment times;
  - Focus on choice to enable early consideration of options;
  - Enhancing health in care homes in order to reduce unnecessary admissions to hospital.
- 7 In July 2017, after a lengthy national delay, technical guidance was published by NHS England for the preparation and submission of BCF Plans for the period 2017/18–2018/19. This technical guidance included new requirements for improving DTOCs with challenging expectations placed on each Health and Wellbeing Board area in terms of the rate of improvement to be achieved during 2017/18.
- 8 On 10 October 2017, via a report to the Cabinet and by agreement across Leicester, Leicestershire and Rutland Health partners, the County Council reluctantly accepted the target imposed by NHS England, due to the significant financial risk to the Council should the target not be accepted, together with the ongoing significant financial risk should the target not be met by November 2017. Leicester City and Rutland Councils responded similarly.

#### Definition of a Delayed Transfer

- 9 A DTOC is defined as follows – it can apply to any patient in any inpatient bed (whether acute or non-acute, including community and mental health care) and occurs when it is agreed professionally that a patient is ready to depart from the inpatient setting, but is still occupying a bed. A patient is defined as ready for transfer when:
- a clinical decision has been made that the patient is ready for transfer;
  - a multi-disciplinary team (MDT) decision has been made that the patient is ready for transfer;
  - the patient is safe to discharge/transfer.
- 10 A MDT in this context should be made up of people from different professions, including social workers where appropriate, with the skills and expertise to address the patient's ongoing health and social care needs. If there is any concern that a delay has been caused by the actions or inactions of a local authority, they should be represented in the MDT. The way that the team is organised and functions is fundamental to timely discharge and to the patient's wellbeing.
- 11 Information about DTOCs is collected across all inpatient units on the Monthly Delayed Transfers Situation Report (SitRep) return. The focus of the return is to identify patients who are in the wrong care setting for their current level of need and this includes any patients waiting for external transfer in all NHS settings, irrespective of who is responsible for the delay.
- 12 The data is captured in three categories: patients who are delayed due to NHS reasons, patients who are delayed due to Local Authority reasons, and patients whose delay is jointly attributable.

- 13 The NHS is still required to notify relevant local authorities of a patient's likely need for care and support and (where appropriate) carer's support, where the patient is unlikely to be safely discharged from hospital without arrangements for such support being put in place first (an assessment notice). The NHS also has to give at least 24 hours' notice of when it intends to discharge the patient (a discharge notice).
- 14 For effective coding and DTOC validation, figures on DTOCs must be agreed with the Directors of Adult Social Services (DASSs), in particular those whose residents are regular users of hospital services. NHS bodies will need to have a secure and responsive system with local care and support partners, which will enable these figures to be agreed by an appropriate person acting in the authority of the DASS within the necessary timescale for returning data.

#### Improvements made in 2017/18

- 15 Across LLR, DTOC's have improved significantly during the 2017/18 financial year, despite not meeting the BCF target. Data below shows that overall there has been a 21% reduction in delayed bed days when compared to the 2016/17 financial year. Monthly delayed days per 100,000 population has fallen from 11.53 on average in 2016/17 to 9.04 in 2017/18.
- 16 For adult social care the reduction is greater still. There was a 24% reduction in delays attributable to adult social care over 2017/18 compared to 2016/17. Average monthly delayed days reduced to 1.13 delays per 100,000 from 1.50 in 2016/17.
- 17 When analysing the hospital provider data, it shows the greatest reductions in delays are attributable to the Leicestershire Partnership NHS Trust (LPT), community hospitals and non-acute hospital wards. Comparable data for 2016/17 is not available, however when comparing the first half of the 2017/18 financial year with the second half there was a 44% reduction in the overall average monthly delays in the last six months of the year. For the LPT delays attributable to adult social care, there was a large reduction in the latter half of the 2017/18 financial year of 98% when compared to the first half of the year.
- 18 Conversely, the overall delays at University Hospitals of Leicester (UHL) have risen in the second half of the year by 24%. Adult social care delays have also risen in this period but remain low from eight in the first half of the year to 14 in the latter half of the year. So the decline in adult social care performance is relatively slight when considered in context.
- 19 A series of charts showing the trend lines over time, from 2016/17 through 2017/18 are attached as Appendix A to this report.
- 20 Many actions from across LLR contributed to the reduction in DTOCs from October 2017. Below shows the activity that took place during this period:
  - LPT restructuring staffing to focus on complex patients with a long length of stay;
  - focusing matrons on wards to look at Census data directly and reviewing all end to end processes to improve patient flow;
  - development of the Integrated Discharge Team (IDT) in UHL;
  - utilising the Red2Green process, which looks at patient delays on a daily basis in UHL and community hospitals;

- Multi Agency Discharge Events (MADE) in January 2018, concentrated efforts across partners to focus on DTOC actions and specific patients including those with long length of stay to maximise impact on delays;
- Improvements were made to the discharge to assess process including accessing short stay beds at Peaker Park (pilot of 14 beds) – to impact the number of permanent admissions to care homes;
- Improvements in social care practice, rigorous management oversight and development of robust sign off agreement processes;
- Help to Live at Home, domiciliary care service, designed to help service users achieve maximum possible independence at home by focusing on reablement and maximising independence.

### **Actions in progress**

- 21 In line with the LGA/NHS Eight High Impact actions, the Adults and Communities Department is working with Health partners to improve performance taking a system wide approach. Outlined below are the various initiatives that have been undertaken over the previous year to ensure continued improvement in DTOC reported rates.
- 22 The LLR wide DTOC action plan is being enacted by all partners and this continues to be a top priority for all, including Leicestershire's adult social care team.
- 23 Key strategic aims of the new action plan include:
- Expansion of the Integrated Discharge Team;
  - Embedding LLR system and process around delivery of a Home First methodology,
  - Supporting self-funders to make more informed, speedier choices around care;
  - Create systems across LLR partners to ensure flow through all settings is timely and appropriate;
  - System-wide leadership and commitment to reviewing and supporting changes and consolidation of the Discharge 2 Assess (D2A) pathways across LLR.
- 24 There is a good joint understanding of the position across the partnership. For the last two years the Accident and Emergency Delivery Board (AEDB) has strategically prioritised DTOC improvements aimed at supporting a reduction in acute delays.

### **Learning Disability**

- 25 Work is in train to establish reasons for admission to the specialist learning disability unit (Agnes) at LPT. This will include detailed patient journey and case analysis, to ascertain how a patient has been admitted, supported, and discharged into the community. Lessons as to how partners might do things differently will be collected and shared looking at lessons to be learned.
- 26 As at 8 March 2018, there were no Leicestershire DTOCs in respect of Non-acute ward based patients with a learning disability to report. This is a significant development achieved for the first time in two years. Work will now focus on admission avoidance and reducing the length of stay for detained patients in order to improve outcomes and the patient journey.

### Mental Health - Younger Adults

- 27 In relation to adult mental health, an 18 month pilot commenced on 6 November 2017, focusing on the 'move on accommodation'. This five unit accommodation provides temporary housing for inpatients based at LPT's Bradgate Unit who are fit for discharge, but waiting for permanent housing. To date there has been 80% to 100% occupation levels and there is evidence that this initiative has successfully contributed to the continued reduction in DTOC levels within this cohort of mental health patients.

### Mental Health – Older Adults

- 28 A revised flow and discharge pathway has been developed at the Evington Centre; two wards for patients over 65 years of age. This pathway seeks to achieve safe discharge, developed on strong partnership working between health and social care staff that is clinically led and informed and regular system wide reviews.
- 29 There is also a dedicated and increased adult social care staff presence working on the wards; each worker carries a case load and works directly with ward clinicians to develop effective care and discharge planning.
- 30 There are also regular meetings with the Mental Health Services for Older People (MHSOP) clinical lead and senior NHS management where issues and areas for improvement are discussed and changes to process promptly made.

### Community Hospitals

- 31 There are 12 wards at eight community hospital sites across Leicestershire. Some are specialist stroke hospitals such as Coalville and St Luke's in Market Harborough. Others provide more generic nursing provision.
- 32 A Community Hospital Integrated Services Workshop was held on 16 November 2017, to look at how community hospital link workers and community hospital discharge ward manager/discharge nurses work together and to plan improvements to ensure 'one team approach to dealing with discharges within the community hospital setting'. There are further planned events to look at various issues such as Continuing Health Care, Mental Capacity Act requirements and access to Help to live at Home domiciliary care provision.
- 33 As part of the Adults and Communities Department's social care offer, link workers dedicated to work on patient discharge at each community hospital site are provided. County departmental link workers are active members of the MDT at these hospitals and continue to make a positive contribution to reducing delays due to DTOCs at these sites.
- 34 In April 2018, partners from LLR wide health and social care started on an NHS Elect programme, alongside system leaders from Nottinghamshire, Worcestershire and Essex. This work will bring together LLR system leaders who are working on non-acute DTOC. The aim is to collectively look at the complex systems and share good practice, network and learn collaboratively to produce solutions. Each system in this learning cohort is of a sufficiently complex scale to ensure that collective learning will be a real benefit to all participants. Partners will look at challenges but also best

practice. In Leicestershire the learning and best practice around recent improvements in non-acute learning disability NHS settings will be shared.

### Senior Escalation meetings

- 35 LLR health and social care partner agencies currently have a weekly senior escalation teleconference to discuss rapid resolution of current delays and tackling common themes, individual patients who are significantly delayed and system issues for patients delayed within LPT's community services.

### Improving data quality and reporting

- 36 Since April 2017, various cross agency initiatives have been undertaken across LLR to ensure that recording of data is accurate and timely. A key driver has been to ensure collective understanding and ownership of the challenge to meet revised national targets.
- 37 In October 2017, the Director of Adults and Communities formally wrote to all out of county hospitals where there is an identified mis-coding of DTOCs to request compliance with more rigorous expectations and accountability for coding prior to submission to the Unify collection system. Out of county hospital delays have historically accounted for around a third of all adult social care attributable delays but these data returns were not an accurate reflection of activity. A more robust sign off process was needed to be developed and since making contact with this cohort of out of county hospitals rigorous reporting and sign off processes have been developed.
- 38 During the first half of 2017/18, out of county delays totalled 433 days. As a result of improved management oversight the number of delayed days in the second half of the year was 275. This equated to a reduction of 36%. Improvement is even more noticeable when compared to 2016/17. During that year out of county hospitals averaged 555 days for a half-year period.

### Targets for 2018/19

- 39 On 15 May 2018, new BCF provisional targets were announced. The new target will use performance as at quarter 3 of 2017/18 as the baseline. Overall, Leicestershire's target will change from 6.84 to 7.88 using the current methodology (as shown in the table overleaf). This is mainly due to the positive work that has been undertaken by the Department to reduce the number of delayed days during Q3. Therefore this good performance needs to be maintained. The NHS target has changed from 3.78 to 5.50 and this is because the Q3 performance was 6.98 so the target is reduced to 5.50.



**Average Days Delayed per Day per 100,000 population (Target)**

	<b>Average Days Delayed per Day per 100,000 population – Target/Threshold</b>			
	<b>NHS</b>	<b>Adult Social Care</b>	<b>Joint</b>	<b>Total</b>
2017/18 (November 2017 Target)	3.78	1.33	1.73	6.84
2018/19 (Provisional, September 2018 Target)	5.50 (Adjusted to 5.50)	1.25 (Maintain)	1.13 (Maintain)	7.88
Variance	<b>1.72 (Increased)</b>	<b>-0.08 (Decreased)</b>	<b>-0.60 (Decreased)</b>	<b>-1.04 (Decreased)</b>

**Resource Implications**

- 40 It is difficult to estimate the entirety of the Council resource commitment to managing Delayed Transfers of care. However it is estimated that £16m of the total BCF funding in 2017/18 and £21m in 2018/19 is attributed to DTOCs. Around 18% of Adult Social care contacts and referrals are associated with people being discharged from hospital and therefore the resources committed by the Council on provision of services for people post hospital treatment are extensive.
- 41 During 2017/18 the Council made the decision to invest an additional £170,000 to support extra capacity in the hospital social work team. The Council is also not currently progressing planned reductions in funding to the HART reablement services in order to ensure timely discharge from hospital for residents of the county.

**Timetable for Decisions**

- 42 The action plan for 2018/19 is being implemented and overseen by the Discharge Working Group, an operational group reporting to the AEDB. In terms of the new DTOC target, there will be a follow up approach to take this plan with provisional targets to the Integration Executive on 5 June 2018 for formal sign-off, (with a caveat of the targets being provisional targets if formal guidance has not been issued by then).

**Conclusion**

- 43 Adult social care DTOC performance has continued to improve and has met the required target for 2017/18. This report outlines the significant progress that has been made.

**Background Papers**

High Impact Change Model – Managing Transfer of Care

[https://www.local.gov.uk/sites/default/files/documents/Impact%20change%20model%20managing%20transfers%20of%20care%20\(1\).pdf](https://www.local.gov.uk/sites/default/files/documents/Impact%20change%20model%20managing%20transfers%20of%20care%20(1).pdf)

Report to Cabinet: 15 September 2017 – Delayed Transfers of Care  
<http://politics.leics.gov.uk/ieListDocuments.aspx?MIId=4863>

Report to Cabinet: 10 October 2017 – Delayed Transfer of Care and Assurance of the  
Leicestershire Better Care Fund Plan  
<http://politics.leics.gov.uk/ieListDocuments.aspx?MIId=4864> (item 46)

Report to Adults and Communities Overview and Scrutiny Committee: 14 November 2017  
– Delayed Transfers of Care - <https://bit.ly/2IGD18i>

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

44 None.

### **Officer(s) to Contact**

Peter Davis  
Assistant Director – Care Pathway: West  
Adults and Communities Department  
Telephone: 0116 305 5679  
Email: [peter.davis@leics.gov.uk](mailto:peter.davis@leics.gov.uk)

### **List of Appendices**

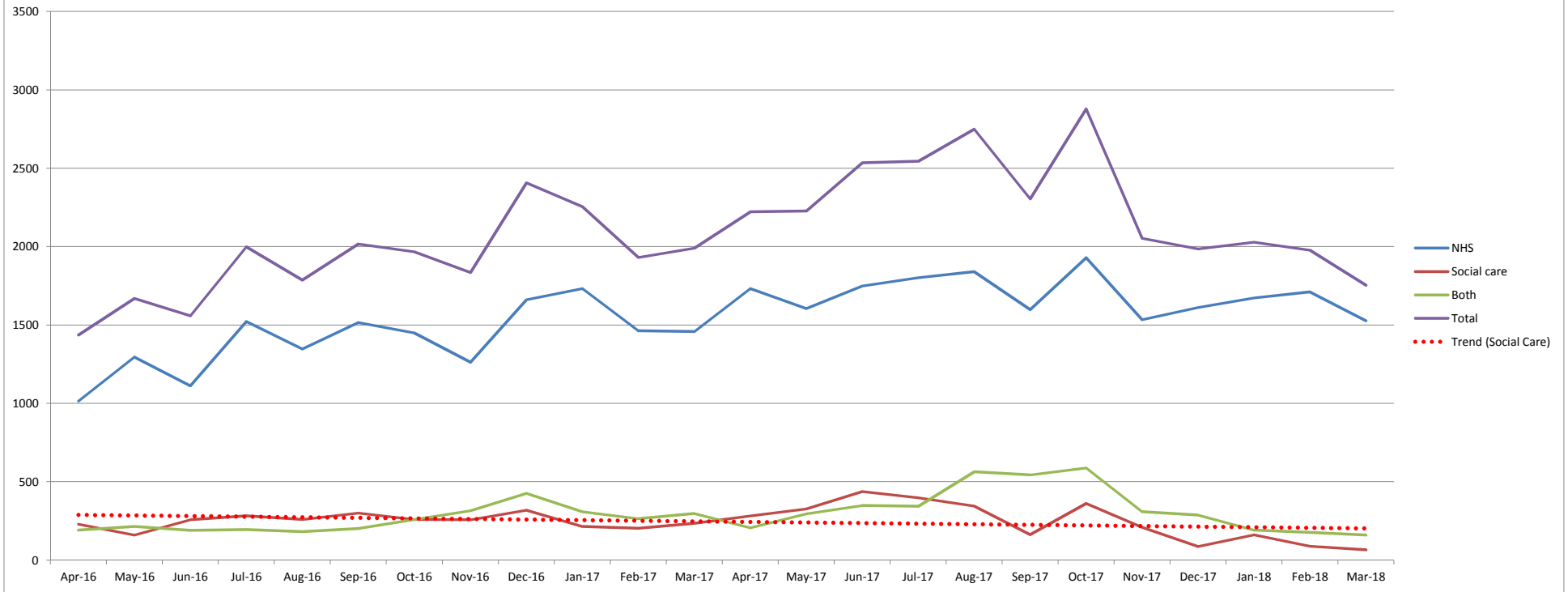
Appendix A – Summary of DTOC April 2017 to March 2018

### **Relevant Impact Assessments**

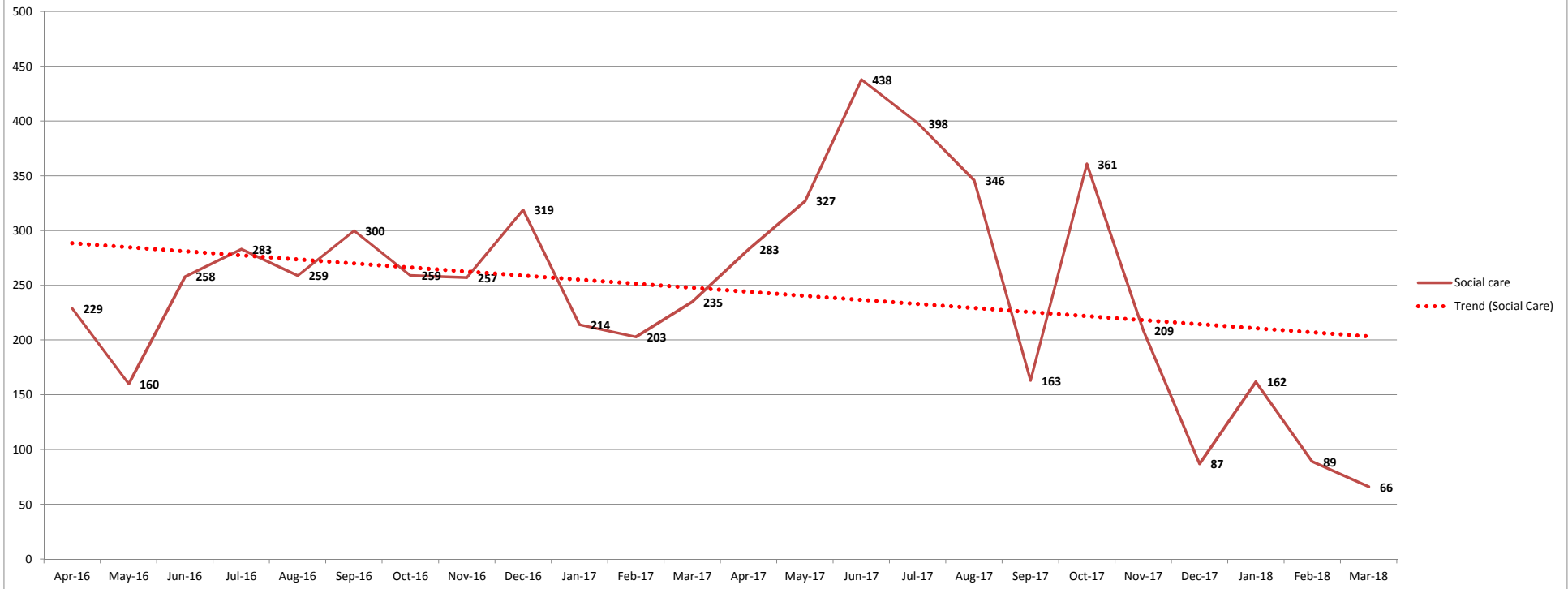
#### **Equality and Human Rights Implications**

45 There are no equality or human rights implications arising in this report.

**Number of Days Delayed - April 2016 - March 2018**

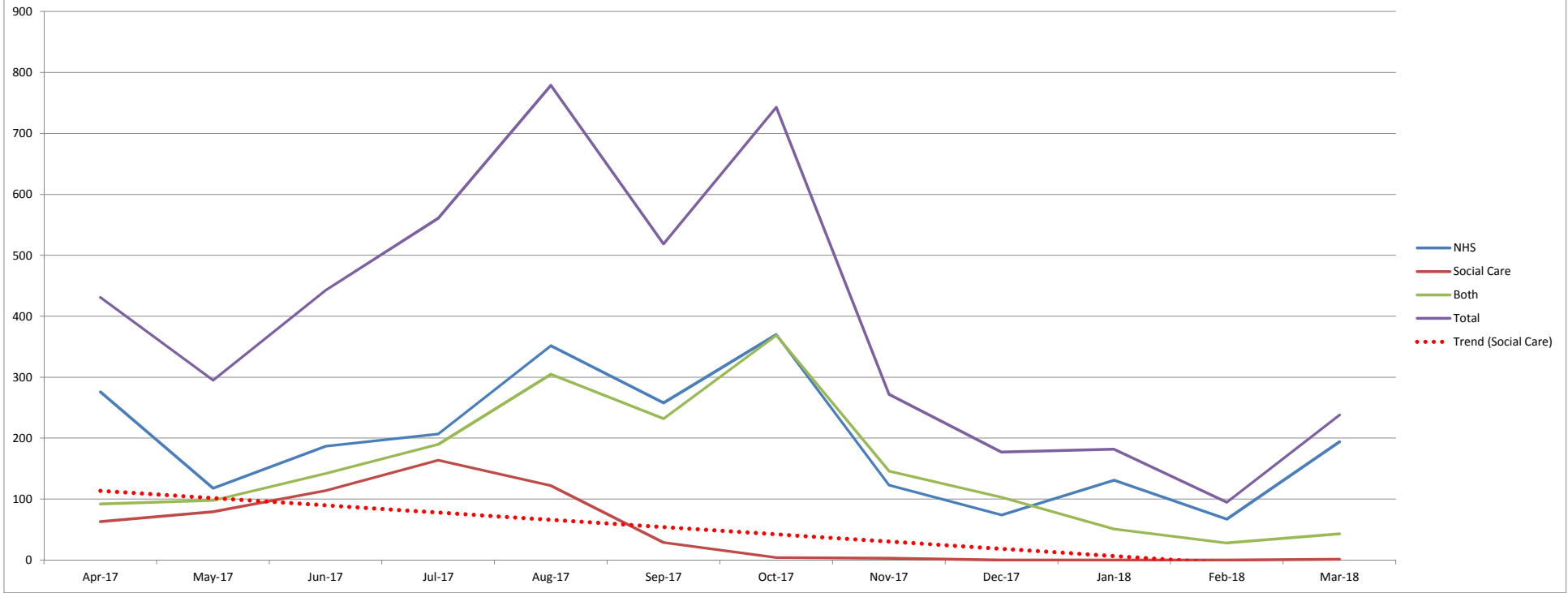


**Number of Days Delayed (Social Care) - April 2016 - March 2018**



Month	Days delayed			
	NHS	Social Care	Both	Total
Apr-16	1015	229	192	1436
May-16	1296	160	214	1670
Jun-16	1112	258	189	1559
Jul-16	1522	283	194	1999
Aug-16	1347	259	182	1788
Sep-16	1516	300	202	2018
Oct-16	1450	259	259	1968
Nov-16	1263	257	316	1836
Dec-16	1662	319	426	2407
Jan-17	1733	214	309	2256
Feb-17	1464	203	265	1932
Mar-17	1458	235	298	1991
Apr-17	1732	283	207	2222
May-17	1606	327	295	2228
Jun-17	1749	438	348	2535
Jul-17	1803	398	343	2544
Aug-17	1840	346	564	2750
Sep-17	1598	163	544	2305
Oct-17	1929	361	588	2878
Nov-17	1535	209	309	2053
Dec-17	1612	87	287	1986
Jan-18	1674	162	192	2028
Feb-18	1711	89	177	1977
Mar-18	1528	66	160	1754

**Number of Days Delayed (LPT) - April 2017 - March 2018**



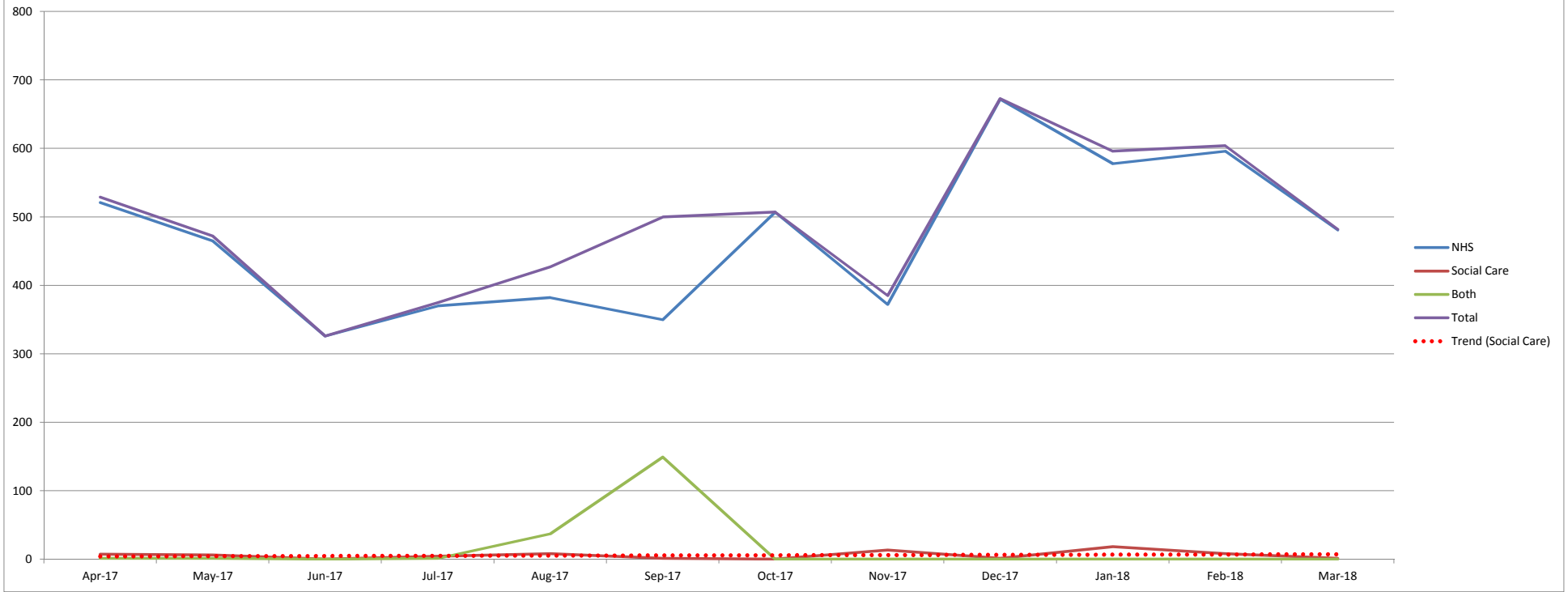
**Number of Days Delayed (LPT - Social Care) - April 2017 - March 2018**



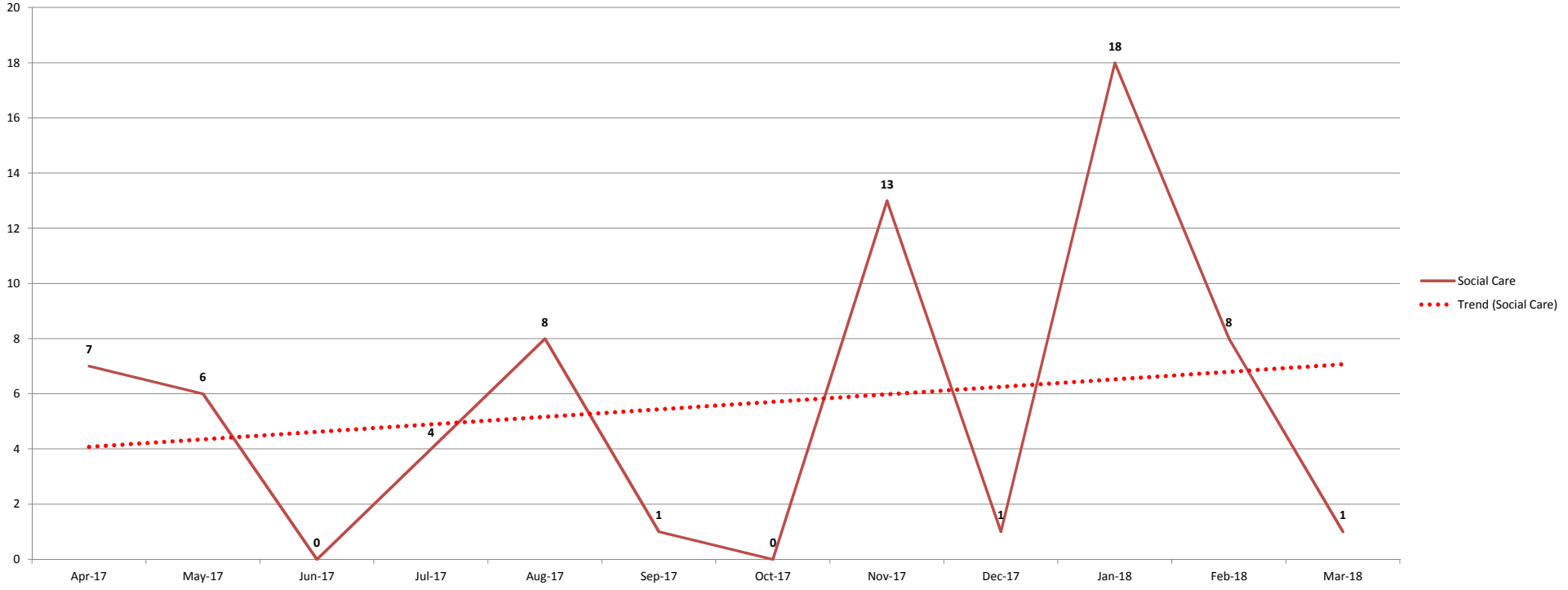
Month	Days Delayed (LPT)			Total
	NHS	Social Care	Both	
Apr-17	276	63	92	431
May-17	118	79	98	295
Jun-17	187	114	142	443
Jul-17	207	164	190	561
Aug-17	352	122	305	779
Sep-17	258	29	232	519
Oct-17	370	4	369	743
Nov-17	123	3	146	272
Dec-17	74	0	103	177
Jan-18	131	0	51	182
Feb-18	67	0	28	95
Mar-18	194	1	43	238



**Number of Days Delayed (UHL) - April 2017 - March 2018**



**Number of Days Delayed (UHL - Social Care) - April 2017 - March 2018**



Month	Days Delayed (UHL)			Total
	NHS	Social Care	Both	
Apr-17	521	7	1	529
May-17	465	6	1	472
Jun-17	326	0	0	326
Jul-17	370	4	1	375
Aug-17	382	8	37	427
Sep-17	350	1	149	500
Oct-17	507	0	0	507
Nov-17	372	13	0	385
Dec-17	672	1	0	673
Jan-18	578	18	0	596
Feb-18	596	8	0	604
Mar-18	481	1	0	482

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**CABINET – 12 JUNE 2018**

**CENTURY THEATRE, COALVILLE**  
**PROPOSED TRANSFER TO LEICESTERSHIRE TRADED SERVICES**

**REPORT OF THE DIRECTORS OF ADULTS AND COMMUNITIES**  
**AND CORPORATE RESOURCES**

**PART A**

**Purpose of the Report**

1. The purpose of this report is to advise the Cabinet of the work undertaken to explore alternative management options for the Century Theatre in Coalville and seek approval for its transfer to Leicestershire Traded Services, part of the Council's Corporate Resources Department.
2. The Cabinet is also asked to de-accession the Theatre from the Museum Collection, to support its future operation and sustainability as an arts venue and to authorise the Director of Adults and Communities to make disposals from the Museum Collection on behalf of the governing body.

**Recommendations**

3. It is recommended:
  - a) That operational responsibility and associated resources for the Century Theatre to transfer from the Communities and Wellbeing Service (Adults and Communities Department) to Leicestershire Traded Services (Corporate Resources Department) be approved;
  - b) That the de-accessioning of the Century Theatre from the County Council's Museum Collection be approved.
  - c) That the Director of Adults and Communities be authorised to de-accession and dispose of items from the Museum Collection, except where:
    - (i) an item has particular public interest;
    - (ii) the original purchase, or cost of its conservation/restoration, was supported by external funding;
    - (iii) the disposal involves a sale;
    - (iv) the disposal of an item would result in a significant cost to the Authority.

### **Reasons for Recommendations**

4. Planning approval for the development of the Snibston site has recently been secured and this includes a new café provision to serve visitors to the Country Park as well as the new colliery area. The café will form an extension to the Century Theatre; therefore bringing the operational management of these two elements together will ensure the benefit of this investment is maximised.
5. This proposal will help secure a sustainable operating model for the Century Theatre, which will continue to work with the Century Theatre volunteers and Performing Arts @ the Century Theatre (PA@CT) and will give a clear focus for PA@CT's support role going forward.
6. It is appropriate to make this transfer before work begins on site, so that the new operational team can be involved in this process from the beginning and help ensure any impact on the programme during the development is minimised and managed effectively.
7. Whilst the Century Theatre remains a significant historic asset, its primary purpose is now as an arts venue, not a museum exhibit. The proposal to de-accession it from the museum collection supports its future use as a vibrant and sustainable arts venue. This is supported by the curatorial recommendation.

### **Timetable for Decisions (including Scrutiny)**

8. The Adults and Communities Overview and Scrutiny Committee will consider this report on 5 June 2018 and its comments will be reported to the Cabinet.
9. Subject to the Cabinet's approval, it is proposed to agree a timetable for the transfer during the summer of 2018.

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

10. In December 2016, the Cabinet approved proposals for the future use and development of the Snibston site.
11. In September 2017, the Cabinet approved a recommendation to explore alternative management arrangements for the Century Theatre.
12. On 22 February 2017, the Council approved a Medium Term Financial Saving (MTFS) of £1.3million for the Communities and Wellbeing Service to be delivered by 2020/21. The Communities and Wellbeing Strategy 2018–2022, published in July 2016 outlines the strategic direction for these services.
13. The County Council's Museum Collections Development Policy 2015–2019 sets out the approved process to de-accession and dispose of items from the Museum Collection and is attached as Appendix A to this report.

### **Resources Implications**

14. The net budget for the Century Theatre for 2018/19 is £31,500. In line with the Council's MTFS, this is planned to reduce to nil by 2020/21. All associated resources and the savings allocation from the Communities and Wellbeing Service would be

transferred to Leicestershire Traded Services (LTS), as part of the operational transfer to ensure that MTFS targets are still achieved by 2020/21 for the Authority.

15. Bringing the Century Theatre and new café provision under a shared management structure presents the opportunity to deliver the MTFS revenue saving as a result of increased income and will enhance the offer for the Snibston site a whole.
16. The Director of Law and Governance has been consulted on the content of this report.

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

Dr T Eynon CC

### **Officers to Contact**

Jon Wilson, Director of Adults and Communities

Tel: 0116 305 7454

Email: [jon.wilson@leics.gov.uk](mailto:jon.wilson@leics.gov.uk)

Nigel Thomas, Assistant Director – Strategic Services

Adults and Communities Department

Tel: 0116 305 7379

Email: [nigel.thomas@leics.gov.uk](mailto:nigel.thomas@leics.gov.uk)

## **PART B**

### **Background**

17. The Theatre is currently managed by the Communities and Wellbeing Service, which is part of the Adults and Communities Department. It comprises a range of cultural, educational and support services including libraries, heritage sites and museums and the Record Office.
18. LTS is the trading arm of the County Council that sits within Corporate Resources. It provides a wide range of products and services to customers across the Midlands. It has a great deal of catering experience, running school meals, Tithe Barn and Beaumanor Hall as well as visitor attractions such as our Country Parks.

### **De-accessioning the Century Theatre**

19. The Century Theatre was acquired by the County Council in 1996 from the Century Theatre Co Limited, Lakeside, Keswick, Cumbria. Built in Burbage, Hinckley between 1948 and 1952, it was acquired as an example of engineering ingenuity. Originally interpreted as a static exhibit, over time the service developed the Theatre as a performance venue.
20. It is proposed to de-accession and dispose of the Century Theatre from the Council's Museum Collection because its future as a publicly accessible historic theatre is better secured as a performing arts venue in the proposed Snibston redevelopment. Appendix B of the report shows the full curatorial recommendation which has informed this recommendation.
21. The recommendation to de-accession the Century Theatre is in line with the County Council's Collections Development Policy 2015–2019; Professional Standards and the Museums Association Code of Ethics.
22. The Theatre will continue to be an asset of the County Council and be supported through the normal maintenance programme. It is an important historic asset and will continue to be recognised, supported and maintained with respect to this status.
23. The Theatres Trust, the national advisory public body for theatres, works to promote better protection of theatres for the benefit of the nation. The Century Theatre currently features on the Theatres At Risk Register, due to the historic significance of the Theatre and concerns over its long term sustainability as a performing Theatre. The Theatres Trust sees the development of the Snibston site as a means of enhancing the role and future viability of the Century Theatre.
24. The National Heritage Memorial Fund provided a grant of £154,000 towards the costs of purchasing and re-siting the Century Theatre in 1995 and the grant conditions associated with this expired in 2015. The Heritage Lottery Fund has been informed of the proposal to de-accession and has no objections.

### **Responsibility for Disposals**

25. The Museum Collections Development Policy 2015–2019 sets out the County Council's approach in relation to disposals and is in line with Arts Council England accreditation requirements. It is recognised that disposals from the Museum



Collection, when done in accordance with policy, curatorial recommendation and best practice, is a part of good collections management.

26. The County Council's current policy states "*The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal.*" (ref. 15.5, Museum Collections Development Policy).
27. It is proposed that the Chief Officer, the Director of Adults and Communities, is authorised to take the decisions on a recommendation to dispose. The Director will act in accordance with the Council's Collections Development Policy and its stated intent for the disposal process to be '*carried out openly and with transparency*' (ref 1.2., Museum Collections Development Policy). Any decision will be made following consultation with the Cabinet Lead Member for Adult Social Care and Heritage, Leisure and Arts.
28. In certain circumstances it would be necessary to request approval from the Cabinet for a disposal. These are outlined below:
  - where an item has particular public interest;
  - where the disposal involves sale;
  - where the original purchase, or conservation/restoration costs, of the object was supported by external funding;
  - where the disposal of an object would result in a significant cost to the Authority.
29. All decisions to dispose, including those taken under delegated arrangements, are published on the County Council's website.

### **Conclusion**

30. The transfer of the Century Theatre and its de-accession from the Museum Collection will support its future sustainability as a performance venue. Unifying all elements of the Snibston development under a single business focussed management team presents the most effective way to take the whole Snibston development forward and ensure the opportunities presented by this investment, which include the Century Theatre, Scheduled Ancient Monument and County Park are fully realised.

### **Equalities and Human Rights Implications**

31. No negative impacts on users of the Century Theatre have been identified, as the current operating model will continue. If in the future it is proposed to make changes to the operating model any potential impacts would be picked as part of an EHRIA.

### **Background Papers**

- Report of the Cabinet to County Council, 18 February 2015 "Medium Term Financial Strategy 2015/16- 2018/19" - <http://ow.ly/SbldW>
- Report to the Cabinet, 18 July 2016 "Communities and Wellbeing Strategy 2016-2020" <http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4604&Ver=4>
- Report to the Cabinet, 13 December 2016 "Snibston Development Proposal" <http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4608&Ver=4>

**Appendix**

Appendix A – Museums Collections Development Policy 2015-19

Appendix B – Curatorial recommendation for deaccessioning the Century Theatre

A

# **Leicestershire County Council Communities and Well Being**

## **MUSEUMS COLLECTIONS DEVELOPMENT POLICY 2015-2019**

**Name of museum:** Leicestershire County Council Museum Services (LCCMS)

**Name of governing body:** Leicestershire County Council

**Date on which this policy was approved by governing body:** Reviewed Jan 2016 and approved by Lead Member on 2 February 2016

**Policy review procedure:**

**The collections development policy will be published and reviewed from time to time, at least once every five years.**

**Date at which this policy is due for review:** 2019

**Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.**

## **1. Relationship to other relevant policies/plans of the organisation:**

### **1.1. The museum's statement of purpose is:**

#### **Our Vision**

We see a Leicestershire with a rich history that values its heritage, engages its communities, welcomes those who visit the county, and works together to ensure a future for the past.

#### **Our Purpose**

In line with our vision the purpose of Leicestershire Museums is to safeguard the future of the rich and irreplaceable natural and human heritage of Leicestershire and to provide an accessible, engaging, innovative, sustainable and responsive service of the highest quality.

Leicestershire Museums ('the Museum') form part of the Communities & Wellbeing Service alongside Libraries, Archives, Adult Learning and Creative Leicestershire Services and is part of the Adults and Communities Directorate in Leicestershire County Council. The service is solely responsible for Bosworth Battlefield, The Collections Resources Centre, Melton Carnegie Museum and Donington le Heath Manor House. Charnwood Museum and Harborough Museum are delivered in partnerships with the relevant borough and district Councils and other organisations.

The Museum's acquisition policy is

***To collect and record the natural life of the County of Leicestershire and to reflect the histories, interests and aspirations of the people who have made it their home.***

We do this in association with the Museum services of Leicester City, Rutland County and the many independent museums across Leicestershire.\*

\* (The agreement reached with Leicester City Museum Service (LCMS) in 1999 on the sharing of museum collections, following local government re-organisation, specified certain areas of

specialism for the LCMS, and LCCMS respectively. This means the County Service does not acquire material in those areas being developed by LCMS, and vice versa. In effect, this limits collecting by mutual agreement and is supported by robust access arrangements for the joint use of certain collections. Following a significant restructuring and review of the Service in 2008 and a subsequent strategic review of collections the 1999 agreement was revised following consultation with user groups and other interested partners. The revision agreed to house the County Geology Collection with LCMS and the Higher Plant Botany with the County Service.)

- 1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.**
- 1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.**
- 1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.**
- 1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.**
- 1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.**
- 1.7. The museum will not undertake disposal motivated principally by financial reasons**
  - 1.7.1 If, after following the Themes and Priorities for Rationalisation and Disposal (see Section 5) and the Disposal Procedures (see Section 16), any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections.**

## **2. History of the collections**

The Leicestershire County Council Museum collections were formed from the core collections of the Leicester Town (and later City) Museum and the Melton Mowbray Museum.

Leicester Museum developed from the middle of the C19th with the support of the Town and later (from 1922) City council and the Leicester Literary and Philosophical Society. In the 1930s a Schools Loans collection was created as a significant part of Service delivery. In the 1940s some rationalisation of collections transferred material from the main

collections to School loans and also out of the Service to other UK museums which had sustained loss due to war time bombing.

In 1974 the re-organisation of local government in Leicestershire created the Leicestershire County Council Museums, Arts & Records Service (LMARS) with responsibility for museums in Leicester, Leicestershire and the historic county of Rutland.

Between 1974 and 1997 LMARS developed collections based on curatorial specialisms of Fine Art, Archaeology, Social History, Biology, Geology, Science & Technology and Decorative Arts (including Costume, Ethnography and historic buildings and interiors) Museums reflecting these collections were developed in Leicester and local community museums were developed in Melton Mowbray, Market Harborough, Oakham, Donington-Heath Manor House. The County Record Office was responsible for archive collections.

Active collecting continued throughout this period and the collections grew in size and the curatorial departments increased in numbers of staff and focus of specialisation. From 1983 a separate collection group was formed to reflect the new partnership arrangements that created the new Harborough Museum in Market Harborough. (The new museum collection was formed around the founding collection of the Market Harborough Historical Society ownership of which is retained by the Society)

In 1992 LMARS opened Snibston to showcase its coal mining and other Science and Technology collections.

In 1997 subsequent reform of local government in Leicestershire gave unitary status to Leicester City and to Rutland and effectively formed three museum services, one for each authority area.

In 1998 Charnwood Borough Council commissioned LMARS to co-create the Charnwood Museum in Loughborough using existing collections and curatorial knowledge. In 2007 the new Bosworth Battlefield Heritage centre was awarded Accredited Museum status with an associated collection objects discovered through the process of landscape investigation to determine the actual site of the battle.

From 1999 the collections sharing agreement between Leicester city, Rutland and Leicestershire County Councils and the subsequent Acquisition and Disposal Policies of the three authorities have defined the collecting priorities and lead areas for the services.

In 1999 LMARS re-named its collecting areas on a thematic basis, re-forming the previous curatorial specialisms into commonly understood concepts of Natural Life, Home and Family Life, Working Life, Cultural Life and Sporting Life with Archaeology as a process driven collection that underpins all of the other themes. The Harborough Museum Collection continues to be developed under its own collections title.

### **3. An overview of current collections**

#### **3.1 Natural Life**

Collections primarily of specimens and information which reflect the landscape, flora and fauna of the county. They demonstrate the changing natural environment of Leicestershire and its place in the rest of the world over time, comprising two main groups of botany and zoology. They include supporting archives about individual collectors, groups, societies and institutions that help tell the history and development of the study of natural science. These

collections are linked to environmental information, species and site records (much in digital formats). They include type and voucher specimens, microscopy, a comprehensive historic and contemporary book collection, some comparative specimens for reference, educational and display purposes and a handling collection for use by communities.

### **Botany Areas of Excellence**

- British non-flowering plants (lichens)
- British non-flowering plants (bryophytes)
- Records and personalia of important historical Leicestershire naturalists and collectors (Pulteney, Bloxham, Berkeley)
- Leicestershire flowering plants, ferns, slime moulds and algae.
- Collections of local natural history societies
- Records and personalia of local naturalists and collectors (Sowter, Ballard, Fletcher)
- Botanical microscope slide collection

### **Zoology Areas of excellence**

- Important reference collections of Leicestershire (Leicester and Rutland) insects, from the 1800s to the present day and supporting reference collection of insects taken in the UK (England, Scotland, Ireland and Wales).
- Reference collection of moth genitalia stored in gelatine capsules or mounted on to microscope slides.
- A comprehensive reference collection of un-mounted bird and mammal skins and zoology skeletons.
- Spirit Collection

## **3.2 Archaeology**

The archaeology collections provide evidence of human activity in what is now Leicestershire. They cover all periods of time from the prehistoric to the modern: some half a million years.

The collections include both 'finds' and 'records'.

The finds comprise artefacts and objects which have been produced or affected by humans, together with associated samples of various kinds, human and animal remains, and biological specimens: this material is collectively referred to as the Finds Archive.

The records comprise information relating to the discovery, recovery and conservation of, and research into, the finds, together with archaeological fieldwork archives and published reports. This material is referred to as the Documentary Archive.

A sub group of the Archaeology Collections is The Bosworth Collection. This collection contains material traditionally associated with the Battle of Bosworth 1485 as well as artefacts of all periods collected during the Bosworth Battlefield Survey. [See separate entry for Bosworth under discrete Collections]

The collections are supported by a library of selective reference works, and a handling collection.

### **Areas of excellence:**

- Lower Palaeolithic stone tools;

- collections from Leicestershire's scheduled monuments;
- The Hallaton Treasure
- exploitation and bridging of the River Trent in the medieval period;
- coal mining before the Industrial Revolution;
- structural and functional analyses of Leicestershire buildings: standing, ruinous and buried;
- the rural economy from earliest times to the 18<sup>th</sup> century;
- Medieval and early post-medieval urban life;
- rituals of life and death from the Neolithic to the Medieval period;
- The Bosworth Collection.

### **3.3 Home and Family Life**

The Home and Family Life collections reflect the way the Leicestershire people build, decorate and manage their homes now and in the past. They show changes in domestic technology, hygiene and outside influences on the home.

The collections also record important aspects of family life including rites of passage, family structures and entertainment. Objects including Christmas cards, games, toys, sporting equipment and the ephemera and objects related to things like shopping and holidays all fall within the collecting sphere of Home and Family Life.

The home is also an outlet for creative expression and objects associated with interior decoration, furnishings and home crafts are an important aspect of the collections.

A pro-active collections policy ensures that as many different experiences of home and family life are explored as possible and also that the collection reflects the latest as well as the historical trends in this collecting field.

#### **Areas of excellence**

- The collection associated with the Palitoy toy company. We now hold the largest public collection of Palitoy toys outside of London.
- The Ladybird book collection
- The board and card game collection
- The home craft collection of objects exploring female creativity in the home

### **3.4 Working Life**

This collection reflects local trades and industries, partly through collections of tools and equipment, and increasingly through the acquisition of finished products and ephemera, pictures and recordings.

The collection has focussed on the work of traditional craftsmen such as the blacksmith, wheelwright, farmer and baker and secondly on the commercial life of the County's market towns in the 19<sup>th</sup> and 20<sup>th</sup> centuries, the latter mainly with collections from long-established shops.

The collections of the larger manufacturing industries of the C19th and C20th reflect the growth and decline of the industrial era and now focus on Engineering, Transport, Mining and other Extractive Industries.



The Working Life collection today preserves and displays material evidence of specifically local Leicestershire trades and industries. The core of the collection is a representative selection of hand tools and products from the area's traditional crafts, mainly dating from the 19<sup>th</sup> and early 20<sup>th</sup> centuries. More recent collecting has concentrated on local businesses, mainly small and innovative concerns producing a unique local product. We are also continuing to collect items illustrating modern agriculture and changes to the countryside.

#### **Working Life, Areas of Excellence:**

- The Deacon Family clock making workshop from Barton in the Beans, with many original 18<sup>th</sup> century tools and benches.
- The Leicestershire Clock Collection made by local craftsmen in the period 1720 - 1820
- Historic Farm Wagons and Carts – regionally important collection including a mid-19<sup>th</sup> century wagon and the mid-18<sup>th</sup> century Beaumanor Coach

### **3.5 Mining and Transport**

Mining and transport have played an important part in Leicestershire's development for hundreds of years.

The Museum collections represent the history of extractive industries, coal mining and the local mining communities. They range from large underground coal cutters to small personal items and equipment and objects and ephemera of the Miners' Strike. The story also draws on the Archaeology collections to tell the earliest story of coal mining with the nationally-important collection of Tudor and later artefacts from the Lounge Opencast Site.

The focus of the coal mining collections is a comprehensive set of artefacts used by Leicestershire miners in the 20<sup>th</sup> century, many of which are directly associated with Snibston Colliery. It should be noted that the mine buildings at Snibston are Ancient Scheduled Monuments and intrinsic to the context of the mining collections.

Several Leicestershire-based businesses played an important role in transport technology; for example Brush Electrical Engineering built steam and Diesel locomotives, tramcars, and bus bodies. Our collections include the only standard-gauge Brush steam locomotive in existence, and five small locomotives used by local mines, quarries and power stations.

Our collections reflect Leicestershire's contribution to aircraft design and production. They include five Auster aircraft and the unique "Desford" training aeroplane. Sir Frank Whittle's team, Power Jets Ltd, perfected Britain's first jet engine at Lutterworth and the World's first jet engine factory was opened at Whetstone in 1943.

#### **Mining and Transport, Areas of Excellence:**

- N.C.B. Era coal mining artefacts (and Snibston buildings, oral history, and documentary evidence in Record office)
- Auster aircraft (plus Auster archive in Record Office)
- Leicestershire Industrial locomotives
- Power Jets engines, components and models

### **3.6 Cultural Life**

The cultural life collections reflect the artistic and cultural interests and aspirations of the people and institutions of the County in terms of Visual Art, Fashion and design-led products. The collections are currently formed in two main parts the Visual Arts Collection and the Fashion Collection

The Visual Arts collection consists of works on paper and easel paintings which reflect the artist's record of the changing landscape and built environment of the county, portraits of local people, their working and social lives and the traditional pursuits of local people particularly in the field of country sports. There is a small collection of works by Leicestershire artists whose subjects are not the life of the county.

The Fashion collections reflect fashionable and occupational dress of adult men and women from the middle of the eighteenth century to the present day and are considered to be one of the pre-eminent collections in the Midlands.

The Service has no historic collection of decorative art objects; these will only be acquired where they contribute to one or more of the other themes of the life of the County. However, fine examples of contemporary craftworks by local crafts people, or makers with local connections, will be collected, as appropriate.

#### **Areas of excellence:**

- Symington collection of corsetry, foundation-wear and swimwear
- NEXT archive and collection (which has been developed in partnership with NEXT plc and is now nationally important, demonstrating one successful retailer's approach to high street fashion and the retail business. Curatorial staff select one male and female outfit every season, which is then donated to the Service by the company. This is the only relationship of its kind in the UK between a retailer and public museum.)
- International Fashion Design
- Sportswear collection
- The work of John Ferneley and the Sporting art collection

### **3.7 Reflecting Leicestershire Life at Harborough Museum, Melton Carnegie Museum, Charnwood Museum, Snibston and Donington**

Leicestershire is a predominantly rural county with specialist centres of industry, learning, innovation and cultural and sporting activity. The overarching Leicestershire Life themes reflect the particular qualities of the story of Leicestershire including working on the land and earning a living from it as well as the villages, towns and industries that sprang from these activities.

Each Museum site reflects the particular nature of the areas and communities which they serve and these are in turn reflected in the focus of collecting through these sites.

**3.7.1 Harborough Museum** is a formal partnership with the Harborough District Council and the Market Harborough Historical Society, whose collection of local history items and antiquities is the foundation of the museum. The Museum is supported by The Market Harborough and The Bowdens Charity.

The Harborough Museum collects material relating to the landscape and communities of Market Harborough and its surrounding area as defined by the 18<sup>th</sup> and 19<sup>th</sup> century carrier routes. It includes areas of Leicestershire and Northamptonshire from Billesdon in the north, Lamport in the south, Husbands Bosworth in the west and Caldecot in the east.

The collecting area includes the parishes of Arthingworth, Ashley, Billesdon, Blaston, Brampton Ash, Braybrooke, Bringham, Caldecot, Church Langton, Clipston, Cottingham, Cranoe, Desborough, Dingley, Drayton, East Carlton, East Farndon, East Langton, Fleckney, Foxton, Glooston, Goadby, Great Bowden, Great Easton, Great Oxendon, Gumley, Hallaton, Harrington, Haselbech, Horninghold, Husbands Bosworth, Illston, Kelmars, Kibworth Harcourt, Kibworth Beauchamp, Lamport, Laughton, Little Bowden, Lubenham, Lutterworth, Maidwell, Marston, Trussell, Medbourne, Middleton, Mowsley, Naseby, Nevill Holt, North Kilworth, Noseley, Rockingham, Rolleston, Rothwell, Rushton, St Mary in Arden, Saddington, Shangton, Sibbertoft, Slawston, Smeeton, Westerby, South Kilworth, Stoke Albany, Stonton Wyville, Sulby, Sutton Bassett, Swinford, Theddingworth, Thorpe Langton, Tur Langton, Walcote, Walton & Kimcote, Welford, Welham, West Langton, Weston by Welland, Wilbarston and Wistow.

Consideration is given to the collecting policies of other museums in this area including Lutterworth, Fleckney, Foxton, Hallaton, Desborough and Rothwell. Consideration is also given to the collecting policies of the Accredited museums in Northamptonshire.

The Harborough Collections reflect the history and development of the area and include manufacturing including R & W H Symington & Co Ltd, W Symington (Foods) The Harborough Rubber Company, local retailers, agriculture and food production and the complete contents of the Falkner shoe workshop.

The collections also reflect local domestic and social life and record the contribution of local individuals. The museum has an extensive collection of local photographs including the work of pioneer photographer the Rev. Law and the commercial photographer Gulliver Speight.

**3.7.2 Melton Carnegie Museum** exhibits the changing nature of rural Leicestershire and the relationship of the countryside with the market town. It reflects recent and current agriculture, local food production (particularly Stilton cheese making and Pork Pie production) animal husbandry and countryside management generally.

The changing lives of the area's geographic and cultural communities from the earliest times to the present are also told within the galleries and enhanced through specific collecting and recording projects. Contemporary Collecting and recording are a particular focus. The Museum leads on the collecting and recording of material associated with fox hunting and its related trades, crafts, and roles and its social and cultural life in partnership with the Museum of Hunting Trust.

**3.7.3 Charnwood Museum** is a partnership with Charnwood Borough Council and reflects the communities, working life and natural life of the area. The objects relating to the area are drawn out of the established collecting themes but have particular strengths in Working Life, Home and Family Life and Natural Life.

The Collections also reflect life in the town of Loughborough including its changing communities and their faiths, the principal industries and the University. The history of the Herrick family and the Beaumanor estate also form part of the collections. The Charnwood area has traditionally been home to a number of leading naturalists and environmental groups and societies and has been a creative focus for artists.

**3.7.4 Snibston Colliery Site**

The Snibston site is the former Snibston colliery with many of the original mine buildings and infrastructure remaining on the surface. Many of these structures are scheduled as Ancient Monuments by Historic England and are considered to be part of the collections in terms of their interpretation.

As part of the Working Life Collections, the Service holds an important collection of Mining artefacts charting the development of Coal mining from the Tudor period through to the present day (see 3.5). These collections include material relating to the communities that formed the Leicestershire (and related South Derbyshire) Coalfield. The collections include an important library of books and archives related to coal mining, training, surveying and engineering.

Snibston is also home to the Century Theatre (see 3.8 Discrete Collections) and the Sheepy Magna wheelwright's workshop; a building of which the earliest part dates from 1742 and is a unique survival of a late C19th and C20th wheelwright and coffin maker's workshop. The buildings and their contents were taken down and re-assembled on the Snibston site in 1992. The contents are part of the Working Life Collections.

The Colliery railway was completed by the Stephensons in 1836 and is one of the earliest surviving mineral railways in the UK. There is an associated collection of locomotives.

**3.7.5 Donington le Heath Manor House** is a late Medieval manor with Tudor and early Stuart additions. The contents of the building are a mixture of accessioned, un-accessioned historic and replica objects which tell the story of the lifestyle of the people who lived there in the past.

### **3.8 Discrete collections**

#### **3.8.1 Bosworth Battlefield**

A sub group of the Archaeology Collection is The Bosworth Collection. This is stored and exhibited at Bosworth Battlefield Heritage Centre. The collection contains material traditionally associated with the battle as well as over 5000 artefacts collected during the Bosworth Battlefield Survey.

This material includes an internationally important collection of 15<sup>th</sup> century round shot (some of which is on loan from the landowner) and nationally important objects associated with the newly rediscovered battle site (including the Boar Badge of King Richard III). The rest of the material, including objects from a regionally important Roman temple site, as well as objects from all periods, acts as an important research collection.

#### **3.8.2 The Century Theatre**

The Century Theatre was built in Burbage, Hinckley in 1950 and is the Service's largest single accessioned object. It is housed at Snibston and still functions as a working performance venue. The theatre and a small number of objects and images related to its inception, development and history are supported by an archive housed at the Record Office for Leicestershire, Leicester and Rutland

**3.8.3 Donington le Heath Manor House** is a late medieval manor house with a re-created historic garden. Material beyond the scope of the main Museum Collecting themes may occasionally be collected for display within the house.

### **3.9 Partnership Collections**

### 3.9.1 The Hunting Collection

Because of Melton's unique position both as a centre for fox-hunting and as a pivotal location in the evolution of fox-hunting as an organised sport, special consideration needs to be afforded to the scope and content of the hunting collections which are developed in partnership with the Museum of Hunting Trust.

The hunting collections reflect the aspirations of the Museum of Hunting Trust by covering, at a representative level only, the broad scope of hunting and its opposition in the UK. This provides a national context against which the more detailed local collections can be set. These are specific to the 'Leicestershire' hunts (which straddle the county boundary) and represent all facets of the sport, its social milieu and its impact on the landscape of Leicestershire and its neighbouring counties.

The objectives of the hunting collection are to gather a body of material evidence which demonstrates:

- The role hunting has played in Leicestershire society and economic history, particularly in the Melton area; the families that spent the season there and the celebrities they entertained.
- How the hunt is organised, the hunt year and its established pattern of activities; the Leicestershire hunts, their territories, traditions and trophies.
- The hunting landscape, shaped to support fox populations and the chase, with traditional patterns of hedges, ditches and coverts; hunting lodges, country houses and estates.
- The rural crafts and trades which are closely associated with hunting and equestrianism generally: for example saddlers, boot makers, farriers, grooms, victuallers, inn keepers, tailors, photographers and equestrian artists.
- Hunting people themselves and how fox-hunting impacted on their lives; hunting family histories; the hunt employees and hunt followers.
- Anti-hunting groups and the people who support them; their beliefs and commitments, and the information they produce.
- Hunting dress, from field clothes and liveries to hunt balls and hunt followers.

It is important for this collection to be set in a wider, national context. To this end, collecting objects and information relating to different forms of hunting practised elsewhere in the UK is included in the remit. This is for illustrative purposes only – to provide a synoptic view of hunting nationally, not to acquire in great detail further study collections from beyond the 'county' hunt boundaries.

The Museum of Hunting Trust will support collecting in these areas and will facilitate the acquisition of key items which will develop the national identity of the collections. These acquisitions will become part of the main collections and will be accessioned and used in the usual way.

### 3.9.2 The Harborough Collections

Life in and around Market Harborough are reflected in three ways: through the collection of the Market Harborough Historical Society, the LCC Harborough Collection (denoted by the L (pre 1997) or X.MH accession prefix) and objects from the area that are accessioned by curatorial theme within the LCC collection (e.g. the Symington Collection and the Hallaton Treasure).

The Market Harborough Historical Society has ownership of its own collection and appoints an Honorary Curator (traditionally an LCC museum professional) to liaise with other LCC colleagues teams to ensure the collection's management, care and display.

### **3.10 Special Considerations:**

#### **3.10.1 The Reserve Collection**

The Reserve collection is a collection of original historic objects, which are available for loan by community groups and (primarily) schools in their own venues.

Collection management principles are the same as those outlined in the policy document, with the added requirement for inspection, conservation, repair and cleaning between loan periods.

The collection is currently undergoing assessment and review to determine its significance and future purpose.

## **4. Themes and priorities for future collecting**

### **4.1 Natural Life**

**The focus of collecting over the next 5 years will be:**

- to demonstrate the impact of habitat and climate change on the local natural environment
- new species recorded in the county
- reflect the continuing activities of local societies, institutions and individuals
- develop better handling and teaching resources for study by non-specialists as an introduction to science
- continue to add relevant publications to the book collection
- create a small collection of historic objects including taxidermy, jewellery, decorative arts etc to illustrate the use of natural life in man-made objects

The Collection will not accept any further spirit collections or specimens, large taxidermy, specimens requiring taxidermy or unprepared archives and collections of material which are unrelated to Leicestershire.

### **4.2 Archaeology**

- Archives from professional and amateur fieldwork in Leicestershire that meet the standards laid down in '*The Transfer of Archaeological Archives to Leicestershire Museums*';
- Objects from Leicestershire that enhance the Service's visitor offer;
- Objects from Leicestershire of regional or wider significance that become available for acquisition through the procedures laid down in the Treasure Act 1996.

The collections will not accept:

- archives and collections from living creators, extant bodies and trading businesses that do not meet the minimum standards laid down in '*The Transfer of Archaeological Archives to Leicestershire Museums*';
- archives and collections no part of which derives from Leicestershire;
- objects that lack a provenance, or were found outside Leicestershire, except as reference material;

- Human remains for which explicit scientific justification for their retention in an archaeological archive is lacking.

### 4.3 Home and Family Life

- Continuing to add to the Palitoy collection with particular reference to older and archive material.
- Developing the home craft collection as a reflection of creative expression
- New domestic and personal technologies
- Collecting the memories of Leicestershire people with particular reference to the material culture of domestic life
- Material for the re-interpretation of Donington le Heath Manor House

The collections will not accept furniture, large domestic appliances, sewing machines or duplicate Ladybird books.

### 4.4 Working Life

- Leicestershire Agriculture in an era of change
- Leicestershire inventions and innovations
- Disappearing trades and industries
- Working life at the beginning of the 21<sup>st</sup> century, particularly creative industries, e and digital technology.

### 4.5 Mining and Transport

- The Leicestershire Coalfield, in particular Snibston Colliery and its owners (including George and Robert Stephenson) and workforce.

### 4.6 Cultural Life

- International fashion design including the work of emerging designers
- Establish new archives and collections representing pre-eminent fashion retailers from the area
- Menswear
- Sportswear
- Commission local artists to produce works that record the local landscape and built environment
- Relevant works that reflect the country sports of Leicestershire, record local individuals or are by local artists of significance
- Dress associated with Civil Partnership ceremonies of local people

The Collections will not accept children's clothing or wedding dresses that are not connected with a ceremony conducted in Leicestershire

## 5. Themes and priorities for rationalisation and disposal

**Please note Section 1.3:**

**By definition, the museum has a long-term purpose and should possess (or intend to acquire) permanent collections in relation to its stated objectives. The governing body**

accepts the principle that, except for sound curatorial reasons, there is a strong presumption against the disposal of any items in the museum's collection.

- 5.1 The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.
- 5.3 As outlined in Leicestershire County Council Museums Collections Management Framework 2015-2019 (p.10)

A programme of collections review and rationalisation ensures that our collections are accessible, well looked after, and fit for use. Where gaps in the collections (usually in terms of representation of our communities) are identified, targeted collecting will be planned to fill them. This review and rationalisation also informs our recommendations to dispose of material no-longer relevant to our collections or Service offer.

This disposal of objects from the museum collections is done in accordance with the Accreditation Standard for Museums, taking into account the Museum Association's (MA) Code of Ethics (2014) and SPECTRUM Primary Procedures on Disposal

#### **OUR COMMITMENT:**

Collections will be reviewed periodically, and rationalised where necessary, to ensure they remain relevant to the services offered and fit the cultures and aspirations of the communities they represent.

#### **Policy Points**

- The Service undertakes to review its collections in the light of the requirements of its communities, partner and supporting organisations, local and regional heritage networks and the objectives of the county council.
- Collection rationalisation, as well as targeted collecting, will be undertaken to ensure the collections are fit for use.
- The approved procedures for disposal of objects, or groups of objects from the museum and related collections **MUST** be adhered to in all circumstances.
- Significant acquisitions and all disposals will be considered by the Lead Member who meets regularly with the professional Head of Service to maintain an overview of museum collecting activity and to instigate disposal procedures where necessary.

Current areas of review relate to the Working Life and Mining and Transport Collections and the collection known as 'The Reserve' (See 3.10.1)



The closure of Snibston Discovery Museum on 31 July 2015 has meant that a process of audit and review of objects at that museum has been planned and implemented. The audit and review is divided into a number of phases based on site location, provenance and ownership. The priority first phase involved objects displayed in the museum gallery building. This phase will end on 19 Feb 2016. This has prioritised establishment of title and ownership, return of loans, safe storage of LCC Collections both on site and in other collections facilities and response to expressions of interest for loans from other Accredited museums and heritage organisations. Leicestershire County Council has worked closely with Leicester City Museum Service under the terms of the existing Collections Sharing Agreement to return loans and transfer a small number of objects with a City connection or provenance, including two Gimson beam engines and a Merryweather fire engine.

The review specifically looks at the Working Life and Mining and Transport Collections which were displayed and are stored at Snibston. As the review phases continue, this will also extend to a small number of Working Life and Mining and Transport collections housed at the Collections Resources Centre.

The remaining collections that were displayed at Snibston (including the Fashion Collection and toys and other objects from the Home and Family Life collection) will be rehoused in our collections facilities and continue to be publicly accessible by appointment.

Phase 2 and subsequent phases will be to investigate all objects, collections and other material on the Snibston Colliery site to determine their future purpose.

The Reserve Collection was formed in an ad-hoc way, beginning in the 1930s. Its purpose was to provide the basis for customised loans to communities particularly schools and colleges. Since the rationalisation of the Resource Box and Artworks Collections (museum loans to schools) the Reserve Collection feeds into the this service in a more limited way. The purpose of the review is therefore to determine the history of the objects (e.g. were they transfers from accessioned main collections or acquired specifically for the purpose of educational loan?) and to determine the best use of those objects by the service in the future.

## **6 Legal and ethical framework for acquisition and disposal of items**

### **6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.**

## **7 Collecting policies of other museums**

### **7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.**

### **7.2 Specific reference is made to the following museum(s)/organisation(s):**

We maintain regular contact with Derby Museums, Nottingham City Museums Service, Rutland County Museum, Northampton Museum and Art Gallery, Lincolnshire County Council Museums and with independent museums in the Leicestershire via the Leicestershire and Rutland Heritage Forum.

We continue to participate in the specialist networks for curators fostered by the Renaissance East Midlands and now Arts Council's programme of Museum Development (East Midlands).

**7.3** The agreement reached with Leicester City Museum Service (LCMS) in 1999 on the sharing of museum collections, following local government re-organisation, specified certain areas of specialism for the LCMS, and LCCMS respectively. This means the County Service does not acquire material in those areas being developed by LCMS, and vice versa. In effect, this limits collecting by mutual agreement and is supported by robust access arrangements for the joint use of certain collections. Following a significant restructuring and review of the Service in 2008 and a subsequent strategic review of collections the 1999 agreement was revised following consultation with user groups and other interested partners. The revision agreed to house the County Geology Collection with LCMS and the Higher Plant Botany with the County Service.

## **8 Acquisition**

### **8.1 The policy for agreeing acquisitions is:**

*The Museum's acquisition policy is*

***To collect and record the natural life of the County of Leicestershire and to reflect the histories, interests and aspirations of the people who have made it their home.***

#### **8.1.1 Criteria governing future collecting policy, including the subjects or themes for collecting**

This procedure supports the Collections Management Framework by establishing parameters for the acquisition of objects and their status once acquired. It also conforms to the requirements of the Accreditation Standard in respect of new acquisitions, and will be reviewed no later than 2019.

The rationale for the collections is contained within the 'Collecting the Life of the County' thematic approach to collecting, and this provides a framework by which collecting effort can be prioritised and structured.

#### **8.1.2 General Restrictions**

The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

The Service recognises its responsibility, in acquiring additions to its collections, to ensure adequate care of collections, documentation arrangements and proper use of such collections.

It will take into account limitations on collecting imposed by such factors as inadequate staffing, storage and care of collection arrangements.

All items being considered for addition to the collections should conform to the following criteria:-

- Acquisition falls within the scheme of delegation to the Head of Service – otherwise Lead Member or Cabinet approval is required (e.g. high value or sensitive items).
- There should be a clear reason why the Service needs the item.
- The Service has the knowledge, professional care and management skills, space and financial resources to ensure the object's future.
- The ownership of the item should be clearly established.
- The position regarding copyright should be clarified, the preferred option being a transfer of copyright to the Service.
- If the item is offered for sale on the open market, the funding to support its purchase must be in place, including grant monies and any contribution from the Service's purchase fund, and approval by an appropriate authority (normally the Assistant Director of the Service department) obtained before the purchase is finalised; a purchase order should be issued and payment is normally made on receipt of an invoice.
- The item should fall within the 'Collecting the Life of the County' rationale.
- The item is best acquired by this Service rather than another. In deciding this, the Service will take account of the collecting policies of other national and in particular local and East Midlands museums collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.
- The Service can house the item and store it to an appropriate standard.
- Given the objects condition the Service can conserve or restore the item within an acceptable timescale, and allow access to it to an appropriate professional standard.
- Acquisition does not contravene any legal, ethical or local laws or regulations.

### **8.1.3 Acquisition**

Acquisition is the permanent addition of an item or collection into the Museum collections through the transfer of legal title by gift or sale, or in the case of archives as deposits on indefinite loan. Items may be acquired through:

- Agreed gifts (donation) and bequests (usually via an executor).
- Purchase from reputable dealers and auctioneers, organisations or individuals who either have legal title, or are acting on behalf of parties that have legal title.
- Collecting by staff, contractors or associates to support research, excavation, interpretation or similar activities.

- Transfer from like institutions.
- The disaggregation of collections resulting from local government re-organisation in 1997, and in accordance with the legal agreement between the County and City Councils.
- Deposits of archives on indefinite loan by the owners or their legitimate agents.

Many of these processes may involve intermediaries who can be neutral or can act either for the owner or for the Service. The position of intermediaries should be established and recorded as part of the acquisition procedure.

Transfer of title and copyright, or deposit on indefinite loan can only be done by the legal owner or by a legally appointed intermediary (e.g. executor or legal representative).

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by the Senior Management Team following a strong recommendation from the curatorial team and having regard to the interests of other museums.

#### 8.1.4 Curatorial Selection

Curatorial staff consider acquisitions to, and disposals from, the main collections. This group may co-opt others outside the organisation to give expert opinion as required.

The remit of the curators is to:

- Provide an overview of acquisitions across the Service so everyone has a picture of what is coming into the Service and why.
- Develop and review a Collections Development Strategy to support the Acquisitions and Disposals Policy, which is part of the Collections Development Policy.
- Manage a range of issues relating to collections and their management (e.g. standards for storage and conservation) as necessary.
- Support documentation procedures and develop strategies for tackling any backlog.
- Ensure the profile of collections, their requirements and management is maintained in the Service and outside.
- Initiate and carry out fundraising initiatives for the acquisition of key objects.
- The Senior Curator and Resources and Collections Manager support curatorial decisions on the routine acceptance of objects for the collections and decide on acceptance or rejection of less clear-cut offers of gift.
- The Senior Curator and Resources and Collections Manager consider recommendations for disposal to ensure objects are surplus to requirements across the whole Service, and present these recommendations to SMT and ultimately the responsible Lead Member.

#### 8.1.5 Period of time and/or geographical area to which collecting relates

- Although the collections are predominantly of Leicestershire origin, in some areas we collect material which is from outside Leicestershire. These can be summarised as:
- Important **regionally** and not well represented elsewhere in the East Midlands (e.g. the River Trent collection).
- Known **nationally** because of their exceptional quality (e.g. the fox-hunting collection).
- Renowned **internationally** because of their unique holdings (e.g. the Symington foundation wear collection, the Hallaton Treasure).
- Archive collections including material relating to areas elsewhere in the UK or abroad, but retained as a unit because of the primary principle of not splitting archive groups.

- The collection covers the human experience from the pre-historic Palaeolithic period (around 400,000 years ago) to the present day.

### **8.1.6 Limitations on collecting**

The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

### **8.1.7 Collecting policies of other museums**

The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

Specific reference is made to the following museum(s):

We maintain regular contact with Derby Museums, Nottingham City Museums Service, Rutland County Museum, Northampton Museum and Art Gallery, Lincolnshire County Council Museums and with independent museums in the Leicestershire via the Leicestershire and Rutland Heritage Forum.

The agreement reached with Leicester City Museum Service (LCMS) in 1999 on the sharing of museum collections, following local government re-organisation, specified certain areas of specialism for the LCMS, and LCCMS respectively. This means the County Service does not acquire material in those areas being developed by LCMS, and vice versa. In effect, this limits collecting by mutual agreement and is supported by robust access arrangements for the joint use of certain collections. Following a significant restructuring and review of the Service in 2008 and a subsequent strategic review of collections the 1999 agreement was revised following consultation with user groups and other interested partners. The revision agreed to house the County Geology Collection with LCMS and the Higher Plant Botany with the County Service.

We continue to participate in the specialist networks for curators fostered by the Renaissance East Midlands and now Arts Council's programme of Museum Development (East Midlands).

### **8.1.8 Policy review procedure**

The Collections Development Policy will be published and reviewed, at least once every five years and more frequently if substantial change in either policy or delivery is required (e.g. significant re-structuring of the Service) The date when the policy is next due for review is noted above (page 1).

Arts Council England will be notified of any changes to the Acquisition and Disposal Policy, and the implications of any such changes for the future of existing collections.

### **8.1.9 Acquisitions not covered by the policy**

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by the governing body of the museum itself, having regard to the interests of other museums.

**8.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).**

**8.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.**

## **9 Human remains**

**9.1 As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.**

## **10 Biological and geological material**

**10.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.**

## **11 Archaeological material**

**11.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.**

**11.2 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).**

## **12 Exceptions**

**12.1 Any exceptions to the above clauses will only be because the museum is:**

- acting as an externally approved repository of last resort for material of local (UK) origin

- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

### 13 Spoliation

13.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

### 14 The Repatriation and Restitution of objects and human remains

14.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

14.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

### 15 Disposal procedures

15.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.

15.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

15.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

15.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.

15.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections

and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

- 15.6** A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- 15.7** Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 15.8** If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 15.9** The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 15.10** Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- 15.11** The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 15.12** Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including



photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

*Disposal by exchange*

15.13 The museum will not dispose of items by exchange.

*Disposal by destruction*

15.14 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.

15.15 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.

15.16 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.

15.17 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.

15.18 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

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## Curatorial recommendation to de-accession the Century Theatre

### **Proposal to de-accession the Century Theatre (L.T62.1996.1) and retain as a Leicestershire County Council asset**

#### **Background:**

The Century Theatre is a prefabricated original mobile theatre with 225 seats and was intended to take plays to towns which had lost theatres in post-war austerity Britain. It was developed and built in Hinckley between 1948 and 1952. Dubbed 'The Blue Box' because of the colour of its paint, it first took to the road in 1952. It toured Britain until 1975 when it became permanently sited in Keswick, Cumbria. It was purchased by Leicestershire County Council from the Century Theatre Co. Ltd in 1996 and relocated as part of the museum offer at Snibston in Coalville. The acquisition and re-siting of the theatre was supported by a grant from the National Heritage Memorial Fund (Heritage Lottery Fund).

The portion of the theatre that is an accessioned museum object is:

The four trailer units which contain the auditorium, stage, backstage and technical areas.

When the theatre was moved to Snibston in 1996, experts from the original theatre team were of the opinion that it was unlikely that the theatre could be dismantled and moved again. This effectively makes it a fixed structure with the accessioned parts fixed between later additions (foyer, toilets and dressing rooms etc.).

#### **Current Position**

Since the closure of Snibston Discovery Museum in 2015, the Century Theatre no longer delivers some of the original objectives for its acquisition and retention as an accessioned museum object as detailed in the Report of the Director of Museums and Arts to the Arts, Libraries and Museums Committee of Leicestershire County Council (10 September 1996).

These include:

- Part of the Snibston visitor experience
- As a venue to support Snibston's programme of activities and events, e.g. Snibston science shows and museum lectures
- A venue for the delivery of the Snibston Museum Learning offer

It does, however, fulfil the roles of a medium scale venue for professional touring companies, multi-media use (cinema) and a general community resource.

The theatre is currently managed as a commercial operation by the Heritage Team, part of the Communities and Wellbeing Service of Adults and Communities Department. Advice and guidance on the historic nature of the accessioned parts of the theatre is given by the Museum Collections Team within the same service area.

## **Curatorial Recommendation**

It is our recommendation that the Century Theatre is de-accessioned from the museum collections for the following reasons:

1. That the original theatre elements (auditorium, stage and backstage) are only understandable and accessible in their current state as part of a fixed structure.
2. It is unlikely that the mechanisms for de-mounting the theatre into its four trailers are still operable.
3. The museum service does not have the expertise to de-mount the theatre and there are no surviving members of the original team who supervised the siting in 1996.
4. There is no adequate storage space within Leicestershire County Council collections centres to accommodate the four trailers if the theatre was demounted.
5. The theatre is no longer operating within the context of a museum venue.

We believe that the important historic nature of the theatre is best preserved and made accessible as a working theatre venue rather than as an accessioned museum object.

The proposed redevelopment of the Snibston site ensures that the theatre remains a community venue for performance and cinema.

Following de-accessioning, the theatre should remain an asset of Leicestershire County Council which will continue to protect its historic nature.

This object was acquired with external funding and is of considerable significance locally and nationally.

## **Decision required**

- The governing body to approve the recommendation to de-accession the Century Theatre

**ADUTLS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE:**  
**5 JUNE 2018**

**REPORT OF THE INDEPENDENT CHAIR OF THE LEICESTERSHIRE AND**  
**RUTLAND SAFEGUARDING ADULTS BOARD (LRSAB)**

**SAFEGUARDING ADULTS BOARD BUSINESS PLAN 2018/19**

**Purpose of report**

1. The purpose of this report is to present for consideration and comment the Business Plan for 2018/19 for the Leicestershire and Rutland Safeguarding Adults Board (LRSAB).
2. The Business Plan was approved by the LRSAB at its meeting on 23 March 2018. Comments from the Adults and Communities Overview and Scrutiny Committee will be considered for incorporation into the Plan.

**Policy Framework and Previous Decisions**

3. The LRSAB is a statutory body established as a result of the Care Act 2014. SABs have three core duties:
  - develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute
  - publish an annual report detailing how effective their work has been
  - commission safeguarding adults reviews (SARs) for any cases which meet the criteria for these.
4. It is the first of these duties to which the Business Plan relates since this plan outlines the Board's strategy for improvement. There is no statutory requirement to report the Business Plan to Overview and Scrutiny Committees, but locally it is considered best practice to do so.
5. The Annual Report of the LRSAB was considered by the Adults and Communities Overview and Scrutiny Committee on 12 September 2017 and emerging priorities for the new Business Plan for 2018/19 were discussed at that meeting. The views expressed by the Committee at that stage were fed into the formative process for the Plan and are reflected in the priorities.

**Background**

6. Unlike previous years, the LRSAB Business Plan for 2018/19 is not supplemented by a plan incorporating shared priorities with the Leicestershire and Rutland Local Safeguarding Children Board (LRLSCB), as no areas of joint priority have been identified this year.
7. The future improvement priorities identified in the Annual Report 2016/17 have been built into the Business Plans for 2018/19. In addition to issues arising from the

Annual Report the new Business Plans' priorities have been identified against a range of national and local drivers including:

- national safeguarding policy initiatives and drivers;
- recommendations from regulatory inspections across partner agencies;
- the outcomes of serious case reviews, serious incident learning processes, domestic homicide reviews and other review processes both national and local;
- evaluation of the business plans for 2017/18 including analysis of impact afforded by the quality assurance and performance management framework;
- best practice reports issued at both national and local levels;
- the views expressed by both service users and front-line staff through the Boards' engagement and participation arrangements;

8. The new Business Plan has been informed by discussions that have taken place in a number of forums since the autumn of 2017. These include:

- meetings of the Scrutiny bodies in both Leicestershire and Rutland at which both the LRLSCB and LRSAB Annual Reports 2016/17 and future priorities for action have been debated;
- meetings of the Leicestershire and Rutland Health and Wellbeing Boards at which both the LRLSCB and LRSAB Annual Reports 2016/17 and future priorities for action have been debated;
- discussions within individual partner agencies.

9. The proposed strategic priorities were formulated through the annual development session of the two Safeguarding Boards held on 14 November 2017 and subsequent development and Board meetings.

### **Proposed Business Plans 2018/19**

10. The LRSAB Business Plan Priorities for 2018/19 are outlined in the table below.

#### **LRSAB Development Priorities**

<b>Development Priority</b>	<b>Summary</b>
1. Prevention of Safeguarding Need	Prevention of safeguarding need through building resilience and self-awareness in adults with care and support needs.
2. Mental Capacity	Improve the understanding of capacity to consent and the application of the Mental Capacity Act across agencies.
3. Adult Thresholds	Promote better and more consistent understanding and use of adult safeguarding thresholds.
4. Engagement	Ensure the work of the Safeguarding Adults Board is informed by adults with care and support needs.

11. Key outcomes for improvement and the actions that will need to be taken over the next year to achieve these improved outcomes are included in the Business Development Plan (attached as Appendix A to the report).

12. The Quality Assurance and Performance Management Framework for the Board will be revised to ensure that it reflects the new Business Plan and enables ongoing monitoring of performance of core business that is not covered in the Business Plan.

### **Proposals/Options**

13. The Committee is asked to consider the Business Plan priorities and to make any comments or proposed additions or amendments. These will then be considered by the Independent Chair and lead officers for the priorities for incorporation into the plan.

### **Consultation**

14. All members of the SAB and the Executive have had opportunities to contribute to and comment on the Business Plan. Key issues have been identified from the workforce, and the Board is developing its engagement and participation approach as part of this plan
15. The views of a range of forums are being sought on both Business Plans. This includes the Cabinets, Children and Adults Scrutiny Committees and the Health and Wellbeing Boards in both local authority areas

### **Resource Implications**

16. There are no resource implications arising in this report. The LRSAB operates with a budget to which partner agencies contribute to.
17. Leicestershire County Council contributes £52,798 to the costs of the LRSAB, 52% of the total budget of £100,878 in 2017/18, and hosts the Safeguarding Boards' Business Office.

### **Conclusions**

18. The Adults and Communities Overview and Scrutiny Committee should consider and comment on the LRSAB Business Plan Priorities for 2018/19.

### **Officer to Contact**

Robert Lake, Independent Chair of the LRSAB  
Telephone: 0116 305 7130  
Email: [SBBO@leics.gov.uk](mailto:SBBO@leics.gov.uk)

James Fox/Andy Sharp, Safeguarding Board Business Managers  
Telephone: 0116 305 7130  
Email: [james.fox@leics.gov.uk](mailto:james.fox@leics.gov.uk) / [andy.sharp@leics.gov.uk](mailto:andy.sharp@leics.gov.uk)

### **Relevant Impact Assessments**

Equality and Human Rights Implications

19. The LRSAB seeks to ensure that a fair, effective and equitable service is discharged by the partnership to safeguard vulnerable adults. At the heart of the work is a focus on any individual or group that may be at greater risk of safeguarding vulnerability and the performance framework tests whether specific groups are at higher levels of risk. The Business Plan 2018/19 includes a priority on Engagement which will consider how the partnership will seek to engage with all parts of the community in the coming year.

#### Crime and Disorder Implications

20. There is a close connection between the work of the LRSAB and that of community safety partnerships in Leicestershire. For example the LSAB works closely with community safety partnerships to scrutinise and challenge performance in community safety issues that affect the safeguarding and well-being of individuals and groups such as Domestic Abuse. The LSAB also supports community safety partnerships in carrying out Domestic Homicide Reviews and acting on their recommendations.

#### Partnership Working and associated issues

21. Safeguarding is dependent on the effective work of the partnership as set out in the Care Act 2014.



# Leicestershire and Rutland Safeguarding Adults Board Business Development Plan 2018-19

**Priority: SAB1 Prevention of Safeguarding Need**

**Priority Statement: Prevention of Safeguarding need through building resilience and self-awareness in adults with care and support needs.**

**Rationale:**

Prevention is key in reducing harm and fear of harm, improving safety and quality of life  
 Early intervention can reduce pressure on higher level, higher cost services.  
 Scoping work has found practitioners across agencies are keen to support prevention and tools are often in place, but not used as effectively as they could to prevent safeguarding need.  
 Services that support prevention of safeguarding harm could be better understood and engaged in safeguarding adults.  
 Effective transition from children’s services, such as Looked After Children, Children on Child Protection Plans, and those affected by CSE, may support prevention of adult safeguarding need.

**What do we want to be different?**

Build resilience in adults with care and support needs  
 Build self-awareness regarding health and wellbeing and safeguarding risk  
 The Board is assured that work with young people who have been assessed as requiring additional support to reduce risk and vulnerability (including LAC, CIN, CP, CSE) assists prevention of adult safeguarding need.

**Partnership Lead:** John Morley - RCC

**Board Officer:** Sanj Pattani

**Key delivery mechanism:**

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?
Develop Specific options identified by prevention group in 2017/18 (awareness, work with JAGs...)	Identify all tools available to support building resilience, self-awareness and preventing adult safeguarding need (including JAGs, VARMs and Transition Boards)  Work to develop prevention of adult safeguarding need within these tools.  Raise awareness regarding adult safeguarding and abuse.	September 2018	Prevention Task and Finish group (T & F)	Utilise the scoping report in order to trial with forums such as JAGs  Consider links into the Audit Sub-Group for review of tools such as VARM.  Consider awareness raising options for both the community and professionals such as information sharing events, sharing resources and promotion.

130

<p>Housing providers are appropriately involved in the work of the SAB</p>	<p>Link with housing provider forums.</p> <p>Use ADASS MSP guidance for housing providers as a starting point for conversation of Board involvement.</p> <p>Ensure safeguarding is considered in personal prevention plans.</p>		<p>Prevention Task and Finish group</p>	<p>Housing Providers are aware of the forums/tools that support Safeguarding prevention – assurance to be provided via provider representation at the Prevention T &amp; F and identify actions to be taken forward.</p> <p>Review agency awareness of the “Prevention Duty” – scoping via identified agencies within the Prevention Sub-group.</p>
<p>Be assured that the needs of young people requiring additional support into adulthood, including LAC, CIN, CP, CSE are reviewed and supported in a timely preventative way through that transition.</p>	<p>Meaningful Joint working should be promoted at an earlier stage before 18<sup>th</sup> birthday.</p> <p>Raise awareness regarding adult safeguarding/abuse and services/pathways available to support children and families which may reduce risk and suggest modifications to enable the objective.</p>	<p>October 2018</p>	<p>Prevention Task and Finish group</p>	<p>Link to learning from sub-groups such as trilogy of risk T &amp; F, LSCB sub-groups.</p> <p>Joint learning and development between Adults/Children’s services.</p> <p>Ensure that young people at risk are recognised in forums such as JAGs.</p>
<p>Education and Training with children’s services</p>	<p>Joint training should be identified and promoted which looks at learning from research, regulatory standards and relevant legislation on prevention.</p> <p>Identify learning from SCR/SAR to promote an integrated approach to safeguarding adult’s prevention across all agencies.</p> <p>Consider promotion at provider level with an aim of preventing abuse and neglect occurring in Care Homes and within domiciliary care provisions.</p>	<p>October 2018</p>	<p>Prevention Task and Finish group</p>	<p>Scope best practice/training currently available with a prevention focus (via the Prevention T &amp; F) to identify any potential gaps and feedback areas for improvement into relevant agencies L and D groups/teams.</p> <p>Joint workshops/peer learning from SCR/SARs.</p> <p>Build links with Provider forums and QA Services.</p>

**Priority: SAB2 Mental Capacity**

**Priority Statement: Improve the understanding of capacity to consent and the application of the Mental Capacity Act across agencies.**

**Rationale:**

- Practitioner feedback suggests there is a lack of confidence across agencies in understanding and assessing capacity to consent.
- Safeguarding Adults Reviews (SARs) and other reviews have identified the use of the term 'lack of capacity' as a generic statement, without reference to specific decisions, which is inaccurate and unhelpful.
- Consistency in the application of the Mental Capacity Act could be improved across agencies.

**What do we want to be different?**

- The Mental Capacity Act is applied with relevance and consistency within partner agencies
- Across agencies there is increased understanding of and confidence in the undertaking of Mental Capacity Assessments in relation to 'consent' and decision making
- The workforce has improved understanding of the resources available to support the service user participating in informed 'decision' making.
- The Board is assured of effective application of the Mental Capacity Act across agencies

**Partnership Lead:** Rachel Garton - CCG

**Board Officer:** Helen Pearson

**Key delivery mechanism:**

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?
1. The workforce across agencies has greater understanding of the principles and responsibilities under the Mental Capacity Act and its relevance to Safeguarding Adults.	Through a variety of methods/media we will reinforce the principles and responsibilities under the Mental Capacity Act (See also Objective 2)  Stage 1 Set up Task and Finish Group to agree the scope/objectives and allocate tasks  Stage 2 Deliver on agreed objectives (see also Objective 2)  Stage 3 Assess Progress and impact (see Objective 3)	End of May 2018  March 2019  Feb/March 2018	The Task and Finish Group will provide oversight. Tasks may be delegated to existing groups.  Links will be made with the City SAB to agree LLR work streams	Survey staff understanding across agencies.  Baseline and retest/sample number of alerts / enquiries that state 'No Capacity but lack an assessment.'  Link to data re Making Safeguarding Personal and the use of the Vulnerable Adults Risk Management tool (VARM)

132

<p>2.The workforce across agencies has increased confidence in undertaking capacity assessments and supported decision making</p>	<p>Develop partnership guidance to demystify mental capacity and support effective assessments. This may include:</p> <ul style="list-style-type: none"> <li>- Consider development of a toolkit</li> <li>- Communication (including first steps / principles / questions to support assessment)</li> <li>- Multi-Agency Procedures and Practice guidance (e.g. basic steps as above) – included in Adult and Children Safeguarding Procedures</li> <li>- Guidance and awareness regarding use of advocates /interpreters and other communication aids</li> <li>- Learning and Development (Multi-agency workshops with information to cascade within organisations)</li> </ul>	<p>March 2019</p>	<p>As Above</p>	<p>Survey staff confidence across agencies.</p>
<p>All partners have embedded an approach to the Mental Capacity Act that enables staff to confidently and consistently carry out mental capacity assessments and offer appropriate support.</p>	<p>Stage 3</p> <p>Gain assurance that agencies are effectively embedding approaches to assessing mental capacity within their procedures, practice and learning and development.</p>	<p>March 2019</p>	<p>As Above</p>	<p>Test through case file audits</p> <p>Request specific assurance report from agencies on their work to embed approaches to mental capacity.</p>

133

**Priority: SAB3 Adult Safeguarding Thresholds**

**Priority Statement: Promote a better and more consistent understanding and use of adult safeguarding thresholds.**

**Rationale:**

- The Threshold guidance was initially a tool for supporting the Local Authority decision making but is now to be used by all referrers however the wider use still needs embedding. This guidance is available via the Multi-Agency Procedures
- Whilst there is a good balance of referral and application of thresholds there were still concerns regarding consistency of use of thresholds across different settings
- Guidance on Section 42 enquiries in health settings has been introduced in 2017/18.
- Work has taken place with providers in other settings regarding their role in Section 42 enquiries.
- The role of independent/private sector in Section 42 enquiries regarding application of thresholds sometimes conflicts with advice given by CQC.

**What do we want to be different?**

Growing and consistent application of thresholds across all organisations  
 Assurance that S42 enquiries in health settings are being carried out in line with guidance  
 Assurance that all service providers are carrying out their role in Section 42 enquiries appropriately.

**Partnership Lead:** Laura Sanderson - LCC

**Board Officer:** Chris Tew

**Key delivery mechanism:**

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?
Develop approaches to support consistent use of thresholds.	Updated procedures produced. Agreed by multi agency partners and published for all staff in agencies across LLR	July 2018	Laura Sanderson and the LLR SAB procedures sub Group	Continue to monitor alerts and enquiries overall and from different sources.  Look for reduction in alerts/increase in proportion of alerts that become enquiries.  Case file audit of referrals.  Document audit of agency referral/incident forms.

134

	By liaison with East Midlands Safeguarding Adults Network (EMSAN) ensure consistency across the Region	July 2018	Laura Sanderson as a member of EMSAN	Agency assurance reports on approaches
	Consider single referral form or common language across agency forms to support consistent application of thresholds. LCC work with care providers and partner agencies	September 2018	Laura Sanderson and the SAB Procedures Group	Board to provide challenge where appropriate.  Monitoring as above.
	Work with CQC to get a better understanding of the roles of commissioners/regulators in safeguarding threshold reporting to ensure the expectations of CQC on providers does not conflict with the requirements of the L.A's across LLR	September 2018	Laura Sanderson and Local Authority partners from Leicester City & Rutland	
Develop understanding and confidence in the use of safeguarding thresholds	Ensure the new procedures and other changes are communicated across LLR partner agencies by utilising <ul style="list-style-type: none"> <li>• Safeguarding Matters publication and equivalent in City</li> <li>• Single agency communication methods</li> <li>• Highlight in training and awareness events Across LLR</li> </ul>	September 2018	Senior agency staff in agencies  SAB training group  SBBO to ensure in Safeguarding Matters	
Ensure the work completed has been adopted by agencies and is improving performance	By monitoring performance through SEG data throughout the year	During the year 2018 -19	SEG	
	Sample review of alerts to ensure that they meet safeguarding thresholds and common themes.	During the business year 2018 -19 or early in 2019 - 20 dependent on capacity in Audit plan	SAB Audit Group	Board to provide challenge where appropriate.

**Priority: SAB4 Engagement**

**Priority Statement: Ensuring the work of the Safeguarding Adults Board is informed by adults with care and support needs**

**Rationale:**

Listening and responding to the wishes of adults with care and support needs should be at the heart of all the Board does. Whilst work on making safeguarding personal is increasing the response to the wishes of adults with care and support needs within individual safeguarding situations this is not visible at the Board level and there is room for more engagement in the overall work of the Board.

**What do we want to be different?**

The voice and wishes of adults with care and support needs is clearly influencing the work of the SAB.

**Partnership Lead:** No lead officer to be appointed

**Board Officer:** Gary Watts

**Key delivery mechanism:**

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?
The views of adults with care and support needs are visible at the board	Work with advocacy agencies and existing engagement and participation groups in partner agencies to set up the Board approach for engagement and participation in the priorities and work of the Board.	October 2018	Board Office	The Board's priorities for 2019 onwards are clearly influenced by the views of adults
	Present an individual adult safeguarding case study at each Board meeting, including key messages from the individual to the Board.	January 2019	Statutory partners' Board members	Case studies presented at each SAB from January 2019. Actions arising from presentations.
The board has assurance regarding the ongoing effective implementation of making safeguarding personal	Each agency to present to the Board regarding MSP including: <ul style="list-style-type: none"> <li>• Implementation of MSP</li> <li>• The impact of MSP in their practice on adults with care and support needs</li> <li>• Working in line with the ADASS guidance for their agency</li> </ul>	January 2019	Statutory partners' Board members	Improvements in embedding approach seen in data and partners reports.
	Detailed review of Making Safeguarding Personal data.	January 2019	SEG	Actions arising from presentation





**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**  
**5 JUNE 2018**

**PROVISIONAL PERFORMANCE REPORT 2017/18**

**JOINT REPORT OF THE CHIEF EXECUTIVE AND**  
**DIRECTOR OF ADULTS AND COMMUNITIES**

**Purpose of Report**

1. The purpose of this report is to present the Committee with an update of the Adults and Communities Department's performance for the year 2017/18.

**Policy Framework and Previous Decisions**

2. The Adults and Communities Department's performance is reported to the Committee in accordance with the Council's corporate performance management arrangements.

**Background**

3. The metrics detailed in Appendix A of the report are based on the key performance measures of the Adults and Communities Department for 2017/18. These are reviewed through the annual business planning process to reflect the key priorities of the Department and the Council. The structure of Appendix A is aligned with the Vision and Strategy for Adult Social Care 2016-2020, '*Promoting Independence, Supporting Communities*'. This strategic approach is designed to ensure that people get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support, and maximise people's independence. This 'layered' model has been developed to ensure the obligations under the Care Act 2014 are met and Appendix B of the report outlines the four central aspects of the Strategy – Meet, Reduce, Delay, and Meet needs.
4. The Adult Social Care indicators are a combination of national and local measures. At a national level performance is monitored via the Adult Social Care Outcomes Framework (ASCOF). The Communities and Wellbeing service area does not have such a formal structure for performance monitoring at a national level. The measures included in this report have therefore been determined as local indicators.
5. Performance figures are classed as provisional at this stage as the source data for the metrics is currently being compiled, with the signed-off version to be published by NHS Digital in the autumn. However, the final performance figures are not expected to vary greatly from those included in this report, and will be presented later in the year alongside national benchmarking.
6. Progress against targets is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.

**Performance Update: April 2017 to March 2018**

7. Appendix A includes four key measures to reflect each of the four layers of the Vision and Strategy. Each of these monitors the proportion of new contacts from people requesting support and what the sequels of these requests were. Overall there were 28,100 new contacts during 2017/18, a reduction of over 5,000 on the previous year. Whilst this is a 15% reduction it should be noted that previous years have been high, in part due to recording practice based on a broader interpretation of the definition of a contact. The latest position brings Leicestershire in line with other East Midlands authorities.
8. The proportion of new contacts during 2017/18 resulting in a preventative response such as universal services or signposting was 58%, slightly lower than target bandwidth but similar to the previous year. A further 18% resulted in a response relative to reducing need such as providing equipment or adaptations and 12% resulted in a response relative to delaying need, i.e. the provision of a reablement service that supports people to relearn the skills required to keep them safe and independent at home. Finally, 11% resulted in a long-term service such as a personal budget.
9. The overall number of visitors to heritage sites during 2017/18 was similar to the previous year. The Century Theatre, 1620s House and Garden, Harborough museum and Melton Carnegie museum have all had increased visitors whilst Bosworth Battlefield and Charnwood museum have both seen reductions.
10. There has been a national downward trend in the number of visits to libraries, including those in Leicestershire. As such, the 2017/18 targets (referred to in Appendix A) were agreed with this in mind. During 2017/18 there were 980,000 visits to Leicestershire libraries, just short of the target and lower than the previous year. This reduction was primarily during February and March when the poor weather may have had an effect. Whilst there were fewer visits compared to the previous year, the number of loans were 2% higher during 2017/18.
11. An additional two libraries metrics are included to reflect the priorities around children's loans and e-loans. During 2017/18 more than 590,000 children's loans were made; a 2% increase on the previous year. With regards e-loans, these continue to show a marked increase – over 139,000 during 2017/18 compared to 77,000 during the previous year.
12. The Leicestershire Adult Learning Service (LALS) performance relates to the proportion of learning aims due to be completed in a period successfully achieved. For the academic year 2017/18 the current success rate is 95%, in line with the previous year and on track to surpass the 86% target.
13. Volunteering programmes are a priority for the department in relation to libraries, museums and heritage services. During 2017/18 there were more than 24,000 hours of volunteering, similar to the level during the previous year.
14. The nature of accommodation for people with learning disabilities has a strong impact on their safety, overall quality of life, and reducing social exclusion. One of the ASCOF indicators monitors the proportion of service users aged 18-64 with a learning disability who are in settled accommodation and not in a care home.

Performance in 2017/18 was 80% which met the target and was similar to the previous year.

15. ASCOF 1E measures the proportion of adults with learning disabilities who are receiving long-term services and are in paid employment. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing. Performance in 2017/18 (11%) remained as high as the previous year which was in the top quartile nationally.
16. Reducing delayed transfers of care from hospital is a national priority and monitored through the Better Care Fund (BCF). The national methodology changed for 2017/18 to use the average number of days people have been delayed per month. During 2017-18 there were, on average, 188 days lost per month due to delayed transfers specifically attributable to adult social care. This is 60 days per month less than in 2016/17 and well within the BCF target. Compared to fifteen similar shire authorities Leicestershire's recent performance is ranked second best.
17. During 2017/18, 80% of people who received reablement support had no need for ongoing services following the intervention. This level of performance is similar to last year when it was classed as being in the second highest quartile nationally.
18. A key measure in the BCF is the ASCOF metric which measures the proportion of people discharged from hospital via reablement services who are still living at home 91 days later. Performance is based on discharges between October and December and during 2017/18 the proportion still living at home 91 days later was 86%; similar to last year although slightly short of the target. Performance is monitored through the year on a rolling three-month basis and for seven of these periods performance was above target. Furthermore, there is little difference year-on-year of performance in relation to the October to December period – mid-high 80%, and just below the national top quartile.
19. Avoiding permanent placements in residential or nursing care homes is a good indication of delaying dependency. Research suggests that where possible, people prefer to stay in their own home rather than move into permanent care. During 2017/18 there were 38 admissions, nine more than the previous year. This is higher than the preferred target level although more than likely will remain a better performance than the national average.
20. For people aged 65 or over the number of permanent admissions in 2016/17 was higher than the national average in the third quartile. During 2017/18 the number of admissions increased by a further 56, pushing performance above the target. The increase in admissions needs to be considered against a backdrop of an increasing older population which rose by 2% during the past two years. Despite this, the rate of increased admissions will likely mean performance remains higher than the national average.
21. The County Council remains committed that everyone in receipt of long-term, community-based support should be provided with a personal budget, preferably as a direct payment. During 2016/17, the ASCOF measures relating to service users and carers were all above the national average with the proportion of service users in receipt of a cash payment (55%) in the top quartile. Performance in 2017/18 has

remained similar although a small reduction in service user personal budgets will be due in part to inaccurate data recording rather than actual practice.

22. There were 1,500 safeguarding enquiries completed during 2017/18; 15% more than in the previous year.
23. Developing a safeguarding culture that focuses on the personalised outcomes desired by people with care and support needs who may have been abused is a key operational and strategic goal of the Care Act. Of the 1,500 safeguarding enquiries completed in 2017/18 where an outcome was expressed, 98% were fully or partially achieved.

## **Conclusion**

24. This report provides a summary of provisional year-end performance for 2017/18 and comparison with the previous year.
25. Of the 23 metrics where 2017/18 performance was 'RAG-rated' there were 15, or 65%, which met the target and classed as 'Green'.
26. With two-thirds of metrics meeting the target in 2017/18 overall performance was good. There were areas of excellent performance, such as delayed transfers of care and library issues, particularly children's and e-loans. High levels of performance were also maintained in areas such as employment rates for people with a learning disability, and the use of direct payment by those receiving community services. On the other hand there are clear areas recognised as requiring improvement, primarily in relation to permanent residential or nursing care admissions. For people aged 18-64, the number of admissions, whilst an increase on last year, were very low to begin with. However, the increase, and general high level of admissions of people aged 65 or over is a key concern and will be of particular focus for monitoring next year and beyond.
27. Reporting of performance in 2018/19 is currently being established, taking into account the single outcomes framework (which sets the context for outcome based commissioning and the Council's new Strategic Plan). This will be presented and discussed at the Department's Departmental Management Team on a monthly basis.

## **Background papers**

Adult Social Care Outcomes Framework 2015/16

<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-ascof-2015-to-2016>

Leicestershire's Better Care Fund Plan 2016/17 – Delivering our vision and for health and integration

<http://www.healthandcareleicestershire.co.uk/wp-content/uploads/2016/12/BCF-Plan-Public-summary.pdf>

Leicestershire County Council Strategic Plan 2014-18

<http://politics.leics.gov.uk/documents/s92330/7%20council%20strategic%20and%20transformation%20appx%201%20strategic.pdf>

Leicestershire County Council Vision and Strategy for Adult Social Care 2016-20  
[http://corpedrmsapp:8087/Intranet%20File%20Plan/Departmental%20Intranets/Adults%20and%20Communities/2012%20-%2013/Departmental%20Administration/ASC%20Policies%20and%20Procedures/ASC\\_Strategy\\_2016-2020\\_P0358\\_12.pdf](http://corpedrmsapp:8087/Intranet%20File%20Plan/Departmental%20Intranets/Adults%20and%20Communities/2012%20-%2013/Departmental%20Administration/ASC%20Policies%20and%20Procedures/ASC_Strategy_2016-2020_P0358_12.pdf)

Department of Health NHS Social Care Interface Dashboard  
<https://www.gov.uk/government/publications/local-area-performance-metrics-and-ambitions>

### **Officers to Contact**

Jon Wilson, Director of Adults and Communities  
 Adults and Communities Department  
 Tel: 0116 305 7454  
 Email: [jon.wilson@leics.gov.uk](mailto:jon.wilson@leics.gov.uk)

Sandy McMillan, Assistant Director (Strategy and Commissioning)  
 Adults and Communities Department  
 Tel: 0116 305 7320  
 Email: [sandy.mcmillan@leics.gov.uk](mailto:sandy.mcmillan@leics.gov.uk)

Matt Williams, Business Partner – Business Intelligence Service  
 Chief Executive's Department  
 Tel: 0116 305 7427  
 Email: [matt.williams@leics.gov.uk](mailto:matt.williams@leics.gov.uk)

### **List of Appendices**

- Appendix A - Adults and Communities Department Provisional Performance Dashboard for 2017/18;
- Appendix B – Adult Social Care Strategic Approach;
- Appendix C – Red/ Amber/Green (RAG) Rating - Explanation of Thresholds.

### **Relevant Impact Assessments**

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

28. The Adults and Communities Department supports vulnerable people from all diverse communities in Leicestershire. However, there are no specific equal opportunities implications to note as part of this performance report. Data relating to equalities implications of service changes are assessed as part of Equality and Human Rights Impacts Assessments.

#### **Partnership Working and Associated Issues**

29. BCF measures and associated actions are overseen and considered by the Integration Executive and Health and Wellbeing Board.

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## Adults and Communities

### Provisional Performance 2017/18

#### PREVENT NEED

<b>Corporate Strategy</b>	Better Adult Social Care
<b>Joint Health and Wellbeing Strategy</b>	Managing the shift to early intervention and prevention

#### *Corporate Priority: Unified prevention offer and Information and Support*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	% of sequels that 'Prevent Need'	Target Band Width	R	↔	59-63%	58% (16.4k out of 28.1k)	58% (18.9k out of 32.7k)	N/A
<b>ASCOF 3D pt 1</b>	% of SUs who find it easy to find information	H	N/A	N/A	70.1%	Due summer 2018	70%	Bottom
<b>ASCOF 3D pt 2</b>	% of carers who find it easy to find information	H	N/A	N/A	N/A	Next survey due 2018/19	63.5%	Third

<b>Corporate Strategy</b>	Leicestershire's Cultural Environment
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#### *Corporate Priority: A Better Place and Visitor Offer*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	Heritage visits	H	G	↔	Maintain 16/17	151.6k	152.3k	N/A
<b>Local</b>	Hours of Volunteering	H	G	↔	Maintain 16/17	24.3k	24.4k	N/A

#### *Corporate Priority: Remodelled Library Service*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
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*Corporate Priority: Remodelled Library Service*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	Total council funded library visits	H	R	↓	1.0m	0.98m	1.01m	N/A
<b>Local</b>	Total council funded library issues	H	G	↑	1.41m	1.51m	1.48m	N/A
<b>Local</b>	Council funded children's issues	H	G	↑	551.0k	592.8k	580.0k	N/A
<b>Local</b>	E-loans	H	G	↑	100.2k	139.4k	77.1k	N/A
<b>Local</b>	Total community library issues	N/A	For information only			351.7k	388.8k	N/A
<b>Local</b>	Community library children's issues.	N/A	For information only			188.1k	196.9k	N/A

**Corporate Strategy**

Investment in People – Employment and Skills Support

*Corporate Priority: Remodelled Library Service*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	LALS Success Rate	H	G	↔	86%	95% (Academic year 17/18)	96% (Academic year 16/17)	N/A

**REDUCE NEED****Corporate Strategy**

Better Adult Social Care

**Joint Health and Wellbeing Strategy**Supporting the ageing population;  
Improving services for people with learning disabilities*Corporate Priority: Unified prevention offer and Information and Support*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
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*Corporate Priority: Unified prevention offer and Information and Support*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	% of sequels that 'Reduce Need'	Target Band Width	R	↓	13-17%	18% (5.0k out of 28.1k)	21% (6.9k out of 32.7k)	N/A
<b>ASCOF 1I pt 1</b>	% of SUs who had as much social contact as they would like	H	N/A	N/A	48%	Due summer 2018	46%	Second
<b>ASCOF 1I pt 2</b>	% of carers who had as much social contact as they would like	H	N/A	N/A	N/A	Next survey due 2018/19	31.4%	Third

*Corporate Priority: Effective Support for People with Learning Disabilities*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>ASCOF 1G</b>	% of people with LD in settled accommodation	H	G	↔	80%	80.3% (1.2k out of 1.5k)	79.4% (1.2k out of 1.5k)	Second
<b>ASCOF 1E</b>	% of people with LD in employment	H	G	↔	11%	11.2% (0.2k out of 1.5k)	11.1% (0.2k out of 1.5k)	Top

## DELAY NEED

<b>Corporate Strategy</b>	Integrating Health and Social Care – Better Care Fund
<b>Joint Health and Wellbeing Strategy</b>	Supporting the ageing population

*Corporate Priority: Improved Hospital Discharge and Reablement*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	% of sequels that 'Delay Need'	Target Band Width	G	↔	12-16%	12% (3.3k out of 28.1k)	12.2% (4.0k out of 32.7k)	N/A

*Corporate Priority: Improved Hospital Discharge and Reablement*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	Delayed transfers of care attributable to ASC-only	L	G	↑	228 Ave days per Mth	188 Ave days/Mth	248 Ave days/Mth	Second
<b>ASCOF 2D</b>	% of people who had no need for ongoing services following reablement	H	G	↔	80%	80.4% (2.4k out of 2.9k)	80.2% (2.7k out of 3.4k)	Second
<b>ASCOF 2B pt 1</b> <i>*BCF*</i>	Living at home 91 days after hospital discharge and reablement	H	G	↔	87%	86.1% (490 out of 569)	86.5% (378 out of 437)	Second
<b>ASCOF 2A pt 1</b>	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	R	↓	6.1	9.4 (38 admissions)	7.1 (29 adm's)	Top
<b>ASCOF 2A pt 2</b> <i>*BCF*</i>	Permanent admissions to care (aged 65+) per 100,000 pop.	L	R	↓	630.6	659.7 (920 admissions)	633.5 (864 adm's)	Third

## MEET NEED

<b>Corporate Strategy</b>	Better adult social care
<b>Joint Health and Wellbeing Strategy</b>	Supporting the ageing population

*Corporate Priority: Greater Personalisation of Services*

Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	% of sequels that 'Meet need'	Target Band Width	R	↓	5-9%	11% (3.0k out of 28.1k)	9.0% (2.9k out of 32.7k)	N/A

**Corporate Priority: Greater Personalisation of Services**


Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>ASCOF 1C pt 1a</b>	Adults aged 18+ receiving self directed support	H	R	↓	97%	94.1% (4.5k out of 4.8k)	95.5% (4.6k out of 4.8k)	Second
<b>ASCOF 1C pt 2a</b>	Adult aged 18+ receiving direct payments	H	G	↓	45%	53.3% (2.6k out of 4.8k)	55.4% (2.7k out of 4.8k)	Top
<b>ASCOF 1C pt 1b</b>	Carers receiving self directed support	H	G	↔	99%	99.7% (1.5k out of 1.5k)	99.7% (1.6k out of 1.6k)	Second
<b>ASCOF 1C pt 2b</b>	Carers receiving direct payments	H	G	↔	96%	97.0% (1.4k out of 1.5k)	96.7% (1.5k out of 1.6k)	Second


**Corporate Priority: Strong Adult Safeguarding**


Measure and Description		Aim	RAG	Annual Comparison	Year-end Target	17/18	16/17 and Quartile	
<b>Local</b>	Of safeguarding enquiries where an outcome was expressed, the percentage partially or fully achieved	H	G	↑	85%	97.9% (742 out of 782)	94.2% (481 out of 512)	N/A
<b>ASCOF 4B</b>	% of service users who say that services have made them feel safe	H	N/A	N/A	90%	Due summer 2018	91%	Top

## Key to Columns

<b>Measure</b>	ASCOF	A metric within the national performance framework known as Adult Social Care Outcomes Framework (ASCOF)
	Local	A measure defined and calculated for Leicestershire County Council only
<b>Aim</b>	High	The aim of performance is to be high
	Low	The aim of performance is to be low

**Annual Comparison**  Improvement in performance between 2016/17 and 2017/18.

 Little or no change in performance between 2016/17 and 2017/18

 Performance declined between 2016/17 and 2017/18.

## **Vision and Strategy for Adult Social Care 2016 – 2020**

### **Prevent need**

We will work with our partners to prevent people needing our support. We will do this by providing information and advice so that people can benefit from services, facilities or resources which improve their wellbeing. This service might not be focused on particular health or support needs - but is available for the whole population – for example, green spaces, libraries, adult learning, places of worship, community centres, leisure centres, information and advice services. We will promote better health and wellbeing and work together with families and communities (including local voluntary and community groups).

### **Reduce need**

We will identify those people most at risk of needing support in the future and intervene early if possible to help them to stay well and prevent further need for services. For example we might work with those who have just been diagnosed with dementia, or lost a loved-one, people at risk of isolation, low-level mental health problems, and carers.

Our work will be targeted at people most likely to develop a need, and try to prevent problems from getting worse so that they do not become dependent on support. This might include: information, advice, minor adaptations to housing which can prevent a fall, support and assistance provided at a distance using information and communication technology via telephone or computer.

### **Delay need**

This will focus on support for people who have experienced a crisis or who have an illness or disability, for example, after a fall or a stroke, following an accident or onset of illness. We will try to minimise the effect of disability or deterioration for people with ongoing health conditions, complex needs or caring responsibilities. Our work will include interventions such as reablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues to ensure people experience the best outcomes through the most cost effective support.

### **Meeting need**

The need for local authority funded social care support will be determined once we have identified and explored what's available to someone within their family and community. People who need our help and have been assessed as eligible for funding, will be supported through a personal budget. The personal budget may be taken as a payment directly to them or can be managed by the council. Wherever possible we will work with people to provide a choice of help which is suitable to meet their outcomes. However, in all cases the council will ensure that the cost of services provides the best value for money. Whilst choice is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

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**Explanation of RAG Rating**

<b>RED</b>	<p>Close monitoring or significant action required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> <li>• Performance is currently not meeting the target or set to miss the target by a significant amount.</li> <li>• Actions in place are not believed to be enough to bring performance fully back on track before the end of the target or reporting period.</li> <li>• The issue requires further attention or action</li> </ul>
<b>AMBER</b>	<p>Light touch monitoring required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> <li>• Performance is currently not meeting the target or set to miss the target by a narrow margin.</li> <li>• There are a set of actions in place that is expected to result in performance coming closer to meeting the target by the end of the target or reporting period.</li> <li>• May flag associated issues, risks and actions to be addressed to ensure performance progresses.</li> </ul>
<b>GREEN</b>	<p>No action required. This would normally be triggered when performance is currently meeting the target or on track to meet the target, no significant issues are being flagged up and actions to progress performance are in place.</p>

The degree to which performance is missing a target is open to debate. A common way of overcoming this is to use a precise percentage threshold between current performance and the target. However, a blanket approach (such as plus or minus 10%) is not appropriate due to the varying ways that metrics are reported. E.g. small numbers, rates per capita, percentages.

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