



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

Date/Time: **Monday, 7 September 2020 at 10.00 am**

Location: **Microsoft Teams**

Contact: **Mrs L. Walton (0116 305 2583)**

Email: **lauren.walton@leics.gov.uk**

Membership

Ms. L. Broadley CC Mr. J. Miah CC
Mr. B. Crooks CC Mr J. Poland CC
Mr. T. Gillard CC Mrs. A. Wright CC
Mr. D. Harrison CC Mrs. M. Wright CC
Mr. T. J. Richardson 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

Item

Report by

1. Appointment of Chairman.

At the County Council meeting on 8 July 2020 Mr. T. Richardson CC was nominated as Chairman elect of the Adults and Communities Overview and Scrutiny Committee.

2. Election of Vice Chairman.
3. Minutes of the meeting held on 9 March 2020. (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.
10. Covid-19 Recovery Update. Director of Adults and Communities and Director of Corporate Resources (Pages 11 - 34)
11. Adults and Communities Department Strategy 2020-2024 - Delivering Wellbeing and Opportunity in Leicestershire. Director of Adults and Communities (Pages 35 - 72)
12. Status on Support for Community Managed Libraries. Director of Adults and Communities (Pages 73 - 80)
13. Performance Report for Quarter 1 2020/21 (April-June) and Year-End 2019/20. Director of Adults and Communities and Chief Executive (Pages 81 - 94)
14. Leicestershire and Rutland Safeguarding Adult Board Annual Report 2019/20, Strategic Plan 2020-2025 and Business Plan 2020/21. Independent Chair of the Leicestershire and Rutland Local Safeguarding Adults Board (Pages 95 - 128)
15. Annual Adult Social Care Complaints and Compliments Report 2019/20. Director of Adults and Communities (Pages 129 - 150)
16. Date of next meeting.

The next meeting of the Committee is scheduled to take place on 2 November 2020 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.

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?

This page is intentionally left blank



Minutes of a meeting of the Adults and Communities Overview and Scrutiny Committee held at County Hall, Glenfield on Monday, 9 March 2020.

PRESENT

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

Dr. P. Bremner CC
 Ms. L. Broadley CC
 Mr. B. Crooks CC
 Mr. W. Liquorish JP CC

Mr. J. Miah CC
 Mr T. Parton CC
 Mrs B. Seaton CC
 Mrs. M. Wright CC

In attendance

Mr. R. Blunt CC – Cabinet Lead Member for Adults and Communities
 Mrs. C. M. Radford CC – Cabinet Support Member
 Mr Mukesh Barot – Healthwatch Leicester and Leicestershire

62. Minutes.

The minutes of the meeting held on 20 January 2020 were taken as read, confirmed and signed.

63. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 35.

64. 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).

65. Urgent Items.

There were no urgent items for consideration.

66. Declarations of interest.

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.

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

There were no declarations of the party whip.

68. Presentation of Petitions under Standing Order 36.

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

69. Residential and Nursing Care for Older People.

The Committee considered a presentation of the Director of Adults and Communities which provided information on residential and nursing care for older people in Leicestershire. A copy of the slides is filed with these minutes.

Arising from discussion and questions the following points were made:

- (i) The reason for placing older people out of county was normally in response to their preferential choice; for example, if a person wished to live closer to family members in another part of the country, the Council, in line with its rates, would pay the out of county care home fee to support the move. Where the cost went above the rate threshold, the service user could choose to go ahead with the placement by topping up the remaining amount.
- (ii) Insufficient capacity was not currently an issue or a reason for placing older people requiring residential or nursing care (including older people with a learning disability) out of county. There was a significant number of residential care home vacancies (over 300) in Leicestershire and the Council currently held contracts with a total number of 119 Leicestershire based care homes which specialised in providing care for people aged 65 and over.
- (iii) In response to a query it was clarified that the data collected by the Council to inform the Care Quality Commission's key lines of enquiry did include data based on the protected characteristics under the Equality Act, although not all of the data collected was reported nationally.
- (iv) The Department had seen lower numbers of admissions to residential care homes in recent months as a result of the Target Operating Model and it was expected that the downward trend would continue once the new Home Care Service had been implemented. Providing the right care and support to enable people to live at home for longer was a primary aim, however, there would continue to be residential care provisions available to those in need such as those assessed as being too frail to live in their own home.
- (v) Officers undertook to provide the Committee with the average cost of domiciliary care. However, it was important to note that this could be misleading as there was no upper limit to the support paid by the County Council to enable people to stay at home.
- (vi) The Committee thanked Officers for the presentation and the level of insight this provided and welcomed presentations of this kind at future meetings on topics which the Director considered to be appropriate.

RESOLVED:

That the presentation on Residential and Nursing Care for Older People be noted.

70. Progress on the Decommissioning of the CareOnline Service.

The Committee considered a report of the Director of Adults and Communities which provided an update on the progress following the decision to decommission the CareOnline Service in 2019 and the consequent activity undertaken by the Enrych Connect Service. A copy of the report marked 'Agenda Item 9', is filed with these minutes.

The Chairman welcomed Ms Miriam McKee, Chair of Trustees from Enrych, to the meeting.

Arising from discussion and questions, the following points were raised:

- (i) The Connect Service was one of a number of services the Enrych charity organisation ran to support disabled people to live independent and active lives. Options of sustainable future funding were currently being explored, including with the Big Lottery fund and discussions with a corporate organisation who had expressed an interest in supporting the work of the Service.
- (ii) In terms of the types of support the service provided, each client was assigned a voluntary support worker from the moment they joined the service in which they could seek advice from as required. An extensive amount of engagement work had taken place when Enrych initially took over the Connect Service and new initiatives were also being developed to target specific cohorts of people that could potentially benefit from using the service. This included a group support offer which was in the early development stages; discussions had started to take place with a number of district councils in this regard, to determine the level of support that could be provided to local residents and particularly for those living in sheltered/supported accommodation.
- (iii) The Committee offered its thanks to Ms McKee and her colleagues at Enrych for the work they had undertaken to enable services to continue. A member also commented that a number of their constituents had provided positive feedback on the transition between the CareOnline and Connect services, which they had found to be a seamless process.

RESOLVED:

That the update on the progress following the decision to decommission the CareOnline Service in 2019 and the consequent activity undertaken by the Enrych Connect Service be welcomed.

71. Use of Resources in Adult Social Care.

The Committee considered a report of the Director of Adults and Communities which presented the outcome of the Local Government Association's report on the Use of Resources in Adult Social Care. A copy of the report marked 'Agenda Item 10', is filed with these minutes.

In introducing the report, the Director highlighted that the outcomes provided in the Local Government Association's (LGA) Use of Resources in Adult Social Care report did not include details of the efficiencies and effectiveness of services and were based on

finance and activity data relating to 2018-19. Further information on the use of resources in 2019-20 was expected to be published in November 2020.

Regarding Leicestershire's response to requests that ended in no services being provided, it was queried whether this meant that people requesting services were being turned away. The Director confirmed that this was not the case and that there would have been some form of resolution, usually through the provision of information and signposting. He explained that the reporting process would only allow information to be recorded in a certain way, so if the follow up to a request resolved in no service being required, this would be reported as "no services provided". Another consideration for this area of reporting was that as new strength and asset-based approaches progressed nationally, it was expected that fewer people would require formal services.

The report had provided reassurance that the Council was largely providing services which corresponded with levels of need. The low level of spend per person in Leicestershire in comparison to other authorities was reflective of the overall funding received by the Council.

RESOLVED:

That the outcome of the Local Government Association's report on the Use of Resources in Adult Social Care be noted.

72. Smart Libraries - Performance Review.

The Committee considered a report of the Director of Adults and Communities which provided an update on the performance of SMART libraries following implementation in April 2019. A copy of the report marked 'Agenda Item 11', is filed with these minutes.

Arising from discussion and questions, the following points were raised:

- (i) It was queried why SMART libraries were not currently open on Sundays which was regarded as a leisure day for many people, particularly those with children, it was explained that the initial stages of the programme had mainly focussed on the establishment of the SMART technology systems and the operational processes, but there would be opportunity at the next stage for Sunday and bank holiday opening hours to be reviewed to test viability and cost effectiveness. Additional costs, including the requirement of CCTV monitoring, would likely be substantial.
- (ii) It was suggested the final stage of the SMART library induction process for new users be made available online rather than requiring the person registering to physically visit a library to complete the process. Officers acknowledged this could be inconvenient for some and advised that the Department was already looking at ways to improve this process to ensure it was as seamless and convenient for service users as possible.
- (iii) It was pleasing to note that the incidents that had occurred during the reporting period had been low level and that the number of formal complaints received had been minimal. The live CCTV system allowed for close monitoring of all sites to be carried out from one central location. In response to a query about the consequences for a person that persistently misused SMART library facilities, it

was confirmed that in this event, individual access rights could be removed entirely if necessary.

RESOLVED:

That the update on the performance of SMART libraries following implementation in April 2019 be noted.

73. Date of next meeting.

It was noted that the next meeting of the Committee would be held on 8 June 2020 at 2.00pm.

2.00 – 3.36pm
9 March 2020

CHAIRMAN

This page is intentionally left blank



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 SEPTEMBER 2020

COVID-19 RECOVERY UPDATE

JOINT REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES
AND DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

- 1 The purpose of this report is to provide the Committee with a detailed update on progress made within the Adults and Communities Department in implementing its interim recovery plans following the outbreak of the Covid-19 pandemic, and to set out initial proposals for longer term recovery planning and strategic change in accordance with the Council's Recovery Strategy.

Policy Framework and Previous Decisions

- 2 March 2020 saw the lockdown of people and services to control the rise in infection rates from Covid-19 and protect the NHS services' ability to respond to the health needs of the population.
- 3 In response to the pandemic, and in accordance with legislative changes and Government guidance for local authorities, Adults and Communities services have been reviewed and amended to enable continued service delivery, with critical services prioritised for staff resources and those services that are essential to support the most vulnerable service users. This was undertaken in line with Government instruction to assist with infection controls, safety of people and staff and protection of the NHS resources in acute hospitals.
- 4 A departmental Covid-19 Steering Group was instigated with senior managers and business partners to oversee and lead the crisis response and escalation process. Sub cells of this group focus on key service delivery areas with activity data reported daily.
- 5 Recovery planning and actions are in place to embed new ways of working enacted during this phase of the emergency, to restore prior services where appropriate, and to future proof our service delivery where this can benefit both people who use services and staff.

Services and other Key issues

Adult Social Care

- 6 **Older Adults and Hospital Discharge** - A Discharge Co-ordination Hub was created providing a single point of access for all hospital referrals, including community

hospitals and the out of county hospital discharges. The Department's Hospital Team became part of the triage service located with the Discharge Hub.

- 7 Previously adult social care undertook assessments on wards. This has changed to virtual working, except for patients with complex care requirements and/or requiring assessment under the Mental Capacity Act. Safeguarding concerns are still responded to by a face to face visit on the wards.
- 8 The Discharge Hub provides a single space for partners to work together to safely discharge patients in a timely manner, facilitating between 150-200 discharges for County residents per week; other than Pathway 0 (home with no support) the clear majority leave on Pathway 1 (home with support). 65% of the patients that are discharged on these pathways leave on the day or the day after they become medically fit.
- 9 The enhanced hospital discharge offer includes extra staffing from the Customer Service Centre, Brokerage Team, Review Team and Occupational Therapy (OT) Reablement service. Staff have been redeployed to work in this service also providing some Out of Hours support.
- 10 **Working Age Adults Disability Services** - As building based services such as Day Services and Short Breaks have ceased during this period, service users and carers have been put under enormous pressure whilst in lockdown. The Department has been working with providers to risk assess individuals and put in place alternative service provision on a 1:1 basis where this is a need to manage the health and safety of individuals or carers. Virtual multi-disciplinary team (MDT) meetings are held weekly to review risks and agree actions taken where needed.
- 11 Staff have continued to keep in contact with individuals and their carers by phone or email, visiting households using the appropriate Personal Protective Equipment (PPE) when needed.
- 12 The Learning Disability Partnership Board has been suspended during this period and planning for the annual training conference has been postponed for this year. Members have signed up to Notify, a messaging/alert system that keeps them in touch with each other and the Council's website which continues to keep members up to date with the latest guidance in Easy Read. Members have just completed a feedback session on the use of face coverings and exemption criteria, developing a message and badge that explains why they are not able to wear a face covering due to their disability if that is the case. Written evidence of this exemption is not currently required, and they are being directed to support groups who will offer advice and guidance. The Police are fully aware and supportive of these developments.
- 13 Transforming Care progress during this period has been slow and moves from hospital to new community settings are problematic currently as support providers are managing staffing and accommodation safety in line with current Government guidelines. Adult social care staff and Health colleagues receive regular updates on the position.
- 14 Accommodation moves planned have been paused due to the availability of supply and support but are now beginning to resume where possible.

- 15 **Working Age Adult Mental Health Services** – There has been a rise in demand for mental health support during this period with traditional health access much reduced. Extra staff capacity has been needed to deal with urgent demands. The Mental Health Reablement Workers have been redeployed to assist with urgent mental health discharges and community support, freeing up much needed bed space and health interventions for those most at risk. The Adult Mental Health Professional (AMHP) service has continued to be delivered with the appropriate PPE being worn as necessary to keep people safe.
- 16 **Safeguarding and Deprivation of Liberty Safeguards (DOLS)** - Whilst initially there was a decrease in cause for concern and safeguarding, referrals have now increased, mainly in hospital and residential care settings. However, as the restrictions continue, and families are spending more time together, and there is limited access to formal support activities, community referrals have also risen.
- 17 The Adult Safeguarding Board has been meeting remotely and progressing work where this has been appropriate. Capacity to progress retrospective Serious Case Reviews and interviews has been limited with member organisations focus on the Covid-19 response.
- 18 Completing DOLS assessments has been difficult with care homes reluctant to allow visits and not having capacity to provide the information needed to complete assessments. DOLS staff have been using video conferencing where they can and are progressing assessments. DOLS Court of Protection hearings have been continuing on a remote basis.
- 19 **Customer Service Centre** - The Adult Social Care Customer Service Centre has seen increased activity with shielding vulnerable people enquiries, mental health services, safeguarding and supporting hospital discharges.
- 20 Call handlers have been enabled to work from home and a new telephone system is in place to support this and email contact activity has been re-focussed to ensure a timely response.
- 21 **Shielding Vulnerable People** – The Department was asked to respond to the Government’s request to create welfare services for vulnerable people, understanding both demand and capacity.
- 22 During week beginning 23 March 2020, the NHS wrote to approximately 1.5 million people nationally whom it had identified as being at risk of contracting the Covid-19 virus because of the circumstances of their underlying conditions.
- 23 The letter gave basic information regarding hand hygiene and self- isolation, as well as inviting people to register using an online web form if they felt they had an urgent need of support.
- 24 In response, the County Council established a single telephone helpline to triage incoming calls on the issue and has worked closely and in partnership with local District and Borough Councils in responding and supporting shielding cohorts. Contact calls have been managed through the First Contact Plus teams managed by Public Health, and the departmental Customer Service Centre.

- 25 During June 2020, 24,995 Leicestershire residents were identified and written to as requiring shielding. 58% (14,400) of people on the Leicestershire list have subsequently registered for support. Of these, 45% (6,500) were directly contacted by the County Council because they responded to say that they had difficulties in obtaining essential supplies or felt that their care needs were not being met. 27% (3,900) of those registering for support overall were known to adult social care services.
- 26 62% (8,900) of those registering for support were referred to District Councils for further follow-up. Those people had access to essential supplies and no care needs. 2% (185) were passed back to the Department for further investigation because it was felt that an adult social care intervention should be explored.
- 27 **Direct Services** - All building-based services including Community Life Choices and Short Breaks, were required to close due to social distancing and infection control guidelines. Providers were asked to continue to provide support to individuals, maintaining contact and offering support within their own homes or with daily exercise. However, a limited availability for emergency short term provision for those most at risk has been maintained; for example, the Department has currently had occupancy within its Short Breaks service for an individual required by the Court to be removed from their current home arrangements, and also at one of the day services' establishments a person whose carer needed crisis relief.
- 28 **Emergency Care Team** - 56 staff located in the Council's provider building-based services which was required to close were redeployed to support in-house reablement and provide an Emergency Care Team (ECT). This has enabled the Department to respond to urgent hospital discharge and home care provision. Day Services and Short Breaks staff have been required to adapt to working in people's homes and to different working patterns to meet this response.
- 29 People who are no longer accessing building-based services have been supported at home and to access the community where this has been possible. Following advice from legal and insurance colleagues, a protocol has been developed that enables staff to be redeployed in to care homes to support where the service is at risk of failure to deliver a safe service to support the care and safety of residents. To date, it has not been necessary for staff to be utilised to support care homes.
- 30 The Crisis Response home care service has continued to operate throughout this period and provides emergency support to people at home if commissioned services are unavailable.
- 31 The in-house reablement service, HART (Home Care Assessment and Re-Ablement Team), has continued to provide services throughout the Covid-19 response to facilitate early hospital discharge/prevent hospital admission, for those who can regain a level of independence. Staff have been fully supported throughout this time with appropriate PPE and mechanisms which promote the highest standards of infection control practices.
- 32 Throughout the Covid-19 period, the Department has seen a reduction in demand for reablement services from hospital referrals, in part due to the increased discharge destination of residential care. This has impacted on the ability of adult social care to ensure that people are given the opportunity to regain independence and to return to

their homes post recovery. This has been addressed by a number of actions across the system to recognise patients with reablement potential. Increased involvement by reablement staff inside the Discharge Hub and therapy staff on the wards has helped to identify reablement goals, which has resulted in an increased number of referrals to reablement bringing capacity and demand levels closer to the normal level.

- 33 **Occupational Therapy (OT) Services** - The Lightbulb Service offer has paused due to anxiety from service users about working in houses and due to the unavailability of contractors and materials to progress referrals. OTs continue to support reablement and moving and handling referrals by remote working where possible and are undertaking essential visits using the appropriate PPE.
- 34 **Strategy and Commissioning engagement with Adult Social Care Providers** - The Authority has engaged extensively with providers throughout the emergency, to understand their challenges and concerns, to tailor the Council's response accordingly, and to communicate important information. Briefings/weekly conference calls are held which are open to all adult social care providers, with separate service-focussed conference calls for residential care, domiciliary care, Supported Living and Community Life Choices (CLC) services. These include updates on finance, PPE, Infection Prevention and Control (IPC), testing, recruitment, and opportunities to ask questions directly to senior staff; attendance is good at these calls and feedback has been very positive from attendees who have found them useful and informative.
- 35 It is recognised that one-to-one communication is sometimes more appropriate to explore detail and confidential matters, and the Authority has:
- telephoned individual home care and care home providers frequently (between daily and three times a week) to discuss issues including workforce, infection prevention and control, and capacity, and to offer bespoke advice and support;
 - offered support to complete national and local data trackers;
 - publicised a Provider Communication Line, which provides one route in to the Department for queries on a range of issues;
 - made available a PPE emergency service, operational seven days a week, to triage urgent requests for PPE;
 - launched a care homes infection prevention and control service;
 - developed a targeted approach for providers in difficulty, with early identification of issues, support to prevent crisis, and virtual and in-situ support in the event of provider instability, including in Covid-19 positive environments.
- 36 **Support to Care Homes** - In response to a national Ministerial request, a letter outlining the support to care homes was submitted to Government covering:
- testing - access and requirements;
 - PPE - access and requirements;
 - finance;
 - workforce - recruitment and training;
 - clinical support;
 - advice and communication;
 - preventing infection;
 - managing Covid-19 cases.

The Committee previously received a briefing note on this issue dated 3 June 2020.

- 37 Subsequently a Care Homes Support Plan has been published which details the support available in all the areas noted above. This can be accessed via the following link:

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

- 38 There are 182 registered care homes in the County. As of 14 July, 72 of those care homes have experienced an outbreak; this number equates to around 39%, which is in line with regional and national averages. Most of the outbreaks occurred in April and May and currently there are only seven ongoing situations and very few new outbreaks reported since early July.
- 39 The Council has paid close attention throughout the crisis to capacity within its provider markets, and through new uses of data has worked to understand demand and maximise capacity and 'flow' in the system.
- 40 Providers have been instrumental in submitting data regularly through national and local 'trackers' which have informed this work. Officers have also followed up any matters requiring clarity to discuss matters of risk, and to encourage and support providers to complete the data trackers.
- 41 Tolerances have been set with associated escalation as necessary, such as where capacity dips or where providers are experiencing workforce issues.
- 42 Domiciliary care providers have maintained a good level of capacity throughout the period of the pandemic. Infection rates in both service users and staff have remained low and not significantly different to that of the general population. As of 14 July, domiciliary care providers report that less than 1% of service users are Covid-19 positive, and only 10% of providers are working with people who are symptomatic. Domiciliary care providers report that they can take on new business, and the number of people awaiting care is lower than pre-pandemic levels.
- 43 **Dementia Support** - It is recognised that the Covid-19 period has been very challenging for people with dementia and their family and friends who support them. The Authority has:
- communicated dementia support tools for dealing with Covid-19;
 - disseminated advice relating to walking with purpose;
 - promoted the Dementia Support Service;
 - published information for and provided support services for carers;
 - issued guidance on capacity and consent relating to the Covid-19 test.
- 44 The Authority has worked closely with external agencies in helping care homes to access partner training and services.
- 45 **External Recruitment Support** - Through the Department's [Inspired to Care](#) team, a free offer was developed quickly to recruit and onboard care professionals on behalf of providers to fill any potential gaps in the workforce. The Inspired to Care team was expanded to give them the capacity to manage the recruitment process from candidate attraction to first day of work. This offer included a values-based interview

process, free Disclosure and Barring Service and a free rapid-induction programme, commissioned by Skills for Care, including induction training via e-learning (virtual care certificate). This contributed to a reduced time to hire period of between 20-30 days.

- 46 A large recruitment advertising campaign, 'Keep Leicestershire Safe and Well at Home', was launched to support the recruitment of care and support professionals during the pandemic. The campaign featured across social media, radio, broadcast, digital outdoor advertising space, county wide circular newsletter 'Leicestershire Matters' and televised news including BBC East Midlands Today. A 'Refer-a-Friend' scheme was launched for the current external workforce to participate in and boosted the impact and reach of the campaign by showcasing the positive impact care professionals have on the lives of the people they support, showing how they go above and beyond to ensure that vulnerable people stay safe and well.
- 47 Over 2,000 applications, CVs and enquiries have been received. The Department was able to attract, recruit, onboard and place 56 people into external care professional roles. The remainder were and continue to be sent to social care employers to supplement their attraction efforts for them to contact directly.
- 48 As redeployed staff moved back into their substantive roles, the Authority is now transitioning away from the agency model and is supplementing the external market with candidate leads generated through continued efforts in attraction. In the last three weeks, over 590 CVs and candidate enquiries have been sent through to the external market to process directly, and appreciative feedback has been received from the external provider market who has employed many of the candidates.
- 49 **Direct Payments** - More than 3,000 service users and carers chose to receive Direct Payments to manage their care and support rather than using managed services. Support has been provided for these service users and carers in order to help them manage their care and support whilst staying safe.
- 50 Regular mailshots have been sent out alongside a dedicated Helpline and information on the Council's website, giving Direct Payment holders advice and information on Covid-19 related issues, e.g. shielding and self-isolation, PPE and employment issues as well as information about how to manage their care and support whilst their normal care services were reduced or suspended.
- 51 Colleagues redeployed from Business Support and Library teams, supported by managers, have provided invaluable support to the Helpline allowing Customer Service Centre and Care Pathway colleagues to focus on more urgent work. The use of agreed escalation points provided quick access to social care teams where care services were in danger of breaking down or where carer strain became an issue.

Communities and Wellbeing

- 52 Due to the pandemic and following the lockdown announcement in mid-March 2020, action was taken to suspend most Communities and Wellbeing services as they represented predominantly public facing services.

- 53 All venues, activities and learning programmes closed or were suspended by 20 March 2020, in line with Government advice. Staff were asked to work from home with immediate effect and appropriate IT equipment checked to ensure that key officers could work from home. Some staff continued to carry out regular site inspections to ensure Health and Safety compliance and security throughout the lockdown period. Volunteering activity was suspended.
- 54 Notices and information explaining the closure were placed on venues, websites, social media outlets and an e-blast was issued. Where necessary, customers were contacted directly, for example where advanced bookings needed to be cancelled and refunds issued. Library charges for overdue books were cancelled and book loans were extended in advance of the closure dates to enable people to loan up to 24 books.
- 55 A central enquiry line was established, and Frequently Asked Questions (FAQs) bulletins were issued to inform people of the arrangements that had been made.
- 56 As the lockdown was implemented, the service was in the closing stages of an HR action plan to re-structure its staffing resources. This was completed during the lockdown period by introducing virtual interviews to complete the final stages of the process. The new structure became operational from 1 July, meeting its original deadline.
- 57 As part of the response to supporting critical services, over 60 members of staff have been redeployed to operate the Direct Payments Helpline; support recruitment to social care, helping with the reopening of Country Parks, PPE distribution and transport. Some of this work is still ongoing. In addition, casual staff from the Heritage and Creative Learning Service have been furloughed.

Support Services

- 58 **PPE** - Strategically, the response to shortages of PPE has been to ensure that PPE products (face masks, gloves, aprons etc) have been sourced from suppliers to support the Council's internal workforce, and to support where appropriate external providers (care homes and domiciliary care providers) who may have had challenges in sourcing products from their own designated suppliers.
- 59 Military aid was established across the wider Leicester, Leicestershire and Rutland (LLR) footprint to procure emergency supplies for a range of stakeholders (including the Council and its providers). The Council acted as a broker between external residential and domiciliary care providers, schools and Local Resilience Forum (LRF) emergency supplies.
- 60 Operationally, a central procurement hub was established to draw information from internal services to better understand what levels of stock were required to maintain services and to place strategic orders to maintain supplies. Regular track and monitoring processes were put in place to gain understanding of the external provider position with accessing appropriate PPE, and the issue has been a standard item on weekly provider teleconferences.
- 61 A robust verification process through Trading Standards services underpinned the procurement to ensure purchases of safe product. This has proved challenging as

around 70% of products reviewed failed to comply with the necessary safety standards and legal requirements. Although this has meant that no money has been wasted, it has proved challenging to source quality products.

- 62 **Aerosol Generating Procedures (AGPs)** – A multi-agency response was instigated to ensure that staff (residential care, domiciliary services and personal assistants employed by those on Direct Payments or personal health budgets) across LLR had access and were 'fit-tested' to FFP3 masks.
- 63 A particular area of challenge has been the procurement of these specialist masks (FFP3). Supplies have proved very hard to secure; the situation is being continually monitored.
- 64 In addition, the Authority has not been able to order high volumes of PPE products due to suppliers placing limits on order numbers and suppliers are also not always able to provide products previously reviewed and felt to be satisfactory, necessitating further checks.
- 65 **Adult Social Care Finance** - Reconciliation of invoices and payments have continued during this period with payment runs still as planned. Financial assessments have continued remotely where possible for new services.
- 66 The introduction of the Hospital Discharge guidance has seen all discharge and hospital avoidance packages from 19 March 2020 commissioned by adult social care but funded by the Clinical Commissioning Group (CCG). The guidance was clear that this support would be free at the point of delivery for all until the emergency period was announced as ended. That meant that financial assessments were unable to be progressed and any service user contributions collected for this period.
- 67 Contact has been made with people to advise them of the current funding situation and of the need to undertake a financial assessment when Health funding ceases.
- 68 **Integrated Adult System (IAS)** - The LAS (Liquidlogic Adults System) team have been supporting teams to amend processes to enable the correct information collection and reporting for the Covid-19 period.
- 69 Remote LAS support has been available to staff as they work from home and changes to systems have been communicated.
- 70 The LAS team have provided significant support to the Shielding Vulnerable People work as information and data supplied to the Department was poor and incorrect in many instances. LAS was used to assist with the identification of people on the list for contact.
- 71 **Business Support Teams** - Business Support staff have continued to maintain a minimal presence at office bases to support office safety and accessibility for those staff who are unable to work from home either due to work requirements or personal circumstances.
- 72 Staff have also maintained a physical support service to teams with clerical and administrative duties needed to ensure service delivery and have worked remotely

where possible with operational teams, to continue the delivery of services and contacts needed.

73 The team has also undertaken additional roles and tasks to support:

- shielding work;
- the administration of the aerosol generating procedure;
- mask fit testing booking;
- volunteer support (distribution of packs and expense claims);
- Direct Payments helpline and the production and administration of PPE packs for visits to service users and contracted providers and first aid boxes.

Some of these roles will be retained through recovery into business as usual and will need to be factored into capacity analysis.

Recovery

Recovery Strategy

74 The County Council's Covid-19 Recovery Strategy (2020-21) sets out the key principles, governance structures and phases upon which recovery of the Council's functions and services will be based. Interim Recovery is described as:

- The need to ensure safe service recovery in the short-term - protecting the vulnerable and helping to ensure the Council delivers against its commitments;
- Will require Heads of Service to develop and implement practical interim arrangements for service users, partners, suppliers and staff. Such arrangements will be necessary and applicable to the short-term but may not be appropriate or sustainable for the longer term.

Guidance Review

75 The Department has put in place a Recovery Steering Group to co-ordinate the Department's service area recovery plans and provide oversight and governance for the changes identified and recovery actions agreed. Assistant Directors and Heads of Service within each service area have identified how the service needs to adapt or has adapted.

Recovery Planning

76 All service areas within the Department were asked to identify all changes made to service delivery and processes that have been put in place as a response to the Covid-19 emergency period. The changes were then logged, and a tracker was developed to help understand the impact of the changes in place and what would be needed to provide resilience at the right time to ensure that the models of delivery were flexible and timely, given the uncertainty of the pace and scope of any recovery.

77 Opportunities and new models of delivery that have worked well are captured and plans to adopt and embed where appropriate are built in to recovery plans.

- 78 Changes and new ways of working have been put into the relevant phases of the Department's recovery timeline and action plans are being scheduled for sign off by the Department's Management Team.
- 79 The tracker is used to monitor progress of the actions towards recovery and highlight any risks or challenges for implementation.
- 80 The Department is keen to ensure that members of the Council's Recovery Group have links with other departments and other key partner organisations' recovery plans, to ensure best fit and influence in line with the Department's service outcomes and Adults and Communities Strategy.
- 81 In total, 113 changes to ways of working due to Covid-19 have been noted in a Recovery Plan. Recovery actions are being phased in line with Government plans and links with other departments and key organisations' recovery plans to ensure synergy and coherence. Further work will also be undertaken to ensure adherence with, or changes to the Department's service outcomes and Adults and Communities Strategy.

Business Area	Number of changes
All of Adults and Communities	9
Care Pathway	24
Direct Services	7
Strategy and Commissioning	22
Communities and Wellbeing, Finance, Business Support	51
Total	113

Staff and Manager Engagement

- 82 A series of deep dive workshops to explore areas of change and what the new normal should look like have been undertaken. The 90 minute duration of these virtual sessions focused on the following areas:
- Pathways of Care;
 - Target Operating Model (TOM) Recovery;
 - Community Life Choices (CLC);
 - Hospital Discharge;
 - Communities and Wellbeing;
 - Digital Opportunities;
 - Recruitment, Induction, Training and Wellbeing;
 - Direct Payments, Finance and LAS;
 - Business Support;
 - Staff and Office Based Accommodation;
 - Commissioning and External Market.

- 83 Engagement in these sessions by staff was good, with an average of 40 attendees per session. The sessions were well received, and comments and questions were facilitated to ensure that lessons learnt were captured as well as suggestions for improved and resilient practice going forward.
- 84 The Department's Recovery Steering Group has been responsible for co-ordinating and driving the Department's recovery and resilience planning. This meets twice weekly and is managed by the Covid-19 Steering Group with extended membership to include the Department's Senior Leadership Team and relevant business partners, to ensure that specific requirements for corporate support and alignment to corporate recovery plans are considered.
- 85 The Department has Assistant Director lead representation for recovery on the Council's Policy and Strategy Working Group, and the corporate principles and guidance for the Council's recovery have been embedded in the Department's recovery planning.
- 86 Each change has been identified on a recovery tracker and changes have been RAG rated to establish the correct level of governance and scrutiny needed for recovery. The tracker is used to monitor the progress and phasing of recovery actions and is reported twice weekly to Steering Group members.
- 87 The Department's Departmental Management Team considers where changes may have significant impact on finance or require corporate or political exception reporting, impacts on service users or statutory responsibilities. Recovery update reports are completed in line with the Council's reporting requirements.
- 88 The Lead Members are regularly updated on recovery plans and actions at their regular briefings with the Director.

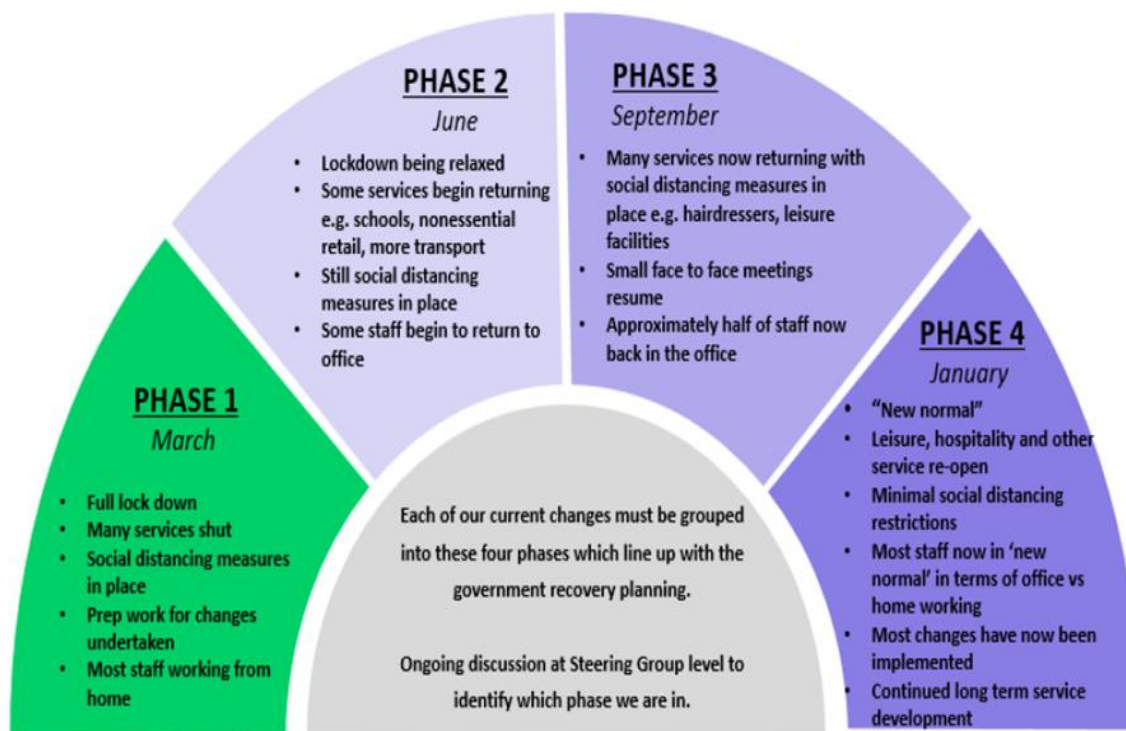
Service wide changes

- 89 All staff who can work remotely have been enabled to do so with IT kit and environmental support made available.
- 90 Work station risk assessments are in place and Health and Wellbeing tools are available online with regular corporate and departmental updates sent.
- 91 PPE stocks are now located at locality offices for use by staff who need to visit households.
- 92 The message to staff is to work from home and use remote communication where possible limiting face to face contact to those that are essential.
- 93 Virtual meetings have been set up with providers and partner organisations to support the continued delivery of services and integrated ways of working.
- 94 Regular contact with service users and carers for safe and well checks have been established with risk assessments and escalation points in place.

Current Position

- 95 The diagram below illustrates the anticipated phasing of recovery and the Department is currently implementing Phase 2 recovery changes identified in each service area.

A&C COVID-19 RECOVERY PLANNING PHASED RETURN



Service Area Specific Recovery Actions

Adult Social Care

- 96 **Older Adults and Hospital Discharge Recovery actions** – The Department is looking to retain, in part, the enhanced hospital discharge offer as further instruction and guidance is due to be issued by the Government, which will move the Department into part 3 of the NHS Covid-19 response. Demand and capacity modelling is underway for Care Pathway teams and the HART service to ensure the best use of staff resources to future proof services.
- 97 Post discharge packages are currently commissioned by social care but funded by the CCG as part of the emergency discharge process. Care Pathway staff are reviewing the post discharge packages in readiness for the end of the emergency period and return to appropriate funding sources including self-funding and social care funding.

- 98 New Direct Payments requests are being processed after a pause due to the changed funding arrangements for hospital discharge.
- 99 **Working Age Adults Disability Recovery Actions** - Planned accommodation moves have recommenced for those people who are currently in residential care being supported to move to less restrictive options and more independent living settings identified.
- 100 Community Enablement Workers are now picking up enablement programmes with individuals, working with people to increase independent living skills.
- 101 MDT meetings will continue with partners in health and housing and risk assessments used to identify escalation as appropriate to manage risk of deterioration and harm.
- 102 **Working Age Adults Mental Health Recovery Actions** - Mental Health Reablement Workers are resuming activity to support recovery and self-reliance of individuals who are struggling to manage their daily living needs through depression, anxiety, low self-esteem and mood.
- 103 Support for Hospital Discharge will continue to be in place linking with the Housing Enablement Team to ensure suitable accommodation and support is available on discharge.
- 104 **Safeguarding Adults Recovery Actions** - The Safeguarding Adults Board has resumed work on Adult case reviews and are progressing the LLR business plans.
- 105 The Department continues to work with care homes to ensure that good information and practice with regards to infection control and restrictions in place are safe and that people are safeguarded from harm.
- 106 The Department is undertaking investigations where needed and agreeing action and support plans to keep people safe.
- 107 **DOLS Service Recovery Actions** - Best Interest Assessors are continuing to progress assessments remotely where possible and are doing face to face reviews where this is possible.
- 108 Care homes are still reluctant to allow visiting except for close relatives due to increased infection risks.
- 109 DOLS assessments are being prioritised to ensure new requests and appeals are dealt with in a timely way and that reviews are given a proportionate response.
- 110 **In-House Direct Services Provision Recovery Actions** – Emergency provision has been maintained for Day Services and Short Breaks during the emergency period and this continues to be provided.
- 111 The Department is looking to resume some services to support carer breakdown and high risk service users in need of additional support from the end of August, subject to continued removal of lockdown restrictions.

- 112 All buildings have now been signed off as Covid-19 compliant and the process for the safe return of individuals is in place.
- 113 **Emergency Care Team** - Staff from closed services will continue to provide support to community based reablement and crisis response with a limited number supporting the phased return of building based service provision.
- 114 **Strategy and Commissioning Recovery Actions** - The Authority's monitoring of data submitted by care homes indicates that the sector is experiencing increasing levels of vacancy, as occupancy within homes diminishes during the crisis. Analysis is underway to understand how vacancy levels relate to financial sustainability for providers, and to develop a risk-based approach to the Authority's future market shaping for care home services.
- 115 **Domiciliary Care Actions** – The sector has remained relatively stable during the pandemic and there have been no major issues in meeting demand. The sector has been actively supported with advice around PPE and a proportion of the Infection Control Fund has been utilised to support providers with additional costs. Review of low risk packages continues to look at those packages that need to continue. A temporary contract for the delivery of hot meals to older residents was also utilised to take the pressure off domiciliary care providers at lunchtimes.
- 116 Weekly conference calls with providers have been relatively well attended and are expected to continue on a fortnightly basis for the foreseeable future.
- 117 **Community Life Choices Actions** – Considerable work has been undertaken to support CLC providers and Direct Payment holders who may purchase services from them. When the pandemic began, and buildings-based activities had to be paused, the Department worked with providers to risk assess all 1,200 individuals who used the service to highlight those that were particularly vulnerable.
- 118 Providers have been creative in looking at alternative ways to deliver their services making use of technology such as Zoom, and the Department has established a learning platform by which providers could collaborate and share best practice.
- 119 Direct payment holders have had a dedicated phone line to call with their queries and concerns and several mailshots have gone out to them on issues such as finance, PPE and training.
- 120 Moving forward, the Department is looking at the medium term shape of CLC as it is not yet possible to return services to the pre-Covid-19 model. Over the coming months all service users will be reviewed to fully understand their service needs and work will take place with providers on how they can shape their service offer for the next six months. Longer term, the Department will be looking at a major procurement of CLC including looking at various models to achieve this with an aim to adapt to the changing aspirations of individuals, in particular young people coming into adult services who may have a different perspective on what daytime activities should look like.
- 121 **Continued Support for Care Homes** - Considerable activity has been undertaken to support care homes. Homes have been supported with testing, coping with staffing issues due to staff self-isolating and the additional costs of PPE. Homes have successfully been able to access two rounds of the Integrated Better Care Fund (IBCF) to help meet additional Covid-19 related costs.

- 122 There is regular contact with providers and each provider has a weekly 1:1 phone call and there is also weekly (moving to fortnightly) conference calls that providers can dial into to keep up to date.
- 123 Nearly 40 bulletins have also been produced to keep providers informed. The Department has also made its support offer to care homes accessible via the Care Home Plan which is an interactive document containing the latest advice and guidance for providers.
- 124 Occupancy is beginning to emerge as an issue for some providers, as residents move on or pass away, lower demand means that places are not being re-filled. The Department is trying to proactively work with providers with the most vacancies to address this issue and shaping the Care Home Market will be a major focus in coming months as the after effects of Covid-19 begin to impact on long term viability for some homes.
- 125 The Department is also working with providers to help them complete the National Care Home Tracker. The Tracker helps to identify areas of concern to providers and to benchmark areas of strength and weakness compared to the national average. Accessing primary care support and identification of the Lead Clinician have been flagged as areas of particular concern and the Department is working with Health partners and providers to address this.
- 126 Homes have also been comprehensively RAG rated to identify those most in need of intervention and support.
- 127 Work is also taking place to return to pre-Covid-19 levels of support given to care homes on quality and to drive improvement. This includes looking at ways this could be achieved which would minimize visits into homes but still be robust enough to have a real impact.
- 128 **Procurement and Contracts Resuming** – Several procurements were put on hold during the pandemic. Some procurements were undertaken during the pandemic to meet needs which emerged such as the temporary contract for the home delivery of hot meals and the procurement of PPE. Much of the paused procurement activity is now being restarted.
- 129 The contract for Stairlift Maintenance has just been completed and awarded and work on two major procurements, the Dementia Support Service and Home Care for Leicestershire (Domiciliary Care) will resume. Preparatory work for the Home Care for Leicestershire will start in October so the procurement can be achieved in line with the revised timeline which was agreed by Cabinet in June.
- 130 **Adult Social Care Finance (ASCF) Recovery Actions** - The main components of ASCF recovery are in relation to service user payments, the End of the Covid-19 Re-charge Period, induction training for Care Pathway staff and recruitment.
- 131 Service User Payments - Whilst offices have been closed many service users who would normally visit to collect their money have been transferred over to an emergency cash card system. Only service users whose risk assessment suggested the safety of this option have been transferred, others were still supported locally generally, but not exclusively through a revised appointment system.
- 132 Initial evaluation of this initiative has established that the provision of cash cards, would in most cases, be the best interest decision and will therefore be the default

position going forward. Work is now in progress to establish any associated costs and any necessary alternatives for service users for whom the Council is an appointee or deputy.

- 133 End of Covid-19 Re-Charge Period - The Department has received notification from the NHS that the re-charge period will end on 31 August 2020. An action plan has been developed in conjunction with the Care Pathway and Business Support colleagues to ensure that those service users affected will have all the necessary information relating to this change and that all related Care and Support and Financial Assessments are facilitated.
- 134 Induction Training for Care Pathway Staff - Induction training on ASCF was halted due to the pandemic. Consideration is now being given to how best to provide this training virtually and how best to use the technologies available. The ultimate aim will be to have a range of interactive modules on the Learning Hub.
- 135 First 'Microsoft Teams' inductions have been set up for 24 August and 7 September 2020 which if successful would become the new normal.
- 136 Recruitment - Recruitment was put on hold at the height of the pandemic. This has now recommenced and systems to facilitate the training and mentoring of new staff have been devised recognising the requirements of keeping staff safe.
- 137 **IAS Recovery Actions** - Much of the work of the IAS support team had to be suspended during the pandemic including floorwalking though helpline support has been maintained throughout.
- 138 Induction training sessions for new Care Pathway staff were also suspended and a virtual alternative was trialled. Work has now been instigated to look at more robust interactive alternatives.
- 139 The team also supported the Shielding work in collaboration with corporate and district colleagues. Recovery will require the review of the records on LAS and the instigation of retention schedules – this will be subject to more information expected from Ministry of Housing Communities and Local Government in early September.
- 140 The team is now returning to work associated with IAS roadmap releases and to matters associated with the Fit for the Future Programme.
- 141 **Business Support Recovery Actions** – Business Support teams are now supporting recovery in making offices Covid-19 secure, facilitating any actions to ensure corporate sign off and maintaining daily occupancy registers. The team is also supporting the corporate IT rollout across the Department. The pandemic forced services to work differently and this is now reflected in further recovery work:
- using digital systems and technology to streamline and facilitate workflow including further developing the on-line task request forms and case conferencing;
 - working with Property Services on the use of buildings/offices and local consideration of opening hours;
 - review of Business Support.

- 142 **Communities and Wellbeing Recovery Actions** - Whilst the physical aspect of services was suspended, a range of virtual activity was developed across the various service areas of Communities and Wellbeing.
- 143 All services continue to signpost local people via the Council's website to best practice activities, information, resources, advice and guidance. In addition, the Council's own digital offers have been enhanced with the creation of new content.
- 145 **Libraries** - Digital loans from the library service rose dramatically at the start of lockdown and have continued to rise, with June 2020 figures showing a rise of 136% on the same month the previous year.
- 146 The library online offer has been further developed to include or signpost people to more digital content including:
- Two Code club sessions helping families and young people learn computer coding skills (50 families taking part).
 - A monthly book club for people to discuss their reading with an online community (1,000 views).
 - Virtual Wriggly Readers sessions targeting under 5s and families (1,300 views within 24 hours of posting).
 - The annual Summer Reading Challenge with national partners has moved online, encouraging young readers to maintain the reading habit during the summer months. <https://summerreadingchallenge.org.uk/>
 - The Reading Well for Health and Wellbeing offer has continued to guide people to free resources. One of the reading lists focuses on mental health and wellbeing. <https://reading-well.org.uk/books/books-on-prescription/mental-health>
 - Volunteer partners have moved some of their shared reading activities online. These sessions offer therapeutic reading activity for those emerging from their experience of mental health issues. <https://www.leicestershiresharedreading.org/>
 - A virtual work club has been set up to assist people with job searching and job applications.
- 147 The library at Gartree Prison was closed and resources put on the wings for prisoners to access and staff supported delivery through provision of quizzes and competitions. The prison is now moving to recovery through a click and connect service.
- 148 All Council funded libraries are now offering a Click and Collect library service as well as some libraries that are managed by local communities. This enables customers to order books for collection at the following libraries.
- 149 As of 10 August, all 16 Council funded libraries are offering managed access to browsing in the library. Customers can book online or telephone to book a slot. On entering, people will be asked to record their contact details for test and trace purposes. Hand sanitiser will also be provided for people to use on entry. All returned books will be placed in quarantine for 72 hours before being returned to shelves.
- 150 **Museums and Heritage** - The planned summer exhibition for Charnwood Museum - DoYouSeeWhatISee? - was transformed into an online exhibition, allowing nine months of co-produced work by over 100 people from targeted groups (Homeless,

Black and Minority Ethnic Communities, learning difficulties, vulnerable young, migrant communities), to be showcased.

- 151 A virtual tour of the 1620s House and Garden was developed by staff and has been made available on the website, allowing people to interact with this building during lockdown.
- 152 Services continue to deliver against externally funded projects. These include the Arts Council funded 'Project Enlightenment', which is working with artists to develop a new Science, Technology, Engineering and Maths educational programme for the 1620s House and Garden; 'Unlocking Sounds for People with Dementia', which is led by the British Museum and being delivered in partnership with Leicester University and Museum Development East Midlands, funded by Arts Council England, which has been a key resource for museums across the County and the East Midlands, providing advice, guidance and online training. Work has taken place with funders and partners to re-shape these projects in light of Covid-19, including making greater use of digital engagement.
- 153 The links below are examples of some of the new and enhanced content created during this period:
- <https://www.bosworthbattlefield.org.uk/> - 899 views of the new home learning content since release at end of April.
 - <https://www.doningtonleheath.org.uk/> - 206 views of the new home learning content since release at end of April.
 - <https://www.communitycurators.co.uk>
 - <https://www.leicestershire.gov.uk/leisure-and-community/libraries>
 - <https://www.mdem.org.uk>
 - <https://www.leics-als.ac.uk/>
- 154 The service has used social media such as Facebook and Twitter to continue to engage with our service users.
- 155 **Record Office** - The two most popular family history services, Ancestry and Find My Past, have been made available for library and Record Office customers to access from home instead of on site therefore extending its reach beyond the Record Office.
- 156 Work was started on collecting and recording local people and communities' experiences of the pandemic. This has included the launch of #Isolatedbutinspired, a social media project to collate and curate videos representing how people spent their time during the Coronavirus pandemic. The aim is to share the positivity and sense of community evident in recent months and eventually preserve as a digital resource. Over 2,600 people have contributed so far.
- 157 The Record Office maintained its response to subject access requests relating to legal action/public enquiries.
- 158 Museums, Heritage sites and the Record Office are planning managed access to venues from early September. This is to allow remedial collections and building preparation to take place before opening.

- 159 The Collections and Conservation Team is supporting the Strategic Property redevelopment of Snibston Colliery Park, around the development of a Heritage trail and relocation of material on site.
- 160 **Creative Learning Services** - School customers (as part of our Creative Learning Services offer) were contacted to determine what services they required to maintain learning from home and classroom resources for children of key workers and vulnerable children. Work is returning to normal in preparation for supporting subscribing schools from September. Consultation is now taking place with schools on future requirements and the development of a new digital offer.
- 161 **Audience Participation Team** - The Audience Development Team is piloting a Virtual Arts Award, in response to Covid-19 and working with children in care through virtual schools and corporate parenting. The model will be used to develop a Leicestershire 'Culture Mark' to engage and recognise diverse communities through heritage and arts.
- 162 NextGen2020 Cultural Festival has been postponed until September 2021 and work is taking place on a young person's heritage forum to reframe the focus. Over 100 young people will co-design and co-produce this event communicating to professionals how they can use culture to support young people to be their best selves.
- 163 A volunteer remobilisation survey has been designed which will be sent out to over 400 Communities and Wellbeing volunteers. It will aid recovery and explore and mitigate, where possible, barriers to re-engagement.
- 164 In October, the Audience and Participation Team will commence work to develop a series of culture hubs, based primarily in Community Managed Libraries. The aim is to widen community engagement in culture through locally determined programmes of activity delivered by local CML volunteers and through online methods. This will enhance existing local capacity and networks and bring communities together. The team will also develop a programme of time-limited projects aimed at engaging specific community audiences at risk of isolation such as adults with learning difficulties or autism.
- 165 **Leicestershire Adult Learning Service (LALS)** - At the start of the lockdown period, approximately 2,800 adult learners and apprentices were studying with the Council's Adult Learning Service. To help ensure learners were able to continue progressing towards their goals, classes have been moved online where this is possible. For those more practical courses where this has not been possible tutors have continued to keep in touch with their groups and provide support through the lockdown period.
- 166 Ensuring learners are not disadvantaged is a priority and LALS tutors have been grading work of those learners studying GCSEs and other qualifications. A range of new online courses has also been developed including: Wellbeing and Good Mental Health (delivered in collaboration with Leicestershire Recovery College), pre-GCSE English and Maths and Gaining Confidence using ICT - <https://www.leics-als.ac.uk/course/view.php?id=4296>.
- 167 The Vulnerable Person Resettlement Project (funded by the Home Office and delivered in partnership with Charnwood Borough Council) has provided extra

resources for refugees to access IT equipment. The programme, which is currently supporting 28 families, enables learners to develop their language skills and further improve the use of IT in a safe environment.

- 168 In collaboration with local food banks and Children Centres, the Family Learning Team is sending out packs of resources to support home learning and LALS Learning and Work Advisers are providing online Information, Advice and Guidance (IAG) to support residents who have recently become unemployed.
- 169 Looking forward to the next academic year, LALS are planning changes to the range of courses traditionally offered and methods of delivery are being adapted. Some courses will continue to be delivered online where this has proved successful and there will be a mix of online and classroom-based activities across all subject areas. The traditional days and times of delivery are also likely to change to accommodate smaller groups and flexible working.

Support Services

- 170 It is clear that the good practice that allowed services to operate safely and protect staff and service users throughout the pandemic should be maintained whilst also preparing for any future localised outbreaks or wider national wave. The Department will continue to follow Public Health England guidance and ensure the supply of PPE.
- 171 In preparing for winter we will be working with health colleagues and other LLR partners to ensure the resilience of our own services and of those that we commission and their readiness to facilitate discharge.
- 172 The following work is currently underway:
- Seasonal Flu Planning – the Department is working at pace corporately and with the newly formed LLR Sustainable Transformation Partnership Flu Board. The action planning encompasses both internal and contracted services.
 - Cold Weather Planning – the Department and LLR partners are meeting to sign off this year's action and communication plans.
 - Brexit – risk assessments and plans are being reviewed corporately and the Department is involved in this process.
 - The Authority now has a robust centralised procurement and stock control system to mitigate any threat to PPE supplies. The LRF Emergency stock remains as a back-up with both the Quality and Contracts and Direct Payments Enquiry line/Helplines remaining in place to provide additional support, guidance and access points to this stock should it be needed.
 - Winter Pressures – the LLR Health Resilience Partnership will be meeting in due course to progress any necessary planning outside of that already in place for Covid-19.

Lessons Learnt and Strategic Change Proposals

Core recovery changes and lessons learnt for all departments in Adults and Communities

- 173 Staff remote and flexible working will continue into and beyond recovery given the positive productivity and capacity results.

- 174 Staff and teams have adapted to alternative methods of service delivery that can bring some efficiency savings and reduced costs going forward.
- 175 Health and wellbeing services are now in place to help people to adapt to the new ways of working.
- 176 The further utilisation of IT and care technology is being actively explored to enhance our service offers.
- 177 Integrated working with partners in Health and Housing will resume at pace to deliver system wide benefits and cost savings.

Recovery Principles

- 178 The Department has followed the Corporate guidance (as set out below) in devising its recovery actions and decisions to ensure that alignment with the Council's direction of travel and plans for recovery and future service resilience.

Guidance Points and Expectations

It is important to ensure that the key considerations outlined below are reflected in the interim recovery plans. Existing recovery plans within Departments can be reviewed alongside this guidance.

Area	Guidance Points	Support
DMTs/Change Boards are best placed to manage the process of Recovery Planning, given the varied starting points. Transformation Unit Business Partners available to provide support and to assist with coordination.		
Finance (Nick Wash)	<ul style="list-style-type: none"> Minimise the cost of Recovery. Spend approval limits established, with additional costs to be mitigated within service/Branch/Department budgets wherever possible. Alternative, more efficient, service options and delivery approaches to be evaluated to reduce cost. Consider the impact of service recovery plans on LCCs insurance requirements Consider the impact of service recovery on income levels and existing SLAs/Contracts 	Finance BPs
Workplace (David Scott)	<ul style="list-style-type: none"> Working from home to be the preferred model in any interim plans. Define the true need for office/premises space, IT requirements and face-to-face interactions with staff and/or service users using Workplace and Health & Safety guidance. Where necessary, ensure the application of social distancing measures for staff, visitors and service users. 	Workplace & Wellbeing Property BPs
Wellbeing (Gordon McFarlane)	<ul style="list-style-type: none"> Ensure the ongoing impact on teams is understood - in areas such as productivity, wellbeing, motivation, culture – accessing the required support to mitigate the risks and enhance potential benefits. Consider the need for changes to working patterns/hours to accommodate/mitigate wellbeing pressures. 	Workplace & Wellbeing People Services BPs
Digital Value (Steve Pugh)	<ul style="list-style-type: none"> Digital technology to be applied in future service design, including to help manage/schedule service demand. The potential uses of Digital technology to be shared via the Digital Value programme. 	IT BPs

Departmental Recovery Statements

- 179 The Adults and Communities recovery statements are:

“We will continue to drive forward our service principles of promoting independence and strengthening self-resilience to enable people to get best outcomes from our support.

We will review our current models of service delivery and embed new practices that enhance our offer to people and staff.

We will future proof our resilience plans in line with our duties and powers to ensure a timely response to any further outbreaks or incidents.

We will listen to feedback from people and staff and use this to inform our practice.

We will align our recovery with the LCC guidance and ensure a corporate and strategic fit for the future of our service performance and delivery.”

- 180 The Adults and Communities Strategy refresh has been updated to include the Covid-19 impact on future delivery of our services and changes that are needed to ensure that we can deliver our ambitions in line with the changes needed to keep people safe and have the opportunities for best outcomes following our support.

Resource Implications

- 181 There has been a significant financial impact on adult social care which could be potentially in the region of £13.5m and will need to be monitored including:
- Care providers have been supported by the end of July with around £3m for additional costs being incurred and £11m in an advance payment to support business cashflow.
 - Passported nearly £3m of the Infection Control Fund directly to care providers in the first instalment of grant.
 - Changes in the level of demand from the service users for commissioned services.
 - The cost of hospital discharges is estimated to be £4m by end of July which will be funded by the NHS Covid-19 Discharge Fund;
 - Delaying changes to services for example moving service users from residential care to supported living.
 - Loss of income from service users for commissioned services
 - Additional cost of PPE is estimated to be around £700k for services provided by the Council.
- 182 The budget for Communities and Wellbeing is £5,150,746. It is estimated that the implementation of lockdown will mean that the service will lose approximately £256,000 in a shortfall of income normally derived from admission charges, room hire and library charges.
- 183 The development of digital access to services will require investment and this may be challenged by the limitations on corporate finances as the Council moves out of lockdown.
- 184 Any additional costs relating to the recovery of services will be considered as part of the overall medium financial planning process with the aim to minimise any impact.
- 185 The Director of Corporate Resources and the Director of Law and Governance have been consulted on the contents of this report.

Background Papers

186. None.

Circulation under the Local Issues Alert Procedure

187. A copy of this report will be circulated to all members under the Members' Digest service.

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
Adults and Communities Department
Tel: 0116 305 7456
Email: heather.pick@leics.gov.uk

Equalities and Human Rights Implications

188 Equality and Human Rights Impact Assessments (EHRIA) for the Recovery activities will provide a framework for screening and where necessary, full EHRIAs for these implementation and delivery activities will be undertaken.

Partnership Working and Associated Issues

189 Recovery plans for Health and Housing partners have been considered in line with the departmental principles of recovery. Lead officers are providing social care input to ensure joint agreement for changes and impacts on service delivery.

190 Delivery of departmental Recovery will require continued development to maintain effective working relationships with a range of partners including, but not limited to, colleagues across all other County Council departments, community libraries, cultural organisations, voluntary and community groups, NHS, district and borough councils, Leicester City and Rutland County Councils, blue light services, and social care service providers.

Risk Assessment

191 The main strategic risk to achieving the ambitions and objectives for recovery is the availability of funding for Adult Social Care and Community and Wellbeing Services. The Department and wider Council's effective management of this risk will depend on the financial and wider resourcing impact of the Covid-19 crisis, the level and management of demand for social care services, support needed and transfer of responsibilities by partner organisations in particular the NHS, improvement in delivery and efficiency of internal and commissioned services, and workforce recruitment and retention.



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 SEPTEMBER 2020

ADULTS AND COMMUNITIES DEPARTMENT STRATEGY 2020-24
DELIVERING WELLBEING AND OPPORTUNITY IN LEICESTERSHIRE

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the Report

1. The purpose of this report is to advise the Committee of the outcomes of the consultation on 'Delivering Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020–2024'. The Strategy is attached as Appendix A.
2. The Committee is asked to comment on the revised draft Strategy ahead of the Cabinet meeting on 18 September 2020, where approval will be sought.

Policy Framework and Previous Decisions

3. The Adults and Communities Strategy 2020-24 sits under the County Council's Strategic Plan for 2018-22 'Working Together for the Benefit of Everyone' and aims to set out how the Department will contribute to the delivery and achievement of the Council's five strategic outcomes.
4. It will support the delivery of the County Council's statutory duties for libraries and museums under the Public Libraries and Museums Act 1964 and for adult social care under the Care Act 2014. There is also national policy and statutory guidance as defined by the Department of Health and Social Care, policy requirements for the integration of health and social care, the national programme of change for Learning Disabilities, and requirements that come with the receipt of Education and Skills Funding Agency funding for adult education.
5. The draft Strategy provides a framework for policy on, investment in, and delivery of services by the Department, working with its partners.

Background

6. The Council's Adults and Communities Department currently has an Adult Social Care Vision and Strategy, 'Promoting Independence, Supporting Communities'; and a Communities and Wellbeing Strategy 'Providing Less, Supporting More'. These both cover the period 2016 to 2020. The Department has developed and consulted on a new integrated Strategy from 2020 to 2024, setting out the vision, ambition and purpose for its work.

Consultation

7. A formal consultation commenced on 16 December 2019 and was due to run until 22 March 2020. Due to the Covid-19 pandemic, subsequent lockdown, and change of business activities, the consultation was left open until July 2020. During this time the consultation received 61 responses to the questionnaire. The consultation was targeted at strategic partners and stakeholders, providers, social care service users, carers and users of Leicestershire's libraries, heritage and Adult Learning opportunities.
8. The consultation was also supported by a range of engagement activities with identified stakeholders. These engagement activities included participation in community meetings such as Parish Council meetings, attendance at provider forums, hosting stalls at public events along with a social media and online campaign.
9. The aim of the consultation was to gather feedback on the proposals set out in the Strategy. The consultation was specifically interested in:
 - Views on the proposed principles of future delivery of services, especially the increased focus on wellbeing;
 - Support or opposition regarding the different elements of the model;
 - Views on the Department's ideas about delivering the model.
10. The key themes can be summarised as:
 - Continued support for the principles and model;
 - Acknowledgement and support for the addition of 'wellbeing' into the model;
 - Concern about over-reliance on communities/volunteers, and how communities/volunteers can be supported and sustained;
 - Overall, it is welcomed that the two functions of the Department - adult social care and communities and wellbeing - are brought together into one strategy.
 - Access to transport remains an issue to maximise the effectiveness of prevention activities;
 - Balance between price and quality;
 - Importance of effective communication;
 - The key role of information and advice;
 - Improvements required in relation to internal processes, including the timeliness of reviews and payment mechanisms for both cash direct payments and payments to providers of commissioned services;
 - Concern that the workforce is not being given the required training to keep improving;
 - Acknowledgement that Personal Assistants and direct payment holders require more support.
11. A report of the engagement and consultation responses for the draft Strategy will be published alongside the Strategy and is attached at Appendix B.
12. Overall there is a high level of support for the Strategy and the ideas put forward as potential ways in which it can be delivered. Engagement and consultation have

highlighted the need to make sure that communication is prompt and clear, and to check that people fully understand the Department's purpose and intentions.

Implications of Covid-19 for the Strategy

13. The context for the Strategy has obviously changed since it was initially drafted and consultation commenced. However, the Strategy principles, framework and priorities have not changed and in fact, the Covid-19 crisis has reinforced the approach and priorities as set out in the Strategy.

The Strategy

14. Some minor amendments have been made to the draft Strategy to reflect the impact and implications of the Covid-19 crisis and to ensure the key themes from the consultation are properly reflected and emphasised. This includes how the Department works and communicates with its partners, providers and service users; how all the Department's services support wellbeing, and the future role of communities and volunteers in achieving the outcomes. For example, a list of values has been included that are important to the public in supporting the community following the impact of the pandemic.

Resource Implications

15. The Strategy, incorporating the new operating model for adult social care, will continue to ensure that the Authority makes best possible use of its resources. It will also focus attention on driving improved customer experience through the most appropriate targeting of resources. The sustainability of services will be maintained whilst ensuring the best outcomes for people using the inherent strengths of people and communities.
16. There is a small cost associated with publication of the Strategy which will be met from the existing departmental budget.
17. The Strategy sets the direction for the development of policy, strategic priorities, demand management and resource allocation during the four-year period. It will provide the context within which budgets are drawn up and presented through the Medium Term Financial Strategy including any additional pressures resulting from the Covid-19 crisis.
18. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the contents of this report.

Timetable for Decisions

19. The consultation outcomes and final Adult and Communities Department Strategy 2020–2024 will be reported to the Cabinet on 18 September for approval.
20. Subject to approval the document will then be published.

Background Papers

- Report to Adults and Communities Overview and Scrutiny Committee on 11th November 2019 on a consultation on the Adults and Communities Department Ambitions and Draft Strategy 2020-24
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=5690&Ver=4>
- Working together for the benefit of everyone: Leicestershire County Council's Strategic Plan 2018-22 <https://bit.ly/34uqIGb>
- Providing Less, Supporting More: Our vision and strategy for Communities and Wellbeing <https://bit.ly/2QlpmsC>
- Promoting Independence, Supporting Communities: Our vision and strategy for adult social care 2016 – 2020 <https://bit.ly/2Y6b5ob>

Circulation under the Local Issues Alert Procedure

21. None

Equality and Human Rights Implications

22. A screening Equality and Human Rights Impact Assessment (EHRIA) has been carried out which concluded that successful delivery of the Strategy will have a positive impact, but that this will rely on the implementation and delivery of policies, projects and services. The screening EHRIA will provide a framework and full EHRIs will be undertaken for delivery of activities, as required.

Environmental Implications

23. Leicestershire County Council declared a Climate Emergency at its meeting of 15 May 2019. As a major service delivery and commissioning department, Adults and Communities contributes to carbon emissions through its operations, and through the services of its contracted providers.
24. The Department will consider how the impact of its operations can be mitigated through the Adults and Communities Strategy. It is developing an action plan which will, for the Department:
- reduce the amount of waste produced;
 - increase the level of recycling;
 - reduce the amount of paper used;
 - reduce business mileage;
 - increasing the number of staff that have completed Environmental Awareness E-Learning;
 - implement mitigation measures identified in the corporate Climate Change Risk Register;
 - identify work required with contracted providers to reduce their environmental impact.

Partnership Working and Associated Issues

25. Delivery of the Strategy will require the Department to continue to develop and maintain effective working relationships with a range of partners including, but not limited to, colleagues across all other County Council departments, community libraries, cultural organisations, voluntary and community groups, NHS, district councils, Leicester City and Rutland Councils, blue light services, and social care service providers.

Risk Assessment

26. The main strategic risk to achieving the ambitions and objectives in the new Strategy is the availability of funding for adult social care and community and wellbeing services. The Department and wider Council's effective management of this risk will depend on the financial and wider resourcing impact of the Covid-19 crisis, the level and management of demand for social care services, support needed and transfer of responsibilities by partner organisations in particular the NHS, improvement in delivery and efficiency of internal and commissioned services, and workforce recruitment and retention.

Officers to Contact

Jon Wilson – Director of Adults and Communities
 Adults and Communities Department
 Telephone: 0116 305 7454
 Email: Jon.Wilson@leics.gov.uk

Sandy McMillan – Assistant Director (Strategic Services)
 Adults and Communities Department
 Telephone: 0116 305 7320
 Email: Sandy.McMillan@leics.gov.uk

Kate Revell – Head of Service – Strategic Commissioning and Quality
 Adults and Communities Department
 Telephone: 0116 305 8331
 Email: Kate.Revell@leics.gov.uk

Appendices

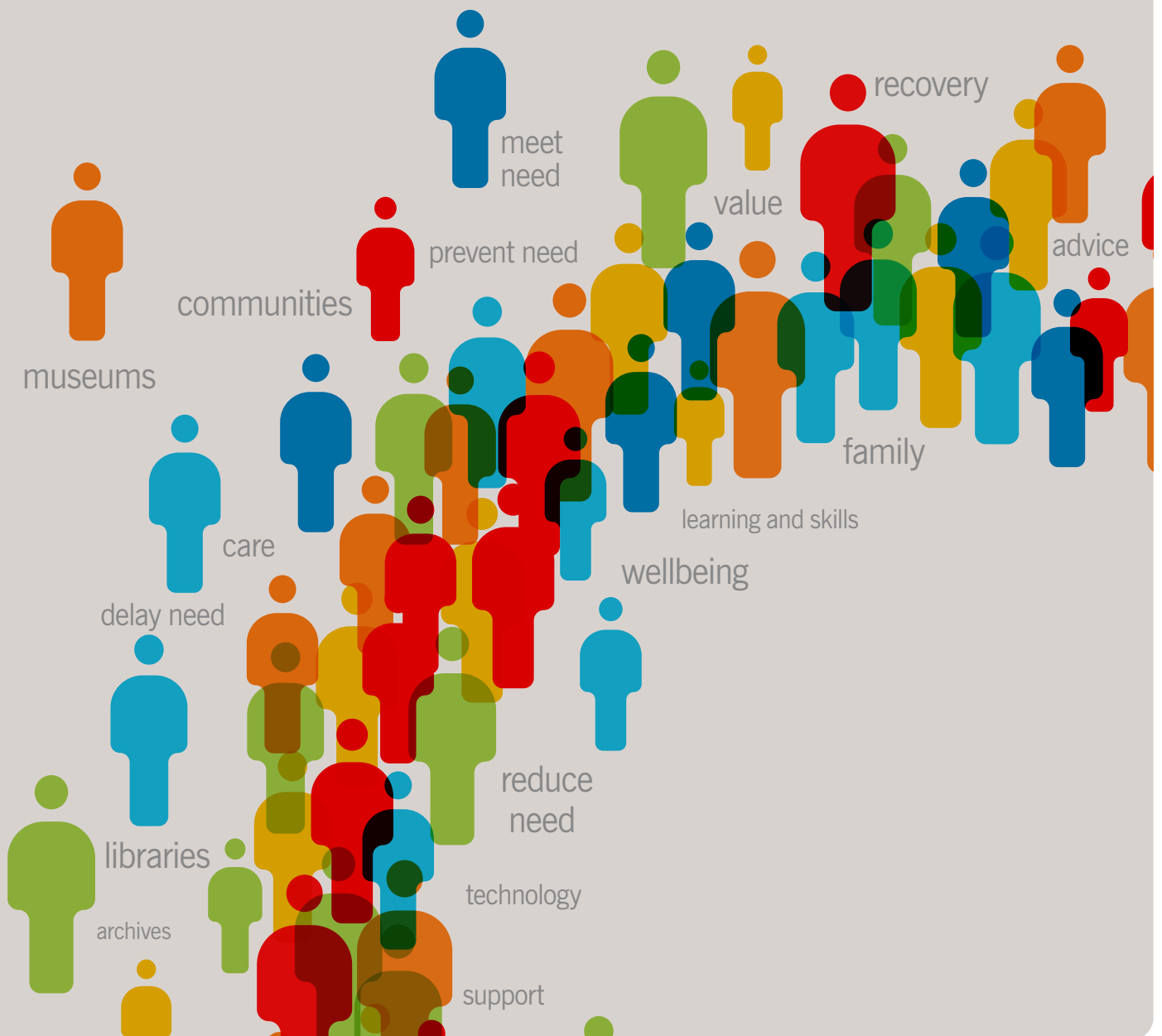
Appendix A: Delivering Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020–2024'

Appendix B: Report of the consultation on the draft Adults and Communities Department Ambitions and Strategy for 2020–2024'

This page is intentionally left blank

Delivering Wellbeing and Opportunity in Leicestershire

Adults and Communities Department
Ambitions and Strategy for 2020 – 2024



Foreword

Leicestershire County Council's (LCC's) Adults and Communities Department delivers library, heritage, adult learning and adult social care services to people living in Leicestershire. We aim to provide and commission high quality services which enrich the lives of individual people, families and their communities.

To achieve our ambitions, we have developed a strategy which brings together the functions of adult social care with those of community and wellbeing services and adult learning services.

The strategy takes on board issues identified as being important during our consultation with key stakeholders and responds to the challenges presented by the Coronavirus crisis.

The strategy is set within the context of the Leicestershire County Council Strategic Plan 2018-2022 and will contribute to the Council's identified strategic outcomes. To that end, we will:

- Work to enhance the wellbeing of individuals and communities, providing opportunities for people to live fulfilling lives
- Keep people safe whilst supporting people to live independently with as much control of their own lives as possible, as a positive approach to risk allows people to regain, grow and develop their skills
- Contribute to the development of flourishing communities which support people's wellbeing and happiness
- Help to develop accommodation and housing which supports people to remain safe and well in their own homes
- Recognise the impact that a great economy can have on the wellbeing of the population, and support individuals to enhance their own economic prosperity through learning, employment and wellbeing

Our mission statement for adult social care, communities and wellbeing over the next four years is 'delivering wellbeing and opportunity in Leicestershire'. This is what we ultimately seek to achieve for the people who use and engage in our services, be that through support from their communities, social care, heritage sites, libraries or taking part in our learning services.



Richard Blunt,
Cabinet Lead
Member



Jon Wilson,
Director Adults
and Communities

Introduction

Local authorities have statutory duties which they must meet, and which we will continue to deliver over the next four years. Nevertheless, the most important perspective in defining our strategy is that of the people who use our services.

Across the department we have a strong focus on customer satisfaction and a genuine drive to provide high quality services.

However, we know that we need to do more to meet the needs of our population and to increase people's satisfaction with our services whilst maintaining our focus on efficiency and effectiveness.

Over the last 18 months we have reviewed how we operate our adult social care services and have developed new ways of working which focus on improving people's outcomes, enhancing the quality of our services and ensuring people have a timely response to meet their needs. During the Covid emergency period we have also needed to ensure that our services are flexible and can adapt to meet people's needs whilst keeping people safe.

Similar reviews have been carried out in our community and wellbeing services and our adult learning services, which have been challenged to ensure that they are delivering the best outcomes in the most efficient manner. However, our starting point for all these reviews is to improve the way we support people and communities.

Our ambition for these services is, in addition to continuing to meet our legal and statutory obligations and to continue our recovery from the Coronavirus crisis, to take advantage of new ways of working so that through the course of this strategy we will:

- Enhance wellbeing, and prevent, reduce, delay and meet individual and community need
- Ensure people and communities are resilient and safe in times of uncertainty and crisis
- Make it easier for people to access our services through information and digital routes
- Work collaboratively across our services and partners to commission the right support in the right place at the right time
- Use the inherent strengths of local communities to empower them to do more for themselves
- Employ and develop a highly trained and flexible workforce
- Ensure people feel safe, supported, enabled and satisfied when coming into contact with our services
- Save and make accessible the cultural and historic heritage of the County

In realising our ambitions, we understand and acknowledge a number of challenges that we will need to address.

The Coronavirus crisis has and continues to present significant challenges to the Department achieving its objectives, with restrictions and changes to what we can do and the need to take additional steps to make sure service users and staff are kept safe. The crisis has reinforced and re-framed our vision and values.

The recruitment and training of an appropriately skilled and resilient workforce both for the Council and within independent, community and voluntary partner organisations is challenging. We need to continue to inspire people to work in community, wellbeing and social care sectors, providing rewarding careers, increasing opportunities and improving job satisfaction.

We could make better use of Technology Enabled Care (TEC) to meet service user outcomes. It is important over the period of this strategy to ensure that digital capacity is enhanced to improve outcomes for service users. The emphasis placed on the appropriate use of digital technology to drive progress will have an impact on future investment and resources and improve digital access to services.

The effective integration of health and social care services remains a highly complex ambition. Partners in the NHS have a Long Term Plan which comes with

significant investment and an emphasis on delivery of new models of care, place-based integrated health and care across the county, and delivery of joined up personalised care. We are committed to working with partners to deliver integrated health and care services at the point of delivery and to ensure that people receive seamless transition between health and social care.

We need to ensure that we make the best use of universal services such as libraries, museums and learning. These services deliver a range of activities that can play a role in preventing or delaying people's progress to more resource-intensive care arrangements. The appropriate identification and commissioning of services within available resources will ensure that our universal services are used to their full effect.

The department has a responsibility to ensure that people have access to appropriate information, advice and guidance. Customer feedback suggests that this is an area for improvement across all channels.

In developing the strategy for 2020-2024 these challenges have been prominent in our approach, delivery principles, and our mission statement to ensure that these areas of improvement remain our top priority.

OUR MISSION STATEMENT

Our mission statement for the department is 'delivering wellbeing and opportunity in Leicestershire'.

Our ambitions

There are several activities that will help us to embed and achieve our goals. They capture what a person living in Leicestershire can expect from our services:

- Enhancing and **promoting wellbeing** is at the core of our vision to encourage independence and a personalised approach that builds on a person's strengths, and assets within their community, to enable them to take an active role in growing their sense of wellbeing.
- We will continue to **improve customer satisfaction** across all of our services. Leicestershire County Council's social care service users who are 65 or over and living in the community have reported significantly poorer satisfaction than the national average, particularly around personal care, social participation and occupation. During 2019 interviews were conducted with service users to establish the causes of the low satisfaction, and a plan has been put in place to address them.
- We will **promote independence** through our approach to social care and our planned use of our library, heritage and learning services, recognizing and responding to the additional challenges presented by the Coronavirus crisis. This will ensure that people and communities can plan for and take steps to manage their own independence and where possible delay their progression into services. We will seek to provide easy access to community activities, particularly for carers who need time out. Our vision is of individuals maximising their own abilities to be resilient, stay safe and care for themselves, with support to achieve this where required. Individual solutions which are aligned to changing needs will be developed to meet a person's desired outcomes.
- Our **libraries, heritage and learning programmes** will continue to promote wellbeing, through the provision of free and accessible community facilities, exhibitions that connect people to the place in which they live, promoting the benefits of reading, and offering a range of community learning opportunities. We will develop programmes to promote independence and wellbeing. This will include the relocation of the Record Office of Leicester, Leicestershire and Rutland to County Hall campus, growing the online offer of the Communities and Wellbeing service, developing universal library services around reading and health. It will also introduce a new audience development team to work at grassroots level in growing capacity within targeted communities.
- **Partnership working** is integral to this strategy. This includes developing strategic partnerships with service providers, the NHS, other public sector agencies, universal services and the voluntary sector. Key to the success of partnership working will be increasing our co-production, co-design and engagement with service users, carers, providers, professionals and other stakeholders.
- Our first line of preventative action will always be high quality **information and advice** in an accessible format to meet a person's needs, building on increased accessing of our online communications during the Covid crisis.

- Our **digital** offer will improve the experiences of our customers through advancing integration between systems, self-care, access to services, aids and adaptations including the introduction of smarter or technology enabled care.
- We will build a plan for a **workforce** that is flexible, resilient, prevention focused, highly talented and motivated, whether that is in the private, voluntary, independent or public sector.
- Our learning programmes will **support apprenticeships** across a range of vocational areas, and support people to live better lives and increase their wellbeing.
- As people **transition into adult services** from children's services we will prepare them effectively for adulthood by creating a seamless experience. We will champion increased resilience, independence and employment as everyone should have the opportunity to play an active part in their community.
- We will work with partners to deliver the social care accommodation **investment prospectus** and generate the required levels and types of accommodation for people in receipt of social care. This includes the development of new and redeveloped supported living and extra care properties.

Vision, Intentions and Values – Post Covid

As a result of the Covid crisis, in order to deliver our ambitions and achieve our mission, we have reviewed our vision and values which provide a refreshed context for our strategy to 2024.

Vision

People in Leicestershire can lead fulfilling, healthy lives, supported by their families, friends and local communities

Intentions

To enable people to be as independent as they can be, we will:

- make accessing services as consistent and as simple as possible and embrace digital and virtual opportunities to enhance access and participation;
- work with our District and Health colleagues to provide coordinated and integrated service outcomes
- maintain relationships with providers that deliver safe and meaningful services
- sustain and build on the volunteer and community support networks built during the covid period
- ensure that services are delivered in line with government guidelines to maintain safe services

Values

- We will listen to feedback from people and staff and use this to inform our practice
- We will review our current models of service delivery and embed new practices that enhance our offer to people and staff
- We will future proof our resilience plans in line with our duties and powers to ensure a timely response to any further outbreaks or incidents
- We will provide crisis response, reablement services, equipment and technology that enables people to be self-reliant in their daily lives.
- We will ensure sustainability of care and the availability of the right settings of care to secure the right accommodation and environments for people to maximise their opportunities for a fulfilling life
- We will jointly commission services with partners where this enhances the outcomes and experience of people who use our services
- We will align our services to housing and health partners to better provide joint service delivery at place
- We will support and empower individuals, groups and communities to come together to engage with culture and learning in accessible, inclusive and representative ways
- We will embrace and harness the power of volunteering including supporting people to have greater involvement in the development and delivery of our services and contributing to increasing community capacity through social action, informal networks and affiliated groups
- We will support staff to deliver best outcomes and embrace new and creative ways of interacting with people, making best use of technology and flexible working to facilitate the delivery of effective services
- We will invest in our staff's continual professional development, provide training and support and address inequalities in the workplace to ensure a good work life balance, with due regard to staff health and wellbeing

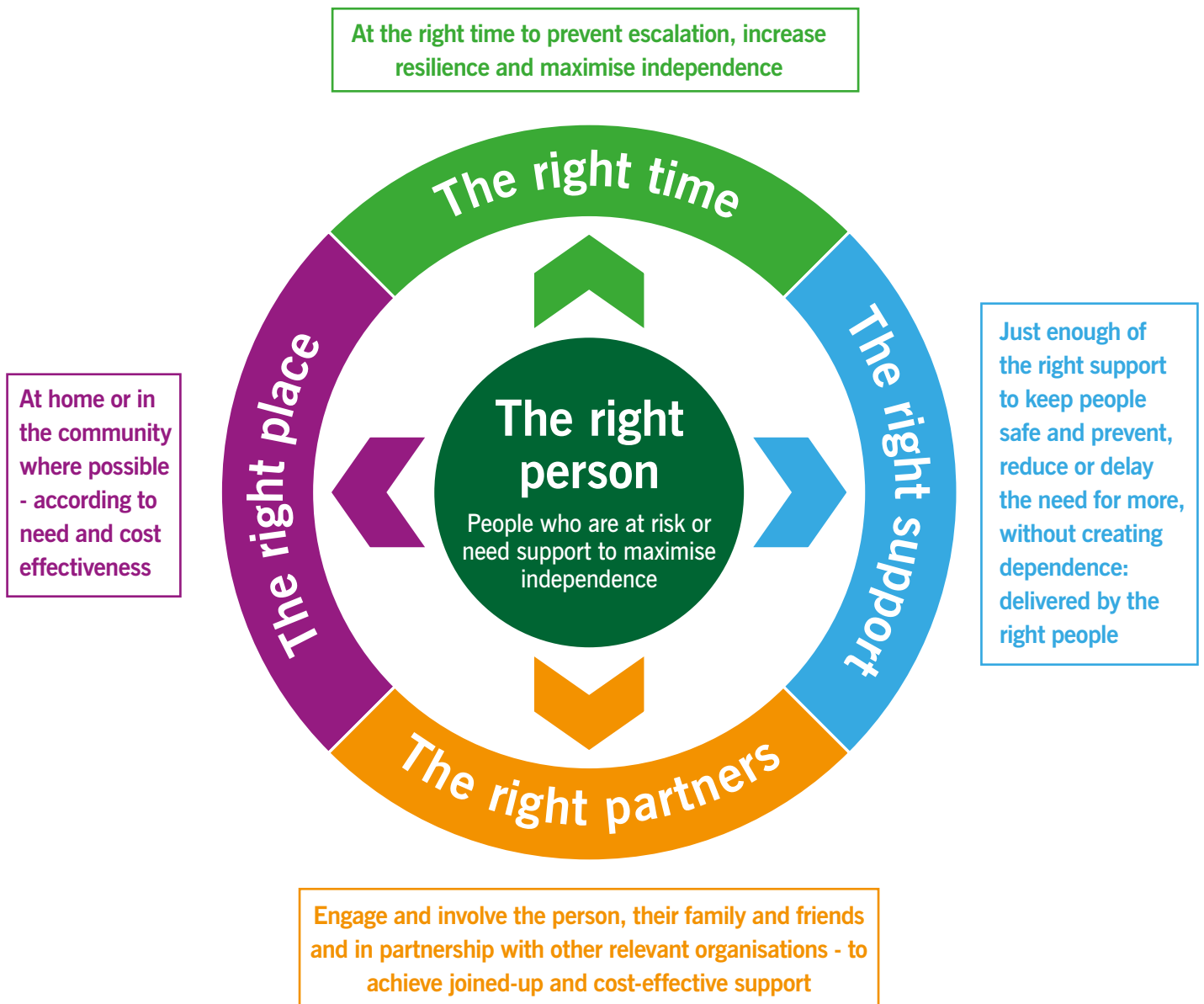
Our design principles

We will enable residents of Leicestershire to achieve the outcomes that matter to them by supporting them in the most cost-effective way and enabling them to live as independently as possible. This will be achieved by focusing on individual and community strengths along with a focus on individuals achieving their goals.



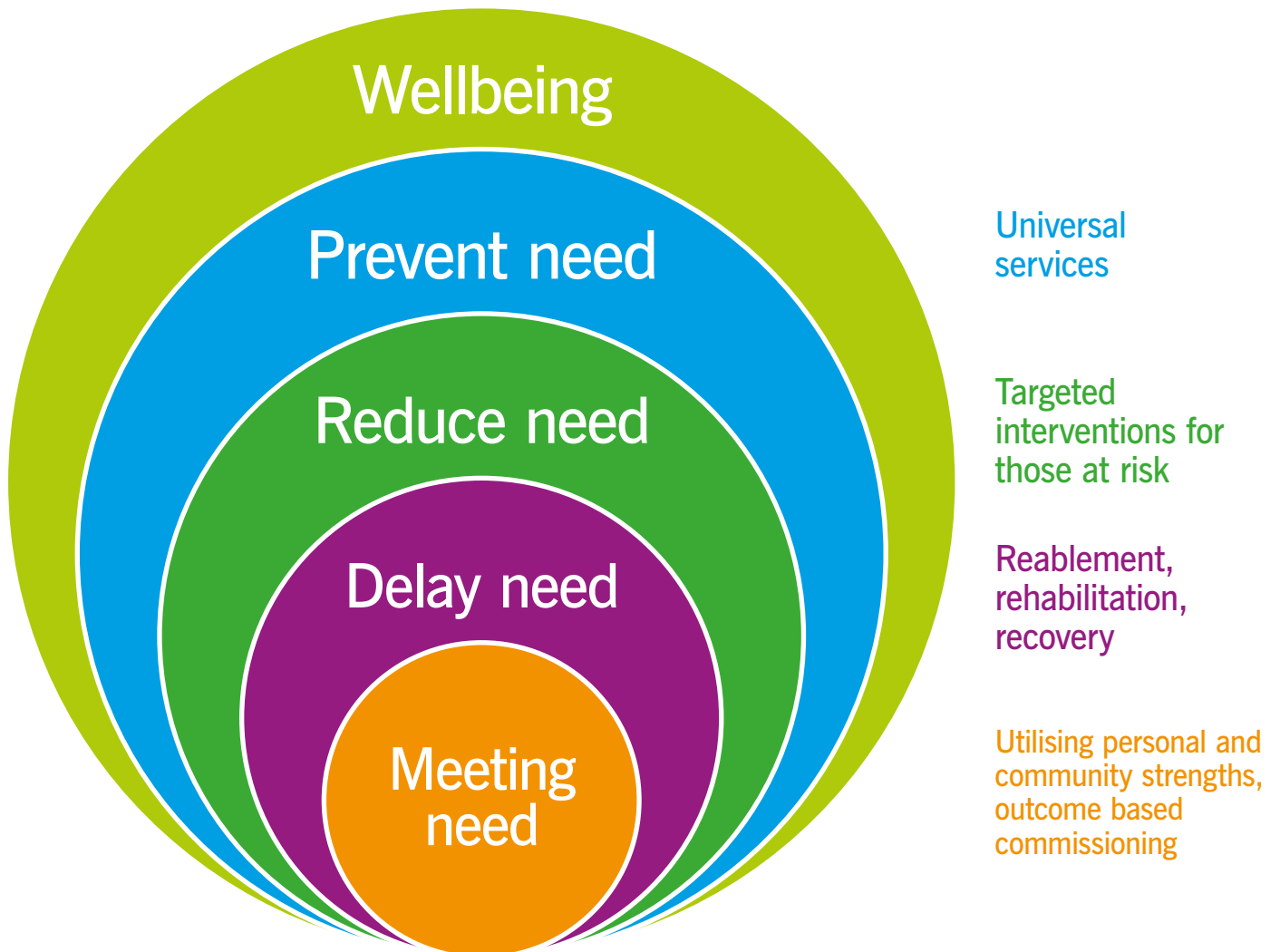
Our model works to a set of principles with the person at the centre, and to ensure that the support they receive can deliver the right outcomes, manage any risks appropriately and deliver good customer satisfaction.

- **The right person:** people who may need help or support are identified and prioritised
- **The right time:** to prevent matters worsening for a person, increase resilience through a focus on strengths, and maximise their independence
- **The right place:** information, care or support provided at home, in the community, or in a specialist setting according to need, and cost effectiveness
- **The right support:** to prevent, reduce or delay longer term need, without creating dependence, delivered by the right people with the right skills
- **The right partner:** working more effectively with individuals, their friends and families and in partnership with other relevant organisations – to achieve more joined up or aligned and efficient support



Our strategic approach

We have developed a layered model, designed to maximise independence by ensuring that people and communities can receive appropriate support to promote wellbeing, and help prevent, delay or reduce the need for ongoing support.



WELLBEING:

Our fundamental principle is wellbeing

Wellbeing is about 'how we are doing' as individuals and communities. Wellbeing is the experience of happiness, and prosperity. It includes life satisfaction, and a sense of meaning or purpose. More generally, well-being is just feeling well. During periods of isolation and estrangement from family and friends we have learnt the importance of maintaining good health and keeping busy by using different methods of communication and service provision to keep safe and well.

Leicestershire County Council operate a programme of services and opportunities for specific groups and communities who may be at risk and need higher levels of support both now and in the future. This focuses on supporting individuals and communities to improve their wellbeing, achieve their aspirations and become more resilient and in this way prevent and reduce the need to access other key services in the future.

These services may be time limited and the opportunities and services offered may change over time, as we have already seen during the Covid crisis. They will also be linked to specific national or local strategies or crisis responses and will identify the outcomes they are expected to achieve.

Bringing communities together to share in cultural activities, connect through learning, understand local cultures and heritage, and inspire individuals and groups across the county to achieve their potential all promote and enhance wellbeing.

WELLBEING – LIBRARIES VOLUNTEERING

Zoe came to the service as a Summer Reading Challenge Volunteer in 2017 after sitting her GCSEs. Zoe did not class herself as academic and was unsure of her future path. She loved children but lacked confidence and knew she wouldn't get the grades to continue to A levels so was facing big changes moving to a new college in the autumn. After a couple of weeks as a library volunteer Zoe's mum remarked how much happier Zoe was now. Zoe was a natural with the children, fitted in brilliantly with the team and was very hard working. She turned out to be one of the best volunteers we have ever had, and it was a pleasure to watch her grow in ability and confidence. Zoe started a childcare course at College in the autumn and returned to volunteer in 2018, this time taking a mentoring role to new volunteers. She then secured an apprentice role at a local nursery where she now works. This is what Zoe says.

"Being a volunteer for the Summer Reading Challenge was one of the best things I did. I was a shy person a few years ago but volunteering two years in a row for this has made me a chatty and more confident person. It's such an amazing experience and a chance to not only improve your communication skills but also socialisation skills. Thanks to the Summer Reading Challenge I got the confidence to follow my heart with what I wanted to do when I was older and now I'm doing my dream job!"

PREVENT NEED:

We will work with our partners to prevent people developing the need for specialist health and social care support. We will achieve this through information and advice to enable people to benefit from services, facilities or resources that are not focused on particular support needs, but which contribute towards wellbeing and are available for the whole population. Examples include libraries, adult learning services, museums, and associated digital services; green spaces, places of worship, community centres, leisure centres, information and advice services. We will promote wellbeing and work together through active citizenship with families and communities (including local voluntary and community groups). We will help people develop confidence to enable them to speak up and share concerns about their safety and wellbeing.

REDUCE NEED:

We will identify those people most at risk of needing social care support in the future and intervene early wherever possible to maintain wellbeing and prevent further need for services (for example people with a new diagnosis of dementia; newly-bereaved; people at risk of isolation; low-level mental health problems; and services for carers). Targeted interventions aim to prevent further needs developing and ensure that people do not become dependent on health and social care. Services might include information and advice, minor adaptations to housing which improve accessibility or provide greater assistance for those at risk of a fall, or telecare services.

DELAY NEED:

This focuses on support for people who have experienced a crisis, or who have a defined illness or disability, for example, after a fall or a stroke, following an accident or onset of illness and on minimising the effect of disability or deterioration for people with ongoing conditions, complex needs or caring responsibilities. It includes 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 personal and community resources and assets have been identified and fully explored. People with social care needs, assessed as being eligible for funding through the local authority, will be supported through provision of a personal budget. The personal budget may be taken as a direct payment or can be managed by the council. Wherever possible the council will work with people to provide a choice of provision which is suitable to meet people's outcomes, however in all cases the council will ensure that the cost of services provides the best value for money. Whilst choice of provision is important in delivering the outcomes that people want, maintaining people's safety, independence and achieving value for money are the priorities.

How we plan to achieve our ambitions

WELLBEING

What happens now:

Our libraries, archive, museums, collections and learning resources are part of the glue that binds communities together and contributes to making them stronger. They enable people to find out about themselves and where they have come from, explore different worlds through inspirational writing and to build confidence through learning. Above all, they bring people together to share experience, be it through a book group, an exhibition, an event, or through a learning classroom. Our services are vital to enable people of all ages to be connected, engaged, stay well and therefore live independently for longer.

Libraries, heritage and learning services have always reflected the wider society in which they exist, being shaped by, and in turn helping to shape their communities. As such, they evolve to reflect the economic, social, technological and cultural changes which take place within the wider environment. Bringing them together with adult social care services supports an holistic approach to wellbeing.

During the covid period it has been important to continue to offer a level of service that can achieve good wellbeing outcomes for people and for the services to be available through different delivery models. For some people this has increased accessibility and engagement such that we can build on this experience to improve our offer .

In 2024:

- People will be better informed about maintaining their own and their family's wellbeing, and identify what they can do for themselves and each other
- Most people will have a good or excellent experience of their adult social care, communities and wellbeing and adult learning services
- Targeted communities will be supported in using our resources to become independent and to have a good sense of wellbeing

We will:

- Learn from and sustain the excellent customer satisfaction with our cultural, wellbeing and adult learning services
- Implement activities identified through detailed research with our customers which will improve satisfaction with our adult social care services and facilitate better wellbeing for all
- Have embedded the new Target Operating Model for the department which will ensure that our adult social services achieve the best outcomes possible for people, whilst ensuring that we make the best use of resources
- Promote and facilitate access to our libraries, museums and learning centres as community assets to be utilised in strengthening the independence of residents and their communities
- With public health and partner agencies, Implement Making Every Contact Count (MECC) Plus to make the most of opportunities to support people in making positive changes to their wellbeing, and support social prescribing.

Wellbeing – mental health

Seema was referred having problems with her mental health. She was not sleeping well and had lost motivation to be able to do anything. Seema had just started on medication and was waiting for it to take effect. She wanted to start doing more outside the house and was interested in volunteering. She enrolled onto a 'learning for confidence' course; staff helped enrolled her sign up to the recovery college and gave her some information on local volunteering opportunities. At the end of her support she was sleeping much better and felt much more motivated and was doing more around the house as well as outside. She signed herself up to volunteer with children with special educational needs through a charity and was really excited about starting her new role.



PREVENT NEED

What happens now:

There is positive evidence that suggests that people who take an active role in their community and make use of universal services have improved health and wellbeing. Highlights during 2018/19 include a 3% increase in volunteering across libraries and heritage sites; a 2% increase in library issues, particularly the use of electronic loans, and a 3% increase in visitors to heritage sites (data for 2019/20 is not included due to the likely distorting impact of Covid). The adult learning service offers a range of learning and wellbeing opportunities; NHS and Public Health commissioning have enabled the service to contribute to healthy eating programmes and the mental health Recovery College. Overall, there was a very high success rate (97%) for those attending adult learning services.

Poorer performance was evident in the significant reduction in the ease with which people could find information about adult social care, and social care apprenticeships have not been sustainable.

In 2024:

- People will think about the future and plan in case they need support
- Information and advice will be better co-ordinated and more easily accessible
- Service users will experience a more family friendly experience when using our cultural services
- More people will be using online services and making use of technology enabled care
- A re-modelled archive and museum collections hub will be in progress
- We will deliver a learning offer that complements the departmental objectives in improving people's wellbeing
- People will be able to access learning services through better marketing and through an improved online offer.

We will:

- Further improve access to information and support people to plan through our digital plans
- Work with partners and providers to improve the quality and sustainability of services
- Review our learning curriculum to ensure that it is best placed to help people improve their wellbeing
- Review the marketing strategy of our learning programmes
- Explore how people can access learning opportunities online
- Develop a complementary communities and wellbeing offer to meet the prevent agenda
- Promote a volunteering offer across our services, building on the talents and strengths of volunteers before and during the Covid crisis and ensuring volunteers are rewarded for their selfless efforts
- Review the mobile library service
- Promote and facilitate access to universal services to for a coordinated strengths-based approach across Leicestershire, linking with local area coordinators
- Further improve access to information and support people to plan through our digital plans including the directory of services and First Contact Plus

Prevent need – co-production and co-design

We have co-produced and co-designed clear and easy to use customer information with service users and carers to support our ways of working. New information that has been produced includes an assessment form, support planning tools for people using services, customer leaflets and new financial forms and letters. Staff working in adult social care had training on how to make best use of the new suite of information.

The inclusive approach taken takes time, but the benefits are clear to see and has resulted in better information, informed people using services and bringing their own perspective and experience.

An Engagement Group has been developed that is represented by people with physical disabilities, mental health conditions, sensory impairment, carers amongst others. The Group has oversight of all engagement activities in the Department and is proving to be an important and influential catalyst for improvement.

**REDUCE NEED****How it works now:**

People with a learning disability in paid employment remained high at 11% (the national average is 5%) whilst those in settled accommodation was also above the national average at 80%.

However, the level of social contact in the daily lives of carers and users of social services remains lower and an area for improvement, something the Covid crisis has made worse.

Evidence shows that engaging with cultural services such as libraries, museums and community learning helps to make people more resilient and independent. We need to explore how the use of these services impacts on reducing the need for more costly care services.

In 2024:

- People will have access their own and their community's assets to help themselves
- People will live longer in their own homes
- People will make greater use technology enabled care solutions where appropriate to meet their outcomes
- People will have more and better social interaction, through use of technology and activities, programmes of learning and volunteering
- Universal services will make a significant contribution to supporting people and reducing their reliance on specialist services.

We will:

- Work with our partners to re-able more people, more effectively
- Increase community capacity by using the resources held by our libraries, heritage and museums collections, and by developing an audience development team to work across targeted communities
- Continue to develop volunteer-led community managed libraries and museums, providing them with a strategy to enable them to work to long term development plans
- Recognise that community managed libraries have a distinctive role and are a focus for the community with the potential to be major partners in delivering the Council's strategic outcomes for Leicestershire
- Increase uptake of technology enabled care solutions in meeting service user outcomes
- Develop online services across our libraries, heritage and learning
- We will support people to make a positive contribution to their communities, by developing a volunteer offer across our library, museum and heritage services and social care support
- Introduce an audience development team to build community use of the resources held by our universal services and offer opportunities for people to connect with their communities

Reduce need - reablement

Terry is a 71 year old gentleman who has admitted to hospital with complications resulting from bone cancer. Terry was discharged with palliative care needs but received a reablement package of three calls a day (a total of 2 hours a day).

At the initial welcome visit Terry advised he was fiercely independent and able to prepare his own meals. He identified his reablement goals with the worker and stated that he wanted to become independent with his personal care. After just one week Terry was completely independent and finished his reablement episode with no ongoing care.



DELAY NEED

How it works now:

Delaying people's needs has been the area where performance has excelled in recent years. Eight in every ten people who received reablement support have no need for ongoing long-term services, and almost nine in every ten are still living at home three months following discharge.

Avoiding permanent placements in residential or nursing care homes is a good indication of delaying dependency, and in recent years there has been a very low number of working age adult admissions. For people aged 65 or over, the number of permanent placements has tended to be similar to the national average.

Avoiding admission to hospital and ensuring timely discharge helps to delay the need for care services. The number of delayed discharges has reduced across Leicestershire, and those attributable to adult social care is low when compared to other similar authorities.

Our Reading Well books on prescription scheme offers free self-help resources from our libraries on a range of health and wellbeing issues.

Our learning programmes deliver activities that make up part of the Recovery College targeting people with lived mental health experience.

However, services are not yet as integrated as they could be across prevention, health and social care, and too many people are admitted to hospital or long-term care when they could be supported to remain at home.

Suitable accommodation can be difficult to find for some people living with a disability, and there is not sufficient choice for people who require additional care.

In 2024:

- Fewer people will be living in long term residential care. With more people supported to live at home safely
- Unpaid carers will be well supported and able to take a break through a variety of opportunities or services
- Health and care practitioners will be more knowledgeable and confident in commissioning library, museum heritage and learning activity that supports their work

We will:

- Have an integrated 'Home First' service with community health services to step up services when people experience a crisis and may be at risk of admission to hospital, and to step down services when people are being discharged from hospital care
- Continue to invest in our workforce's learning and development
- Continue to contribute to the Recovery College in partnership with Public Health
- Continue to rollout our Reading Well books on prescription scheme with new topics
- Better understand how our universal services can complement to delaying the need for health and care services
- Have developed additional accommodation with care to support people to live independently

Delay need – transition from children to adult services

Toby is a young man who has a diagnosis of a severe learning disability and Autistic Spectrum Disorder, who lives at home with his mum and brothers. Toby started to refuse to go to his specialist school, or to wash and dress; he was staying up late watching football and didn't want to think about or discuss what he would do when he left school. Learning disability nurses worked with Toby and his mum to set boundaries and address his behaviour. The Transitions team helped Toby and his mum to use an iPad App to identify his interests and dislikes, and a support plan was developed. A local Community Life Choices service offering activities matching Toby's interests was found for three days a week in school holidays.

Toby enjoys this and knows he must attend school to go to the holiday service; this also gives his mum a break from caring and she no longer needs extra respite. With the increase in wellbeing Toby is now able to shower independently on a more regular basis and changes his clothes multiple times a week. He also makes his own bed and keeps his room clean.



MEETING NEED

How it works now:

Everyone in receipt of long-term, community-based support should be provided with a personal budget, preferably as a direct payment. The proportion of service users in receipt of a personal budget improved to 96% during 2018/19 and 99% of carers. 49% of service users and 95% of carers were in receipt of a direct payment during 2018/19.

CQC ratings demonstrate that the quality of services provided in Leicestershire is broadly comparable with those delivered in other areas, with a slightly lower number of services rated as either inadequate or outstanding. We work with providers to ensure that standard of care continue to improve and to support them in specialist areas.

Our libraries, museums, heritage and learning services are available to everyone.

Our volunteer led services are creating community hubs through libraries, and museums that meet a variety of local needs.

The greatest challenge to meeting people's needs within the County is the availability of a settled and skilled workforce. Turnover rates and vacancy levels in the care sector are high which can lead to delays in the timeliness of care delivery and the quality of care services.

In 2024:

- Residents and stakeholders will feel better engaged on how the department provides services
- People will have a timely response from adult social care services and a support plan which will support their best possible outcomes
- People with complex care requirements will be well supported by us and our partners when they are discharged from hospital
- People will have accommodation choices which meet their needs

- People will be more satisfied with the services that they use
- Support will be more adaptable, personalised and integrated with the NHS's
- The department will have a skilled and flexible workforce
- Inequalities in health and care outcomes will be understood and variations in outcomes will be addressed

We will:

- Establish an Engagement Panel to oversee engagement activities
- Embed the new Target Operating Model for adult social care operations
- Improve the timeliness of reviews and payments for both direct payment and commissioned service providers
- Ensure that people in receipt of direct payments and those working as Personal Assistants have the support they need
- Continue to develop the capacity and capability of our workforce and those of our provider organisations
- Develop further the Social Care Investment Plan which will secure the development of suitable accommodation choices for social care service users
- Identify and meet the needs of carers, so that they can carry on caring for their loved ones
- Engage stakeholders in the development of the re-sited Records Office
- Engage communities about the future of the mobile library service
- Use our audience development team to engage communities in using universal resources in shaping community led activity
- Explore how learners can better access online learning opportunities
- Work with providers of services to maximize people's opportunities for independence, health and wellbeing and recognize the importance of progression and life achievements for the people they support.

Meet need – supported living

Jane has Down's Syndrome and has been living in a residential unit since she was 21, she is now 28. Through providing appropriate information and advice to Jane and her family she has become excited about the possibility of moving to Supported Living accommodation. A new matching tool identified several suitable vacancies for Jane and her family to consider. Without this tool there would have been less support available to match them. After viewing several properties Jane is now due to move into a shared house with people of a similar age and with similar interests. Jane will have access to many more independent living aids and will be able to grow in confidence. With support Jane will be able to cook simple meals in her own kitchen, conduct her own household tasks, manage her own budget and plan for the future. Jane is very excited about her new house.



Monitoring our performance

High quality performance management creates a working environment that enables people to work to the best of their abilities. Leicestershire County Council will continue to be intelligence driven, making evidence-based decisions about how services should be delivered and funded and how risks to services and service users will be managed. Data will be available to support planning, enabled by access to the right tools, techniques, skills and resources.

Consistently high levels of customer safety and satisfaction are of paramount importance to us and will be the true measure of the strategy's success. We take customer satisfaction very seriously and this will be monitored and acted upon throughout the lifecycle of the strategy.

Our progress will be monitored and reviewed regularly with the support of key partners including Healthwatch, and the Engagement Advisory Board. Progress will be reported through our Business Plan on an annual basis.

Modelling future need and models of care is essential to ensuring we have strategies to target evolving and growing demand patterns. We will link in to regional and national work, as well as our local Joint Strategic Needs Assessment analysis to predict demand, to make better use of our resources and to contribute to modelling on a larger geographical scale.

We also submit annual performance data against the outcome measures defined within the Adult Social Care Outcomes Framework (ASCOF). Our approach to performance management captures information in the following areas:

Gaining or re-gaining independence	Examples include reablement, permanent admissions to residential care, suitability of accommodation, MECC Plus referrals, people with a learning disability who gain employment
Service User and Carer Feedback	Examples include monitoring quality of life, social contact, safety, being able to find information
Efficiency	Examples include delays in hospital, CQC inspections
Service User and Carer Aspirations	Examples include safeguarding outcomes, feeling safe

Glossary Terms

Active citizenship

People being able to get involved in their local communities and in making decisions about their lives. Active citizenship can be something as small as a campaign to clean up your street or as big as educating young people about democratic values.

Adult Social Care

Adult social care is a system of support designed to maintain and promote the independence and well-being of disabled and older people, and informal carers. While often associated with the provision of personal care and support, it also includes keeping people safe, supporting people to perform parenting roles, participate in their communities and manage other day-to-day activities.

Adults and Communities Department

This is the name of the Department within Leicestershire County Council that is responsible for adult social care, library, museum, heritage and adult learning services.

Adult Learning

Adult Learning means any educational activity undertaken after the age of 18.

ASCOF

The national Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people.

Asset-based approach

An asset-based approach refers to an individual using resources available to them in the community. This includes links to family, friends and other.

Community and Wellbeing Service

This is the name of the service that maintains Leicestershire's libraries, adult learning, museums and heritage sites

Coronavirus

A family of viruses that cause illness ranging from the common cold to more severe respiratory diseases.

Covid-19

An infectious respiratory disease caused by a newly discovered coronavirus

Health and social care integration

A programme to change how health and social care are delivered. It refers to joining services up to avoid duplication for people receiving care and support.

Healthwatch

Healthwatch is an independent organisation whose purpose is to understand the needs, experiences and concerns of people who use health and social care services and to speak out on their behalf.

Heritage

This refers to special places, historical objects and records that are important and significant to Leicestershire and the people who live in Leicestershire.

Independence

This means being able to have autonomy to make choices and do the things you want in life. In the context of social care this can mean making decisions on where you live and the support you receive.

Leicestershire County Council (LCC)

Leicestershire County Council is the name of the local Council.

Making Every Contact Count (MECC)

Making Every Contact Count is an approach to behaviour change. MECC aims to use all the day-to-day interactions the Council and partners have with people to make sure they get across comprehensive and consistent and messages that will keep them safe and help maintain and improve their wellbeing.

NHS Long Term Plan

This is a 10-year plan that explains the NHS's priorities.

Occupation

A job for example a social care worker or volunteer.

Outcomes

The benefits to an organisation or individual that result from a service or activity.

Personal care

Support to people to help get dressed, bathe and use the toilet when they are unable to do it themselves due to age, illness or disability.

Place-based

This refers to the approach taken to meet an individual's needs when planning support and also when working in a particular place. This enables people to work and receive support in the right place for them.

Prevention

Actions to prevent people's wellbeing from deteriorating by enabling them to help themselves through information and advice and community led groups.

Reablement

Reablement is a short and intensive service, usually delivered in the home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury to support them to regain their independence and maximum wellbeing.

Recovery College

The Recovery College is a service (not a place) that provides a variety of recovery focused and educational courses and resources for people with lived mental health experience, for their friends, family and Leicestershire Partnership Trust staff. Courses are co-produced by users, carers and professionals.

Social Care Investment Plan

This is a project that aims to identify the right type of accommodation to support people to remain in their own home for as long as possible.

Social prescribing

Social Prescribing is when a GP, other health or social care professional refers or signposts an individual to local non-clinical activities or support which will help with their health and wellbeing.

Strengths based approach

Strengths-based approaches focus on an individuals' strengths (including personal strengths and capital) and not on their weaknesses. (Please also see 'Asset Based Approach')

Target Operating Model (TOM)

This refers to the way in which Adult Social Care aims to operate and deliver its services.

Technology Enabled Care (TEC)

This refers to technology that can assist people to do every day activities and help them to maintain independence such as clocks that can speak the time.

Telecare

The use of technologies such as remote monitoring and emergency alarms to enable the unwell, disabled, or elderly to receive care at home so that they can remain in their own home.

Transforming Care

Transforming care is for people with Learning Disabilities and/or Autism who also have mental health issues or challenging behaviours. It aims to improve the health and care services they receive so that they get the right support and can live in their own community.

Universal Services

Universal services are those services provided to all adults, children, young people and their families from health, education and other community services.

Wellbeing

Well-being is the experience of happiness and prosperity. It includes feeling well, with good levels of satisfaction and control in their life, and a sense of meaning or purpose.

ADULTS AND COMMUNITIES STRATEGY 2020-2024**'DELIVERING WELLBEING AND OPPORTUNITY IN LEICESTERSHIRE'****CONSULTATION REPORT****Introduction**

- 1 A formal consultation commenced on 16 December 2019 and was due to run until 22 March 2020. Due to the Covid-19 pandemic and subsequent lockdown and change of business activities the consultation was left open until July 2020. During this time the consultation received 61 responses to the questionnaire. The consultation was supported by a wide range of engagement activities with identified stakeholders.
- 2 The aim of the consultation was to gather feedback on the proposals set out in the Strategy. The consultation was specifically interested in:
 - views on the proposed principles of future delivery of services, especially the increased focus on wellbeing;
 - support or opposition regarding the different elements of the model;
 - views on our ideas about delivering the model.
- 3 Throughout the consultation period, a broad range of audience was targeted, and considerable efforts were made to raise awareness of the consultation and support opportunities to gather people's views. The target groups broadly consisted of:
 - The people of Leicestershire (i.e. members of the public);
 - Customers/carers with experience of using or accessing adult social care, learning and heritage sites;
 - Partners/stakeholders with experience of using or accessing Adult and Communities services;
 - Providers/organisations who could be directly or indirectly affected by the proposals (i.e. Community Managed Libraries).

Consultation activity

- 4 In order to encourage and support involvement, several engagement methods and approaches to promotion were employed throughout the consultation period, with the aim of raising awareness and encouraging people to give feedback on the draft Strategy. The draft Strategy, along with background information, was available on the County Council's website including an online questionnaire which was available in both standard format and easy read. This was further supported by an online video that was captioned and signed in British Sign Language.

- 5 In addition to public workshops and service specific workshops, people were invited to have their say by completing a questionnaire, either online or in hard copy format (i.e. printed paper versions). A combined questionnaire and information sheet were also made available in easy read format.
- 6 In total, it is estimated that around 400 customers, carers, staff, partners and other stakeholders attended face to face meetings or workshops where the Strategy was discussed, and 61 completed questionnaires were received. This included attendance and discussion at Extra Care schemes, Carers groups, the Learning Disability Partnership Board, provider forums such as those for Supported Living, Voluntary Action Leicestershire (VAL), Community Managed Library Board meetings, meetings with creative and arts based providers and attendance at a community summit.
- 7 In addition to this, views were sought from strategic partners through face to face meetings and these included Healthwatch, University Hospitals of Leicester, Leicestershire Partnership NHS Trust, Clinical Commissioning Groups, Leicester City Council and Rutland County Council.
- 8 Provider engagement:
 - The Adult Social Care provider forums were attended, and a presentation was given about the Strategy to explore the implications of the Strategy for them and to engage providers in encouraging and supporting involvement in the consultation of their service users (with support from the Department's officers if requested and capacity allowed).
 - Engagement has been achieved with provider groups in the community such as Parish Councils, libraries, adult learning and volunteers that are active in heritage sites.
- 9 Staff engagement:
 - The Senior Leadership Team of Adults and Communities have been regularly briefed on the progress and drafts of the Strategy and progress of the consultation. This is with the expectation that these messages were cascaded to their teams.
 - The Service Managers in Adult Social Care have also been briefed.
 - The draft Strategy and consultation have been promoted internally.
 - A staff and stakeholder workshop was held to progress development of the draft Strategy and was attended by representatives from all Departments of the County Council.
- 10 Public engagement:
 - The draft Strategy and consultation questionnaire were prominent on the 'Have Your Say' section of the Council's website.
 - The draft Strategy and consultation have been promoted in VAL's e-briefing.
- 11 Communications Team activity:
 - Additional media release.
 - Face-to-face engagement at targeted events and venues.

- Social media – using Twitter and Facebook channels.
- E-blast reminder.
- Reminder to parish councils.
- Article for internal audiences.

12 Service user and carer engagement:

- The format of meetings conducted with service users and carers was developed in partnership with providers and the authority's Engagement Group and included presentations, informal interviews, question and answer sessions about the proposals, group feedback, and support on an individual basis to complete/ distribute questionnaires where requested.

12 There were several key themes that were drawn out through the face to face engagement sessions with providers, partners and stakeholders.

Key themes

14 General themes included:

- Overall, the Strategy was supported and considered to be well written.
- Particularly welcome was statements in the Strategy that were more explicit in recognising and encouraging the link between/contribution of Community and Wellbeing services and/to social care.
- The County Council should continue to build on its development of partnerships. The feedback stressed the importance of timely, considerate, and clear communications including, listening and practical support (e.g. enabling partners to make use of County Council purchasing power, training, social media).
- The Department was asked to consider additional clarity in the Strategy about partnership commitments that the Department has made and where there may be future opportunities including with health and district councils.
- Some respondents queried what resources will be available to deliver the Strategy and how will governance (including joint governance) work?
- Respondents cited the importance of sharing information from/with NHS, providers and other partners and finding ways to do this within the framework of General Data Protection Regulations (GDPR) compliance.

15 **Social Care Services**

- It was suggested that the Department emphasises the value of 'purposeful' activity for service users within the Strategy.
- Suggested and acknowledged that the County Council continues to emphasise the importance of leading on tackling discrimination/stigma against; and advocating for service users – either based on characteristics (e.g. age, disability, sexuality) or circumstance (poverty, rurality, access to work).

- Some carers noted that they do not feel listened to in some areas such as the assessment process and when making decisions about the person they are caring for. Their perception is that it is assumed that they will take on any additional caring requirements.
- Changes in social worker and other support staff can potentially create difficulties, inconsistencies and misunderstandings for service user and carers.
- Carers may not formally complain as it is perceived that this will be a lengthy process.
- Smaller providers may have limited leadership capability and need more support than larger organisations.
- Departmental direct support (e.g. reablement) to service users potentially needs to be more flexible for certain scenarios.
- The Department could consider doing more to assure the quality of support services in the community as this is variable (e.g. quality mark, self-assessment scheme) and promote/ encourage continuing professional development.
- Some providers noted that they need to feel the County Council understand what they do and the pressures they are under (often responsible 24/7) and therefore have reasonable expectations and demands.
- It was generally perceived that the Department needs to address the challenges of recruiting staff and equally ensure (older) service users accept younger members of staff.
- There was a request to facilitate provider and other partner relations with the NHS which can sometimes be challenging.

16 Community and Wellbeing Services

- It was noted by some that Communities and Wellbeing partner services may appear to be just one entity (e.g. Community Managed Libraries (CML), local museums) but are / have potential to be community hubs. Some felt that there needs to be greater certainty of County Council objectives, plans, funding (and support for other funding bids) and anticipated nature of relationship/partnership (e.g. future of CMLs).
- That the service continues to develop its approach to partnerships stressing the importance of timely, considerate, and clear communications which include listening and practical support (e.g. enabling partners to make use of County Council purchasing power, training, social media).
- Providers stated that volunteering is key to the County Council and partner services going forward but this is not free – it requires County Council initial and ongoing investment and for volunteers to feel valued.

17 Transport and access

- One of the key points of feedback from the consultation responses was the perception that it is difficult to access services from rural areas because of

the opinion that services are not considered alongside public transport timetables and the use of bus passes.

- Some people note that in their experience there are insufficient and unsuitable disabled parking spaces close to services.

18 Housing and Accommodation

- Some respondents particularly welcome and encourage Departmental work in this area (e.g. extra care).
- A few returns requested affordable housing in the right place to be able to downsize their accommodation.
- Some housing should be considered to be adaptable for assisting with ageing related issues.
- A few replies commented on the possible potential of inter-generational living/communities.

19 Digital

- A request was made to think about people who can't access online (easily) and the need to maintain alternatives.
- Tech that uses mobile phones may potentially be more accessible.
- It was suggested that partner organisations can help to deliver an increased digital and online County Council offer.
- Respondents had a view that technology should augment care, not replace personal support and social interaction for some.

Overview of Responses

Volume of responses

20 In summary, the following written responses were received during the consultation process:

Consultation method	Number of responses received
Paper Questionnaires	5
Online Questionnaires	56

Analysis of responses

21 All feedback communicated in workshops and meetings were recorded in note form and key themes were identified. Not all respondents answered all the questions, analysis percentages are for those that did respond to each question:

Overall ambition and direction of the Strategy

- 21 There was a very high level of support for the ambition and direction to which the Department will work, both in face to face sessions and in responses to the questionnaire. Generally, responders appear to be enthusiastic about the potential increased use of technology to provide and support services.

“Realistic and moving in the right direction.”

“Positive way forward if implemented sufficiently and enough resources are given to community services.”

- 22 There were some concerns that the workforce would not be adequately skilled or available to support the ambitions due to perceived reductions in funding. There was a repeated request to have a distinct volunteer Strategy.

Have we got the focus of our Strategy right? Is there anything missing?

- 23 When asked about the focus of the Strategy and if we have missed anything the responses were predominantly positive and in support of what we plan to focus on. There was some concern that we are overly reliant on volunteers to achieve the Strategy and that we have not made enough explicit plans for improving and maintaining good mental health in the community. It has also been noted that the Strategy requires further acknowledgement and planning for the role of PA's in the market and for the continued support of people receiving a direct payment.

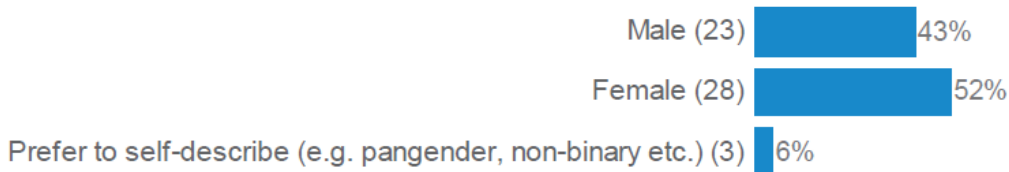
“It feels right, and it is important that the key voluntary sector role is fully supported.”

“I think attention needs to be given to learning opportunities around wellbeing and to how libraries could contribute more.”

What will success look like?

- 24 We asked in the questionnaire what success would look like if our plans were implemented to their satisfaction. We received a broad range of responses with some responses bringing our thinking to harnessing the skills of individuals and others focusing on securing the right funding. The following word cloud illustrates the most common responses. There is a clear emphasis on people both as our customers and as our workforce and the importance of them.

What is your gender identity?



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



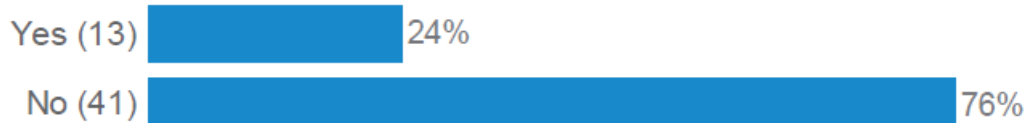
Are you a parent or carer of a young person aged 17 or under?



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

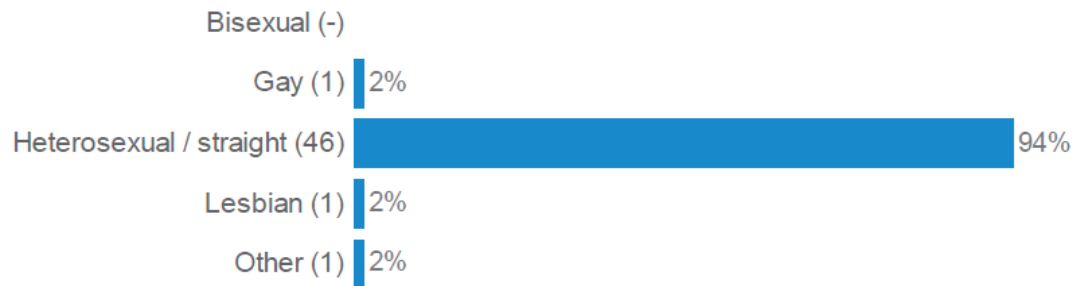


Do you have a long-standing illness, disability or infirmity?



What is your ethnic group?





Findings and Conclusion

27 The key themes from feedback received can be summarised as:

- Continued support for the principles and model;
- Acknowledgement and support for the addition of 'wellbeing' into the model;
- Concern about perceived over reliance on communities/volunteers, and how communities/volunteers can be supported and sustained;
- Overall, it is welcomed that the two functions of the Department are brought together into one Strategy;
- The view that inappropriate transport options remain an issue to maximise the effectiveness of prevention activities;
- A strong view to consider the balance between price and quality;
- The importance of effective communication from the Department;
- The key role of Information and advice;
- A desire for improvements in relation to internal processes, including the timeliness of reviews and payment mechanisms for both cash direct payments and payments to providers of commissioned services;
- Concern that the workforce is not being given the required training to keep improving;
- Acknowledgement that PA's and direct payment holders require more support

28 Overall there is a high level of support for this Strategy and the ideas put forward as potential ways in which we can deliver it. Engagement and consultation have highlighted the need to make sure that communication is prompt and clear, and to check that people fully understand our purpose and intentions. The issues and concerns raised have all been in relation to the delivery of our aims and will inform the commissioning Strategy and its associated documents (eg delivery action plan, Equality and Human Rights Impact Assessment, risk assessment).

This page is intentionally left blank



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 SEPTEMBER 2020

STATUS ON SUPPORT FOR COMMUNITY MANAGED LIBRARIES

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the Report

- 1 The purpose of this report is to advise the Committee about the impact of the Coronavirus (Covid-19) pandemic on Community Managed Libraries (CMLs) and their medium-term sustainability, proposing amendments to the current support package on offer to help them at this difficult time.

Policy Framework and Previous Decisions

- 2 In September 2014, the Cabinet approved a remodelling of the library service based on the following elements as being compliant with the Council's statutory obligation under the Public Libraries and Museums Act 1964 to provide a comprehensive and efficient library service:
 - 16 major market town and shopping centre libraries funded by the Council;
 - A support service enabling local communities to run their local library;
 - An online library service available 24 hours a day, 365 days a year to those with access to the internet;
 - A mobile library service providing a regular library service to most villages without a static library service.
- 3 In November 2014, the Cabinet agreed the infrastructure support package to be offered to local communities wishing to operate CMLs and in March 2015 authorised the Director of Adults and Communities to assess the outline business plans put forward by community groups, and the County Solicitor to prepare the necessary legal agreements where those outline business plans were satisfactory.
- 4 In July 2018, the Cabinet agreed a process to follow should a CML decide that it is no longer able to continue. This included:
 - Arrangements for interim library service provision to be put in place until a permanent solution has been agreed.
 - Advising the public and any groups willing to take over the library of the opportunity to make submissions to the Council. Where appropriate the Council would assist the formation of a new group or, support the transfer of responsibility from the existing charity/group to a new group.
 - Delegation to the Director of Adults and Communities, following consultation with Local Member(s) and Cabinet Lead Member, to agree alternative

arrangements if this would result in no significant effect on the level of library provision.

- A report to the Cabinet in the event that significant changes to library provision might result.

Background

- 5 The original funding support package for CMLs was set up in 2014. This tapered funded support reduced by 20% each year from 100% running costs and will reach nil by 2021 for those CMLs that transferred early in the process.
- 6 The pandemic has resulted in all libraries being closed and consequently their ability to generate income has halted.
- 7 Lessons learned from the CML project have indicated that in order to indicate viability for external funds, a 10-year lease is preferable to the current arrangement which requires library groups to request a rollover five-year extension. Ten-year leases would also reduce CMLs trustees' legal costs and would be more efficient from the Council's perspective.
- 8 CMLs have identified the importance of regular visits from Council support officers, especially in supporting volunteers and trustees at points of crisis, and this is imperative following Covid-19. It is therefore important that the frequency of these visits be increased during this period of known vulnerability.
- 9 CMLs have become an established and successful part of the Leicestershire Library Service. The individual CML groups are responsible for ensuring they are sustainable and well managed, and the Council continues to provide support where required.
- 10 Thirty-five community libraries have successfully transferred to become CMLs which aim to provide a community hub that meets the needs of their local communities. Changes made by CMLs have included choosing to increase opening hours, serving coffee and cake, and establishing a solid programme of activities and events.
- 11 Before the pandemic, each CML had a different offer depending upon local needs and opportunities. For example, Measham library, by working in close partnership with Measham Health Centre has arranged for the Stroke and Disability Group to meet regularly and also hosts a walking group that meets weekly, starting at the library and returning for refreshments. A weekly Knit and Natter group and a weekly pre-school story time are amongst the other activities provided at the library. Activities such as these have been replicated in many of the CMLs, reflecting local circumstances within communities and drawing upon the strengths of the volunteers.
- 12 In situations where a CML ceases operation, the Council will act swiftly to consider alternative provision under the process outlined in paragraph 4 above. Barwell library closed during the original process because a community group could not make the library a viable proposition. Following a short period of consultation, a mobile library service was provided in the area.

Baseline Support

- 13 The County Council continues to offer a baseline level of support to CMLs. This consists of:
- Peppercorn leases and support for running costs through a grant which is based upon their original running costs at the point of consultation;
 - Provision of book stock which remains the property of the County library service;
 - Access to and maintenance of the Library Management System to enable the loaning and return of books;
 - Council ICT equipment and infrastructure (unless a CML has requested to use its own ICT);
 - Continued support, training and assistance by the Council's Community Support Officers, and a call hub to assist with operational enquiries;
 - Support from VAL (Voluntary Action LeicesterShire) including access to specialist advice and support on role descriptions, volunteer management, governance issues, business planning and volunteer recruitment and training, including through use of the VAL volunteering website.

Financial Support

- 14 A tapered financial support package was set up to support CMLs in their initial years. The financial support for running costs for most community managed libraries will come to an end in 2021/22. This was based on their original expenditure at the point of consultation, tapering down over a five-year period to a minimum of 20%.
- 15 As part of the support package for CMLs, a Contingency Fund was established to assist any community group in the event of an emergency such as roof or boiler failure or where a decision made by the Council had an adverse effect on a CML's income stream, such as closure of a Children's Centre operating within a library. The Fund has been supplemented as resources have become available (for example, the sale of Castle Donington library) and currently stands at £280,000.

Impact of Coronavirus (Covid-19) Pandemic

- 16 CMLs have worked hard to raise additional income and reduce costs. Income is generally generated through the operation of the library, including coffee shops, room hire and for activities and this contributes to the maintenance of each library. However, during the Covid-19 pandemic this income has obviously not been generated. It is estimated from an analysis of submitted accounts from libraries (2018/19) that for CMLs as a whole, around £3,000 per week of income is being lost, whilst significant ongoing running costs remain, adding increased financial pressure and thereby increasing the risk to future sustainability.
- 17 Additionally, whilst it is unknown how the recruitment and retention of volunteers and trustees will be affected by Covid-19, it is anticipated that this may be more difficult for CMLs following resumption of the service. Many of the volunteers for example will be older and may not wish to continue to volunteer in a public environment whilst there is a continuing risk of exposure to Covid-19.

18 In order to address the above issues, the Council's Corporate Property Steering Group agreed that:

- The Contingency Fund be used to offer an additional one-off grant payment to CMLs equivalent to a 20% contribution to running costs, £58,000 in total for 2020-21;
- Support staff should continue to monitor the impact on recruitment and retention of volunteers during the recovery process and, where necessary, work alongside VAL to support groups with possible volunteer recruitment campaigns.

Longer Term View

19 Feedback on potential risks and issues has been obtained from annual review and financial planning meetings which are carried out with all CMLs, as well as networking meetings, financial forecast survey returns, a CMLs focus group and informal feedback to the Support Officers. This feedback has highlighted risks and issues associated with:

- The medium-term sustainability of CMLs in terms of the capacity of groups to raise the income required to run their library beyond 2022;
- The ongoing maintenance and repair of the property assets;
- Challenges with recruitment and retention of new trustees and volunteers.

20 CMLs are asked to produce financial records and five-year projections at their annual reviews. These show that the tapered reduction in funding and proposed removal of County Council revenue support has been accompanied by a reduction in income for CMLs that is forecast to continue along with reduced annual surpluses/increasing annual deficits. Reserves have been accumulated because of initially higher County Council revenue payments but as these payments have decreased, reserves have reduced, and are forecast to be increasingly required to meet annual operating costs.

21 A high-level review of the financial status of CMLs indicates that all have sufficient reserves to sustain services throughout 2021-22, but some may face financial challenges from 2022 onwards, and clearly Covid-19 has affected their ability to continue income streams since March of this year.

22 All CMLs are continuing to work hard to raise additional income and reduce costs as well as to provide a range of community hub services that complement and support the core library offer, for example community events, hosting local groups, encouraging social interaction and providing volunteering opportunities.

23 Feedback from the Focus Group suggests, however, that the more time volunteers are required to spend on income generation the less time they are able to devote to providing a library service to their community.

24 The Council has supported groups to apply for the available Tourism, Leisure and Hospitality government grants, with 19 libraries being successful. The value of grants received has ranged from £10,000 to £25,000.

- 25 As part of a recent restructuring of the Communities and Wellbeing Service, a new Audience Participation Team has been created. The aim of this Team is to co-produce community activity that contributes to addressing a range of preventative measures for vulnerable people such as social isolation, and mental health and wellbeing using the service's wider cultural resources.
- 26 Part-funded through the Improved Better Care Fund until 2021, it was originally anticipated that the Team's commissioning funds would be used partly to commission CMLs to deliver this activity, thus aiding their sustainability. This work in a physical environment is now challenged due to the pandemic and is unlikely to produce sustained benefits until well into 2021. As services enter recovery from Covid-19, it is anticipated that people initially may be reluctant to return to the library because of the fear of catching the virus and this situation will extend beyond 2021.
- 27 Volunteer recruitment and succession planning remains an ongoing challenge for CMLs as it is for the voluntary sector as a whole and may, in the longer term, lead to CMLs having reduced capacity to operate effectively.

Leases

- 28 CMLs were originally given a 10-year lease. However, it became apparent that to access any external funding CMLs needed the guarantee of a continued seven to 10-years and so to support them better it was agreed that when their leases reached seven years or less, they would be able to apply for an extension for another five years. However, doing this does incur legal/surveyors fees so it is considered that the offer of an additional 10-year lease in addition to the unexpired term of a CML's existing lease should be made.

Options Appraisal for Further Support

- 29 A number of options that have been considered by the Council to give CMLs some confidence in their medium-term sustainability, in summary:
- Option 1 - Scaling up the current baseline offer to include lease extension to 10-years (from five years), and increase officer visits to increase support and training, VAL support for volunteer recruitment and retention, business planning, income generation etc. Regularly review the contingency fund to reassure and support CMLs regarding any potential costly building repairs.
 - Option 2 - Upscaled baseline plus offer for all libraries with internal repairing-only leases.
 - Option 3 - Upscaled baseline offer relating to County Council and VAL officer support plus the Council takes back control of all running costs of CML building.
- 30 Option 1 would introduce a longer timescale and reduce the financial and administrative burden on both CMLs and the County Council, taking account of legal and surveyor's costs and the need to obtain Charity Commission approval for the surrender of existing leases prior to entering into new leases.

- 31 This will be particularly helpful to many smaller CMLs with a lower turnover for which these costs would be a significant expense. In addition to the above, longer leases would also support medium/long-term forward planning and fundraising by CMLs. Any new lease will be accompanied by a replacement Support Agreement for the lease period which will define the relationship between the CML and the County Council.
- 32 Option 2 would involve transferring all libraries with a full repairing lease to an internal repairing lease. Currently there are 10 CMLs with internal-only leases (for buildings with a potential lifespan of less than 20 years at the time of the commencement of the initial lease) and 17 CMLs with full repairing leases. This is not recommended on the basis that the transferred buildings with a full repairing lease were in good order and the Council does not have the financial or staff resources to take back this responsibility which would involve the legal and estates work generated in varying the 17 plus leases.
- 33 Option 3 would mean that the Council would meet ongoing maintenance and running costs of the CMLs. This option would see the Council incurring additional costs of around £200,000 per annum and is not financially sustainable.
- 34 In addition to the proposed lease extensions, the contingency fund gives some flexibility to support CMLs in times of emergency.

Resource Implications

- 35 The Communities and Wellbeing Service's net budget for 2020/21 is £5,150,746.
- 36 The implications of the amendments to the service can be contained within existing budgets and extra officer support in the Communities and Wellbeing Service has been built into the revised Communities and Wellbeing structure that became operational in July 2020.
- 38 Strategic Property Services have confirmed that the 10-year lease extension is manageable and sufficient resource is in place to manage this process.
- 39 The Director of Corporate Resources and the Director of Law and Governance have been consulted on the contents of this report.

Timetable for Decisions

- 40 The proposed amendments to the current support package on offer to CMLs will be presented to the Cabinet on 18 September 2020. The Cabinet will be recommended to enhance the support offered to Community Managed Libraries by increasing the lease extension period as outlined and offering more support and training to the volunteers.

Conclusion

- 41 The current situation suggests that CMLs will have sufficient funds to sustain them throughout 2021-22.

- 42 The impact of the Covid-19 pandemic remains uncertain and will continue to challenge finances and volunteer capacity. Ongoing officer support is committed to maintain contact and engagement with boards of trustees to offer help if required.
- 43 The impact of the above proposed changes, and of the development of existing support mechanisms (such as an enhanced VAL support offer around income generation, cost minimisation, volunteer recruitment, governance etc), will continue to be monitored to best support the sustainable delivery of CML services.
- 44 The Committee is invited to comment on the proposed amendments to the current support package on offer to Community Managed Libraries outlined in this report which will be presented to the Cabinet, along with any comments from the Committee, on 18 September 2020.

Circulation under the Local Issues Alert Procedure

- 45 None.

Equality and Human Rights Implications

- 46 An Equality and Human Rights Impact Assessment (EHRIA) for each of the community libraries was appended to the Cabinet report dated 19 November 2014 and reviewed April 2020. These will continue to be reviewed on an annual basis alongside the annual review.
- 47 With the exception of Barwell library, all community libraries have continued to function, and so there has been no significant impact on any protected groups. Volunteers have maintained or extended original opening hours, and as outlined in paragraph 11 built up a range of community activity that may have supported some cohorts, such as older people.
- 48 At Barwell, mitigating actions of a mobile library visit for targeted longer periods was implemented following a period of consultation around the times and days.
- 49 The EHRIA process is iterative in nature and Equality and Human Rights Improvement Plans, attached to the EHRIA, outlines mitigating actions to be monitored should there have been a decision to close libraries in these areas.

Partnership Working and Associated Issues

- 50 Continued partnership working with the organisations will remain important in order to provide a supportive environment in which community groups managing their libraries have opportunities to share best practice and develop skills associated with sustaining their library.

Background Papers

Report to the Cabinet: 6 July 2018 – Community Managed Libraries
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=5412>

Officers to Contact

Nigel Thomas, Assistant Director
Adults and Communities Department
Telephone: 0116 305 7379
Email: nigel.thomas@leics.gov.uk

Lorraine Selby, Operations Manager
Adults and Communities Department
Telephone: 0116 305 3637
Email: lorraine.selby@leics.gov.uk

Mike Thomson, Communities Business Partner
Chief Executive's Department
Telephone: 0116 305 7090
Email: mike.thomson@leics.gov.uk



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 SEPTEMBER 2020

PERFORMANCE REPORT FOR QUARTER 1 2020/21 (APRIL-JUNE)
AND YEAR-END 2019/20

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 period April to June 2020, and to reflect on performance during 2019/20.

Policy Framework and Previous Decisions

2. The Adults and Communities Department's performance is reported to the Committee in accordance with Leicestershire County 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 2020/21. These are reviewed through the annual business planning process to reflect the key priorities of the Department and the County 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 Adults and Communities Department's draft Ambitions and Strategy for 2020-24, 'Delivering Wellbeing and Opportunity in Leicestershire', is in its final stages of agreement and will be fully referenced in future performance reporting subject to the Committee's consideration and Cabinet's subsequent approval. The draft Strategy is consistent with the current approach to performance for the Department. This report is on today's agenda.
5. Appendix A is also structured in line with the County Council's Strategic Plan 2018-22 – *Working Together for the Benefit of Everyone*. This sets out the Council's overall policy framework and approach, including a high-level overview of a number

of strategies which provide the detail on how the authority plans to deliver positive change for Leicestershire.

6. 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.
7. The year 2020/21 is the third and final year of a three-year plan for improving ASCOF performance by setting a target for the final year and milestones for the intervening years (2018/19 and 2019/20). The targets for 2020/21 are based on achieving a performance that would either be in the top 25% of councils, or above the average of shire authorities. Targets for heritage, libraries, and adult learning are reviewed annually.
8. Progress against the 2019/20 milestones is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.
9. The Covid-19 pandemic has had an impact across many areas of performance during the first quarter of 2020/21. The impact on the previous year, 2019/20, was minimal as it affected the final few weeks of the year only. In addition, performance against the metrics sourced from the survey in 2019/20 are currently delayed.

Performance Update: April to June 2019 (Quarter 1)

10. Appendix A includes four key measures to reflect each of the four layers of the Vision and Strategy for Adult Social Care 2016-2020. Each of these monitor the proportion of new contacts from people requesting support and what the sequels of these requests were. During the period April to June 2020 there were over 6,400 new contacts, a 2% increase on the equivalent period last year. During 2019/20 there were 28,150 new requests, a 9% increase on 2018/19.
11. The proportion of new contacts between April and June resulting in a preventative response, such as universal services or signposting was 56%, whilst a further 19% resulted in a response relative to reducing need, such as providing equipment or adaptations. A further 10% resulted in a response relative to delaying need, for example the provision of a reablement service that supports people to relearn the skills required to keep them safe and independent at home. Finally, 15% resulted in a long-term service such as a personal budget.
12. Heritage sites closed in March in response to the Covid-19 pandemic. As such, the 135,000 visits in 2019/20 were across 11 full months not 12. The sites have remained closed since although other services have been developed and promoted during the period, such as new home learning resources and weekly family activities made available on heritage websites. A virtual medieval festival and rose laying ceremony will take place online over the weekend of the 22-23 August 2020.
13. There has been a national downward trend in the number of visits to libraries, including those in Leicestershire. As in previous years, the 2019/20 milestones were agreed with this in mind, and included the number of visits to libraries, overall issues, children's issues and e-loans. All milestones were met or surpassed during the year.

As expected the restrictions on library services during the first quarter of the current year due to the Covid-19 outbreak has meant a considerable reduction in activity - a small number of visits are to the website and issues are 'over the phone' renewals. The number of e-loans however has increased considerably and totalled 187,000 in just the first three months (there were 414,000 in the whole of 2019/20).

14. The Leicestershire Adult Learning Service (LALS) performance relates to the proportion of learning aims due to be completed in a period which were successfully achieved. For the academic year 2019/20 the success rate was 98%, higher than the previous year (96%) and above the 86% target.
15. Volunteering programmes are a priority for the Department in relation to libraries, museums and heritage services. The necessary response to the Covid-19 outbreak has meant very little volunteering has been possible during the first three months of 2019/20 – the 200 hours will be made up of people volunteering from home, or aspects of work that do not involve public contact. During 2019/20 however, there were over 25,000 hours of volunteering, 11% higher than the previous year (23,100 hours). Away from heritage sites and libraries, the Authority continues to engage with Voluntary Action LeicesterShire (VAL) with over 90 volunteers across the County responding to 1,100 referrals for support. The primary focus of support has been on safe and well checks in relation to the Covid-19 shielding programme. However, other requests from Adult Social Care relate to shopping, medication collection, sitting services, community engagement and befriending.
16. 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. At the end of 2019/20 the proportion was at 11.2% (163 out of 1,458) and just above the milestone. In the first three months of 2020/21 the proportion increased slightly to 11.4%.
17. The nature of accommodation for people with learning disabilities has a strong impact on their safety, overall quality of life, and reducing social exclusion. At the end of 2019/20, 83% (1,209 out of 1,458) of service users aged 18-64 with a learning disability were in settled accommodation and not in a care home. This proportion meant that performance met the annual milestone of 82%. In the first quarter of 2020/21 the proportion has increased to 84%, although this is slightly lower than the 86% target.
18. Reducing delayed transfers of care from hospital is a national priority and is monitored through the Better Care Fund (BCF). For the year 2019/20 the average number of delayed days per month that were attributable to adult social care was 163. This is higher than 94 during 2018/19 but lower than 188 during 2017/18. Leicestershire remains the second lowest authority when compared with similar shire councils. National data publications are the source for delayed transfer of care and these were suspended at the start of the Covid-19 outbreak. They are not due to resume until mid-autumn and as such there is currently no data for the position during the first quarter of 2020/21.
19. During 2019/20, 87.5% of people who received reablement support had no need for ongoing services following the intervention. This high proportion met the milestone for the year of 82% and will potentially be in the top national quartile when

performance is published in November. Since the start of April, performance has reduced to 80% as the service has been affected by the Covid-19 pandemic due to a lower number of referrals relating to people with higher needs post hospital discharge.

20. 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 for the year 2019/20 was based on hospital discharges between October and December 2019. Of these, 88% were living at home 91 days later; a figure that met the milestone position for the year. By the end of June, the proportion had fallen slightly to 86%, just below the target. It should be noted that this figure is based on hospital discharges between January and March 2020, prior to the full extent of Covid-19 in Leicestershire.
21. 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 2019/20, there were 23 admissions of people aged 18-64 which met the local milestone and will potentially mean performance remains in the top quartile nationally. Since April there have only been three permanent admissions. A forecast for the full year 2020/21 suggests admissions will be around 11, although it is worth noting that this is based on just the first three months data.
22. For people aged 65 or over the number of permanent admissions in 2019/20 was 880. This is higher than the local milestone of a maximum of 850. During the first quarter of 2020/21 there have only been 160 permanent admissions giving a current full-year forecast of 540. This reduction will be attributable, in part, to the Covid-19 outbreak.
23. 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. At the end of March 2019, the proportion of people with a personal budget was 97% which met the 2019/20 milestone. Likewise, the proportion with a direct payment (47%) also met the local milestone for the year. At the end of the first quarter of 2020/21 the proportion with a personal budget had fallen slightly to 96% whilst those with a direct payment remained at 47%.
24. There are also two equivalent metrics to those in the above paragraph for carers. At the end March 2020, 99.8% of carers had a personal budget whilst 98.4% had a direct payment. Performance against both these metrics met the 2019/20 milestone and performance remained similarly high at the end of the first quarter of 2020/21.
25. There were 876 safeguarding enquiries during 2019/20; a 42% reduction from the previous year. This was to be expected due to a new focus of the Safeguarding team i.e. not progressing all cases to an enquiry without first triaging the contact more effectively to ensure thresholds are being met. During the first quarter of 2020/21 there were 201 completed enquiries, 11% fewer than the equivalent period last year.
26. 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 73% of people (or their representatives) who were asked their desired outcome during 2019/20 – and it was

expressed – 92% stated that it was achieved. During the first quarter of 2020/21 the proportion asked had fallen to 52%, of which 96% stated they had been achieved. This reduction in the proportion asked is a concern although it appears to be due to poor recording rather than practice and will be looked at in further detail.

Conclusion

27. This report provides a reflection on performance during 2019/20 and a summary of performance at the end of Quarter 1 of 2020/21 covering the period April to June.
28. During 2019/20 all metrics bar two met the local milestone; that is, 19 out of 21 metrics (90%). The two that fell short were heritage visits and the number of people aged 65 or over placed in permanent residential or nursing care. Comparative data is expected to be published by NHS Digital at the end of the autumn and will be reported to the Committee at its January 2021 meeting.
29. It is a mixed picture in terms of performance during the first quarter of 2020/21. Clearly the need to respond to the Covid-19 outbreak has had a considerable impact and this is already notable in metrics relating to libraries and heritage sites as well as the use of reablement. Despite this, there are several metrics where performance is currently on track to meet the target. Examples include the reduced number of people being placed in permanent care and the use of direct payments. However, it is still relatively early in the performance year, and monitoring will continue for all of the key metrics noted in the report.

Background papers

- Adult Social Care Outcomes Framework
<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-handbook-of-definitions>
- Leicestershire County Council Strategic Plan 2018
<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>
- Leicestershire County Council Vision and Strategy for Adult Social Care 2016-20 -
https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/ASC_Strategy_2016_2020_0.pdf

Circulation under the Local Issues Alert Procedure

30. None.

Equality and Human Rights Implications

31. 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

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

Appendices

- Appendix A - Adults and Communities Department Performance Dashboard for Quarter One (April to June) 2020/21
- Appendix B – Adult Social Care Strategic Approach
- Appendix C – Red/ Amber/Green (RAG) Rating - Explanation of Thresholds

Officers to Contact

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

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

Adults and Communities Performance 2020-21

April – June 2020 (Quarter One)

PREVENT NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Prevent Need'	Target Band Width	G	56-61%	56.2%	60.9%	Yes (milestone 56-61%)
ASCOF 3D pt 1	% of SUs who find it easy to find information	H	N/A	73%	Due June 2021	TBC (Covid-19 Delay)	TBC
ASCOF 3D pt 2	% of carers who find it easy to find information	H	N/A	67%	Due March 2021	There was no carers' survey in 2019/20	N/A

Leicestershire County Council's Strategic Plan 2018-22	Great Communities
Supporting Outcome	Cultural, historical and natural heritage is enjoyed and conserved

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Target Met?
Local	Heritage visits	H	N/A	TBC	Closed due to Covid-19 guidance	135.0k	No (target 146.1k)
Local	Hours of Volunteering (Heritage & Libraries)	H	N/A	TBC	0.2k	25.6k	Yes (target 23.1k)

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Target Met?
Local	Library visits (inc. website visits)	H	N/A	TBC	34.9k	1,054k	Yes (target 970.0k)
Local	All library issues	H	N/A	TBC	190.9k	2.0m	Yes (target 1.5m)
Local	Children's issues	H	N/A	TBC	1.4k	746k	Yes (target 575k)
Local	E-loans	H	N/A	TBC	187.2k	414k	Yes (target 160k)
Local	Total community library issues	N/A	For information only		935	334,941	For information only
Local	Community library children's issues.	N/A	For information only		285	185,898	For information only

Leicestershire County Council's Strategic Plan 2018-22	Strong Economy
Supporting Outcome	Leicestershire has a highly skilled and employable workforce

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Target Met?
Local	LALS Success Rate	H	G	86.0%	98.0%	96%	Yes (target 86%)

REDUCE NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Reduce Need'	Target Band Width	G	17-22%	18.8%	21.7%	Yes (milestone 17-22%)
ASCOF 1I pt 1	% of SUs who had as much social contact as they would like	H	N/A	49%	Due June 2021	TBC (Covid-19 Delay)	TBC
ASCOF 1I pt 2	% of carers who had as much social contact as they would like	H	N/A	36%	Due March 2021	There was no carers' survey in 2019/20	N/A
ASCOF 1E	% of people with LD in employment	H	G	>11%	11.4%	11.2%	Yes (milestone >11%)

Leicestershire County Council's Strategic Plan 2018-22	Affordable and Quality Homes
Supporting Outcome	There is enough suitable housing to support independence for those with social care needs.

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
ASCOF 1G	% of people with LD in settled accommodation	H	A	86%	83.7%	82.9%	Yes (milestone 82%)

DELAY NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Delay Need'	Target Band Width	A	10-15%	9.6%	12.2%	Yes (milestone 10-15%)
Local	Delayed transfers of care attributable to ASC-only	L	N/A	TBC	Not currently available	163 day per month	Yes (milestone 207 days/ mth)
ASCOF 2D	% of people who had no need for ongoing services following reablement	H	A	87%	79.5%	87.5%	Yes (milestone 82.0%)
ASCOF 2B pt 1 *BCF*	Living at home 91 days after hospital discharge and reablement	H	A	88%	85.5%	88.1%	Yes (milestone 88.0%)
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	G	<8.1	1.4 (f'cast 11 admms)	5.5 (23 admissions)	Yes (milestone <8.1)
ASCOF 2A pt 2 *BCF*	Permanent admissions to care (aged 65+) per 100,000 pop.	L	G	<553	387.9 (f'cast 540 admms)	605.7 (880 admissions)	No (milestone <585)

MEET NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Meet need'	Target Band Width	A	6-11%	15.4%	10.1%	Yes (milestone 6-11%)
ASCOF 1C pt 1a	Adults aged 18+ receiving self directed support	H	A	99%	96.2%	97.2%	Yes (milestone 97%)
ASCOF 1C pt 2a	Adult aged 18+ receiving direct payments	H	G	>40%	47.4%	47.5%	Yes (milestone >40%)
ASCOF 1C pt 1b	Carers receiving self directed support	H	G	100%	99.8%	99.8%	Yes (milestone 99.0%)
ASCOF 1C pt 2b	Carers receiving direct payments	H	A	100%	98.1%	98.4%	Yes (milestone 97.0%)

Leicestershire County Council's Strategic Plan 2018-22	Keeping People Safe
Supporting Outcome	People at the most risk or in crisis, are protected and supported to keep them safe

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	Of safeguarding enquiries where an outcome was expressed, the percentage partially or fully achieved	H	N/A	TBC	95.8%	92.4%	N/A
ASCOF 4B	% of service users who say that services have made them feel safe	H	N/A	90%	Due June 2021	TBC (Covid-19 Delay)	TBC

Key to Columns

Measure 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

Aim High The aim of performance is to be high

Low The aim of performance is to be low

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.

Explanation of RAG Rating

RED	<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"> • Performance is currently not meeting the target or set to miss the target by a significant amount. • 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. • The issue requires further attention or action
AMBER	<p>Light touch monitoring required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> • Performance is currently not meeting the target or set to miss the target by a narrow margin. • 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. • May flag associated issues, risks and actions to be addressed to ensure performance progresses.
GREEN	<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.

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 SEPTEMBER 2020

LEICESTERSHIRE AND RUTLAND SAFEGUARDING ADULT BOARD
ANNUAL REPORT 2019/20, STRATEGIC PLAN 2020-2025 AND
BUSINESS PLAN 2020/21

REPORT OF THE INDEPENDENT CHAIR OF THE LEICESTERSHIRE AND
RUTLAND SAFEGUARDING ADULT BOARD

Purpose of Report

1. The purpose of this report is to seek the views of the Committee on the draft Annual Report of the Leicestershire and Rutland Safeguarding Adult Board (LRSAB) for 2019/20, the Strategic Plan of the LRSAB and Leicester Safeguarding Adults Board (LSAB) for 2020-2025, and the Business Plan of the LRSAB for 2020/21.
2. The final Annual Report is the report of the Independent Chair who must publish an annual report on the effectiveness of safeguarding adults in the local area. This is a statutory requirement under the Care Act 2014.

Policy Framework and Previous Decisions

3. The LRSAB is a statutory body established as a result of the Care Act 2014. The main purpose of the LRSAB is to ensure effective, co-ordinated multi-agency arrangements for the safeguarding of vulnerable adults.
4. The Business Plan of the SAB for the period that this annual report relates to was considered by the Adults and Communities Overview and Scrutiny Committee on 11 March 2019.

Background

5. Safeguarding Adult Boards have three core duties. They must:
 - 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.
6. The Strategic Plan relates to the first of these duties, and the Annual Report to the second of these duties.

Annual report for 2019/20

7. The Annual Report provides a full assessment of performance on the local approach to safeguarding adults in line with the requirements of the Care Act 2014.

8. The key purpose of the Annual Report is to assess the impact of the work undertaken in 2019/20 on service quality and on safeguarding outcomes for adults with care and support needs in Leicestershire and Rutland. Specifically it evaluates performance against the priorities that were set out in the LRSAB Business Plan 2019/20.
9. The Draft Annual Report 2019/20 can be found at Appendix A to this report.
10. The key messages from the LRSAB, specifically in relation to Leicestershire are:
 - a. There is a positive cultural change in the approach to safeguarding adults across the partnership
 - b. Understanding and application of the Mental Capacity Act in relation to Safeguarding is improving but requires a sustained focus.
 - c. There is a broader need across multi-agency working to look beyond presenting issues to focus on the individual and gain a holistic view of their needs.
 - d. A broader understanding of additional needs and risks relating to Autistic Spectrum Disorder is required across the workforce to effectively support and safeguard individuals
 - e. The Board requires further assurance that people within the Transforming Care cohort of adults at risk are being adequately safeguarded.
 - f. The Board will continue to work together and develop links across partnerships to foster a reliable, trusting culture in organisations and across our area and challenge and drive improvement in multi-agency safeguarding of adults.

Strategic Plan 2020-2025

11. Previous development plans of the SAB has focussed on actions and priorities for a single year. For 2020 onwards, the Leicestershire and Rutland SAB has developed an overarching five-year Strategic Plan with Leicester SAB. This will be supplemented by individual business plans outlining more detailed action and outcome to be achieved in that year.
12. The plan recognises the current context regarding Covid-19 and the significant impact this has on the very personal work of safeguarding adults.
13. The future improvement priorities identified in the Annual Report 2019/20 have been built into the Strategic Plan. In addition to reflecting issues arising from the Annual Report the new Business Plan priorities have been identified against a range of national and local drivers including:
 - a. national safeguarding policy initiatives and drivers
 - b. recommendations from regulatory inspections across partner agencies
 - c. the outcomes of serious case reviews, serious incident learning processes, domestic homicide reviews and other review processes both national and local.
 - d. evaluation of the business plans for 2019/20 including analysis of impact afforded by the quality assurance and performance management framework.
 - e. best practice reports issued at both national and local levels.

14. The Strategic Plan was formulated through a joint development session of the LRSAB and LSAB held on 13 March 2020.
15. The Strategic Plan is attached at Appendix B and the strategic priorities are outlined in the table below.

LRSAB Strategic Priorities

Strategic Priority	Summary
1. Ensuring Statutory Compliance	Compliance with the requirements of the Care Act 2014.
2. Enhancing Everyday Business	Gaining assurance regarding the quality of service and enhancing multi-agency training and development.
3. Strengthening User and Carer Engagement	Developing the sustainable approach to learning from the experience of people who use services and their carers, including those who have directly experienced safeguarding issues
4. Raising awareness within our diverse communities	Better understand and address any barriers to engaging well with our diverse communities, in particular (but not exclusively) our Black and Minority Ethnic communities
5. Understanding how well we work together	Exploring effectiveness in specific areas of adult safeguarding
6. Prevention – helping people to stay safe, connected and resilient to reduce the likelihood of harm, abuse or neglect	Finalise prevention principles and identify specific pieces of work based on these as required

Business Plan 2020/21

16. The LRSAB Business Plan for 2020/21 has been drawn up based upon key areas of the Strategic Plan to progress this year. The Business Plan focusses on having oversight and responding to specific areas of concern with regard to safeguarding adults in the current and emerging circumstances, whilst continuing the SABs statutory duties. The Business Plan is attached at Appendix C.

Proposals/Options

17. The Committee is asked to consider the Annual Report, Strategic Plan and Business Plan for the LRSAB and to make any comments or proposed additions or amendments.

Consultation

18. The Annual Report includes a summary of the consultation and engagement work which the SAB has carried out with the public, adults with care and support needs and with practitioners.
19. The broad membership of the Safeguarding Adults Board has been involved in developing the priorities in the Strategic Plan, this includes Healthwatch who has provided input based on its work within the community.
20. All members of the Boards and their Executive have had opportunities to contribute to and comment on earlier drafts of the Annual Report.
21. Drafts of the Annual Report and Strategic Plan were presented to the Leicestershire Health and Wellbeing Board on 9 July 2020.
22. This report to the Committee is part of the consultation on the Annual Report.

Resource Implications

23. There are no resource implications arising from this report. The LRSAB operates with a budget to which partner agencies contribute.
24. Safeguarding Adults Board statutory partners have, along with Safeguarding Partners for safeguarding children, set a single agreement of principles to share the operating costs of the Safeguarding Children Partnerships (SCPs) and Safeguarding Adults Boards for Leicester, Leicestershire and Rutland.
25. As part of this agreement Leicestershire County Council contributes £112,633 to the SAB and SCP in 2020/21. This is 16% of the total funding for the SABs and SCPs across Leicester, Leicestershire and Rutland (£717,000) and 31% of the operating budget for Leicestershire and Rutland (£358,500). The budget agreed by the County Council for the SCP and SAB in February 2020 was £137,897. The difference will be held in reserve to support any extraordinary demands upon the Safeguarding Children Partnership and Safeguarding Adults Board. This compares with £137,897 in the previous year which was 40% of the total budget for the Leicestershire and Rutland LSCB, SCP and SAB of £344,588 in 2019/20.
26. The agreement across Leicester, Leicestershire and Rutland has shared funding from partners more equitably across the areas. This has resulted in the overall funding for the Leicestershire and Rutland SAB and SCP in 2020/21 being £4,000 higher than in 2019/20 (£344,588), whilst the contribution from the Council is £25,000 lower than in 2019/20 (£137,897).
27. Leicestershire County Council also hosts the Safeguarding Partnerships' Business Office that supports the SAB and the SCP.
28. The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of this report.

Timetable for Decisions

29. The Annual Report, Strategic Plan and Business Plan will be presented to the Adults and Communities Overview and Scrutiny Committee on 7 September 2020 and the Cabinet on 18 September 2020. The Annual Report and Strategic plan will be published by the end of September 2020.

Background Papers

Report to the Adult and Communities Overview and Scrutiny Committee 11 March 2019.
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=5687&Ver=4>

Circulation under the Local Issues Alert Procedure

None.

Officers to Contact:

Fran Pearson, Independent Chair, Leicestershire and Rutland SAB
 Telephone: 0116 305 7130
 Email: lrsabo@leics.gov.uk

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

Peter Davis, Assistant Director Care Pathway- West
 Telephone: 0116 305 5679
 Email: peter.davis@leics.gov.uk

List of Appendices

Appendix A - Leicestershire and Rutland Safeguarding Adult Board Draft Annual Report 2019/20

Appendix B – Leicester, Leicestershire and Rutland Safeguarding Adult Board Strategic Plan 2020-2025

Appendix C - Leicestershire and Rutland Safeguarding Adult Board Business Plan 2020/21

Relevant Impact Assessments:**Equality and Human Rights Implications**

30. 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. The Business Plan includes specific activity to be carried out this year to understand the impact on individuals from different groups and to develop engagement.

Crime and Disorder Implications

31. The SAB works closely with community safety partnerships in Leicestershire to scrutinise and challenge performance in community safety issues that affect the safeguarding and wellbeing of individuals and groups, for example domestic abuse and Prevent. The SAB also supports community safety partnerships in carrying out Domestic Homicide Reviews and acting on their recommendations.

Environmental Implications

32. The published LRSAB Annual Report will be made available only on-line in electronic form, rather than paper.

Partnership Working and associated issues

33. Safeguarding is dependent on the effective work of the partnership as set out in national regulation relating to the Care Act 2014.

Leicestershire & Rutland Safeguarding Adults

Board Annual Report 2019-20

Introduction from the Independent Chair

This report covers a year that ended in an unprecedented way. The Covid 19 Pandemic put adult safeguarding into a position of more central importance than ever before. Although the outbreak began in earnest at the very end of the year this report covers, that relatively short period will have the greatest implications for the work of the Safeguarding Board in 2020 to 2021, and beyond. I would like to send condolences on behalf of the Board to those who have lost loved ones or been affected by the pandemic. I would also like to thank all those professionals who have worked tirelessly to keep adults at risk safe in very uncertain times.

Looking back to the earlier part of the year that is under review in this report, there were important cultural developments in the way that professionals work in adult safeguarding, for example the Signs of Safety and Transitions developments that are rightly highlighted below. The board members try to stay curious about what our data is telling us and the first part of the report sets out the context of referrals and volumes that sits behind cultural change in the way that safeguarding is done.

Learning underpins the work of the board and I would like to thank those who organise the three principle strands of this – multi agency training; audit; and reviews. I was privileged to attend two well attended conferences organised under the auspices of this Board and the equivalent partnership for Leicester City. The range of speakers, and the thought given to content, was inspiring. As was the contribution by professionals which was a powerful reminder of the always-complex task of adult safeguarding.

Partnership around the board remains strong. It has been helpful for me as a new chair of the Board to spend time in organisations, being shown around by our Board members. As important is partnership between different important strategic groups in Leicestershire and Rutland, where coordination and leadership on community safety, child safeguarding, vulnerability more generally, and population health and wellbeing are dealt with. I have invited some new members to our Board to try and strengthen links and accountability and been made welcome at these other partnerships to discuss how we can coordinate our efforts across families and for adults with care and support needs who live with multiple risks. I hope that more than ever, because we are moving into a new and challenging context, this coordination can proceed at pace in the coming year.

Thank you for your interest in reading this report and thank you to Board colleagues and the Business Unit that supports the work of the Board.

Fran Pearson

The Safeguarding Adults Board

The Leicestershire & Rutland Safeguarding Adults Board brings together organisations across Leicestershire and Rutland Counties. Its members include Police, Local Authorities, Health agencies, Prisons, Care homes and other organisations working with adults with care and support needs. The

SAB leads arrangements to safeguard adults with care and support needs and oversees and coordinates the effectiveness of the safeguarding work of its member and partner agencies.

The Board is led by Independent Chair, Fran Pearson. This is the statutory annual report of the SAB outlining the work it has carried out during 2019-20.

For more information on how the Board works please visit www.lrsb.org.uk/lrsab

Priorities and what we achieved

The SAB identified the following priorities for 2019/20.

- **Multi-agency meetings:** Ensure multi-agency meetings regarding vulnerable adults are effective in supporting safeguarding adults and prevention of safeguarding need. This will consider the adaptation of the 'Signs of Safety' methodology for safeguarding adults.
- **Mental Capacity:** Be assured that people without capacity to consent are being safeguarded in current practice and with the introduction of Liberty Protection Safeguards.
- **Adult Criminal Exploitation:** Improve the recognition and co-ordinated partnership response to criminal exploitation of adults.
- **Transitions:** Be assured that work with young people who have been assessed as requiring additional support to reduce risk and vulnerability assists prevention of adult safeguarding need.

The Transitions priority was shared with Leicester Safeguarding Adults Board, and work on the other priorities took place across the two SABs.

Effective Multi-Agency meetings

Leicestershire have developed the implementation of their strengths-based systems approach in safeguarding meetings based upon 'Signs of Safety' used in Safeguarding Children. Practitioners involved in using the approach report it provides a more inclusive approach and clearer understanding of risks and concerns. The approach has supported identification of informal support networks to support safety plans in more cases.

Partnership training to support increased confidence and further use of the approach was planned, but put on hold at the end of the year as partners workstreams were prioritised in response to the Covid-19 pandemic.

Guidance to support practitioners to take forward the most appropriate multi-agency routes to work with vulnerable adults has been drafted and is being finalised.

Mental Capacity

The SAB has monitored the progress of national work on Liberty Protection Safeguards. In the meantime local work on guidance for practitioners in applying the Mental Capacity Act in safeguarding has been delayed, but will be finalised and launched later in 2020.

Safeguarding and the Mental Capacity was one of the main topics of the SABs joint safeguarding conference run with the Leicester SAB and local Safeguarding Children Partnerships in November 2019. This received excellent feedback from attendees.

Adult Criminal Exploitation

The SAB linked with Leicester City SAB for a workshop of strategic and safeguarding leads from across its partners to consider the local response to Cuckooing and Adult Safeguarding. This supported work to develop the partnership response to Adult Criminal Exploitation. This approach will be finalised in 2020.

Safeguarding in Transitions

The LRSAB and LSAB reviewed transitions work between children and adult services for children with a range of different needs. The review identified that clear processes were in place for young people with Special Educational Needs and Disabilities, those Leaving Care and those in the justice system. The review work however did identify a potential gap in information sharing, provision and services for young people adults who do not have needs for care and support, particularly for young adults with continuing risks and needs regarding child criminal or sexual exploitation.

Some further work is being taken forward by the Child Exploitation Operations Group, which is part of the Leicester, Leicestershire & Rutland Vulnerability Executive. The SAB will continue to follow up progress on this.

Safeguarding data

Leicestershire

Safeguarding enquiries and alerts

Data to be presented pictorially:

<i>Safeguarding enquiries</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>
<i>Safeguarding Alerts</i>	<i>4406</i>	<i>4530</i>	<i>4810</i>	<i>4167</i>
<i>Safeguarding Enquiries</i>	<i>1291</i>	<i>861</i>	<i>1203</i>	<i>875</i>
<i>% of Enquiries where abuse or neglect found</i>	<i>43%</i>	<i>46%</i>	<i>49%</i>	<i>54%</i>

In Leicestershire there were 4,167 safeguarding alerts to adult social care, the equivalent of one for every 135 adults, 756 of these were from the public. One in five (21%) of all alerts were followed up as statutory enquires. This is an overall reduction in safeguarding adults alerts (600 fewer than last year) and enquiries (400 fewer). Neglect or abuse was found to have happened in over half (54%) the cases where enquiries took place (compared to 49%).

The most common types of abuse found continued to be Neglect and Omission, physical abuse and financial abuse as per the previous year. However sexual abuse has seen a steady rise during the year.

The SAB followed up the reduction in enquiries and found this was due to the continued impact of the new operating process in Leicestershire: The safeguarding team in adult social care carry out initial contact to support consistent application of the thresholds and identify the most appropriate course of action. The increase in enquiries where neglect or abuse was found to have taken place supports this analysis.

The SAB will continue to monitor this, including the reduction in alerts and increase in sexual abuse and will also explore further how individuals from different backgrounds are represented in the safeguarding system.

Making Safeguarding Personal**Data to be presented pictorially:**

MSP	2016/17	2017/18	2018/19	2019/20
% People who were asked what they wanted to happen	64%	70%	78%	73%
% Cases where what people wanted happened, at least in part	95%	96%	94%	92%
% Of Enquiries stopped at individuals request	17%	13%	5%	7%

Just below three quarters (73%) of people were asked about what they wanted to happen from their safeguarding enquiry (down from 78%) in Leicestershire, and in 92% of cases their desired outcomes were met (down from 94%). One in every fourteen enquires (7%) were ended at the request of the individual (up from 5%).

The reductions are not significant, but the SAB will continue to monitor this to be assured that people's views are being heard and responded to in safeguarding enquiries.

Deprivation of Liberty Safeguards (DoLS)**Data to be presented pictorially:**

Deprivation of Liberty Safeguards	2017/18	2018/19	2019/20
Number of DoLS referrals	4669	4307	4803
DoLS waiting list at end of March	1555	851	986
% cases with Paid Persons Representatives	44%	49%	46%

There were 4,803 referrals for DoLS (500 more) in Leicestershire and the waiting list increased to 986 (up by 135). Paid Persons representatives were allocated to 46% of cases (down from 49%). This follows improvements in the previous year on these, so the SAB will continue to monitor these.

RutlandSafeguarding enquiries and alerts**Data to be presented pictorially:**

Safeguarding enquiries	2016/17	2017/18	2018/19	2019/20
Safeguarding Alerts	268	235	421	298
Safeguarding Enquiries	77	52	59	39
Enquiries where abuse or neglect found	34%	60%	35%	45%

In Rutland there were 298 safeguarding alerts to adult social care, the equivalent of one for every 107 adults, the number from the public more than doubled to 44. One in eight (13%) of all alerts were followed up as statutory enquires. This is an overall reduction in safeguarding adults alerts (120 fewer than last year) and enquiries (14% of alerts). Neglect or abuse was found to have happened in almost half (45%) the cases where enquiries took place (compared to 35%).

The most common types of abuse found continued to be Neglect and Omission, in over half of cases (58%).

The SAB followed up the reduction in alerts and enquiries and noted there is continued oversight on all concerns that are processed through Adult Social Care duty desk so that assurance is sought that LLR thresholds are applied. The significant increase in enquiries where neglect or abuse was found to have taken place suggests that thresholds are being applied appropriately.

The SAB will continue to monitor this and will also explore further how individuals from different backgrounds are represented in the safeguarding system.

Making Safeguarding Personal

Data to be presented pictorially:

MSP	2016/17	2017/18	2018/19	2019/20
% People who were asked what they wanted to happen	75%	96%	95%	95%
% Cases where what people wanted happened, at least in part	94%	95%	94%	92%
% Of Enquiries stopped at individuals request	12%	15%	14%	11%

The majority (95%) of people were asked about what they wanted to happen from their safeguarding enquiry in Rutland (same as previous year), and in 92% of cases their desired outcomes were met (down from 94%). One in every nine enquires (11%) were ended at the request of the individual (down from 14%).

These figures remain high and demonstrate a good commitment to Making Safeguarding Personal in Rutland.

Deprivation of Liberty Safeguards (DoLS)

Data to be presented pictorially:

Deprivation of Liberty Safeguards	2017/18	2018/19	2019/20
Number of DoLS referrals	223	238	299
DoLS waiting list at end of March	8	15	29
% cases with Paid Persons Representatives	43%	49%	47%

There were 299 referrals for DoLS (61 more) in Rutland in 2019-20 and the waiting list doubled to 29 (up by 14). Paid Persons representatives were allocated to 47% of cases (down from 49%). This follows improvements in the previous year on these, so the SAB will continue to monitor these.

Safeguarding Adults Reviews

During 2019/20 the SAB commenced one Safeguarding Adults Review, and continued work on three others. Two reviews were completed during the year and learning disseminated to practitioners.

Key areas of learning from the SARs worked on during 2019-20 were:

- The need to improve understanding across the workforce of multi-agency approaches to support or safeguard vulnerable adults.
- The need to look beyond presenting issues to focus on the individual and gain a holistic view of their needs.
- A broader understanding of additional needs and risks relating to Autistic Spectrum Disorder is required across the workforce to effectively support and safeguard individuals.

The multi-agency meetings priority work was based upon the first piece of learning from earlier in the review process.

The SAB plans to follow up agencies strategic approach to a holistic person-centred approach to safeguarding and related services during 2020/21.

Approaches and needs in the workforce with regards to Autistic Spectrum Disorder were assessed further through the Safeguarding Adults Audit Framework (SAAF) assessment outlined later in this report and the SAB will follow up work on this area based upon the findings in the SAAF.

Assurance and audit work

The SAB considers data and reviews cases, and agency assurance reports to understand how agencies are working together to safeguard adults.

The SAB carried out two multi-agency audit processes during 2019/20. The process brings together practitioners to give a multi-agency view on practice in safeguarding cases to identify areas of good practice and areas for learning and improvement. The audits focus on particular themes or parts of the safeguarding process.

The first audit focussed on Mental Capacity Act and Safeguarding. The audit found:

- Some good multi-agency working in completing Mental Capacity Act assessments, but Mental Capacity Act principles are not consistently applied.
- Making Safeguarding Personal principles not always fully considered when a person lacks capacity.
- Need to ensure more robust practice with regard to advocacy – recording of consideration, assessing conflict of interest and need for independence in advocacy.

The findings from this have been incorporated in the SABs work to develop MCA practice guidance for practitioners.

The second audit focussed on the partnership response to Financial Abuse. The analysis of this has been delayed by the impact of the Covid-19 pandemic on partner resources and will be completed later in 2020.

The SAB carried out its Safeguarding Adults Audit Framework (SAAF) assessment at the end of the year. The following agencies completed a self-assessment: Leicestershire Police, Leicestershire Fire & Rescue Service, East Leicestershire & Rutland & West Leicestershire Clinical Commissioning Groups (CCGs), Leicestershire County Council, Rutland County Council, District & Borough Councils (combined), Leicestershire & Rutland Public Health. In addition Leicestershire Partnerships Trust and University Hospitals of Leicester the Safeguarding Assurance Tool (SAT) returns to the CCG were considered as part of the analysis.

The assessment considers agencies compliance with standards in governance, systems and significant local areas of development with regard to Safeguarding Adults. The assessment found that the majority of agencies are demonstrating compliance with standards. Where there are areas in which agencies are still working towards effectiveness, agencies have a clear plan identified to improve effectiveness.

The Police and Public Health have developed commissioning and contracting processes to better incorporate consideration of and response to adult safeguarding compared to previous years, However the Police and CCG have identified further work required in commissioning regarding embedding the six principles of safeguarding and how the Mental Capacity Act is considered in safeguarding by providers respectively.

In addition further development is required by some agencies regarding:

- Planning for implementation regarding the Liberty Protection Safeguards
- Training and staff knowledge in Health providers.

A table summarising the areas agencies assessed as excelling in or requiring further work to improve effectiveness is appended.

The SAB will follow up agencies progress in these areas in 2020/21.

The SAB also reviewed the link between the Board and Prisons and reviewed the approaches in place to safeguard people with multiple complex needs supported through the Transforming Care Programme. The Board will further follow up assurance that those with complex needs are being safeguarded effectively in 2020/21.

Training

The SAB ran two safeguarding conferences with Leicester Safeguarding Adults Board in 2019/20.

The first was also run with the Safeguarding Children Partnerships for Leicester, Leicestershire and Rutland in November 2019. This considered safeguarding issues that affect children and adults and considered the Mental Capacity Act, Slavery, County Lines, Cuckooing and Prevent.

The second conference in February 2020 covered emerging areas of focus and training need from the two SAB areas including Domestic Abuse and older people, Financial Abuse, Inherent Jurisdiction and a presentation from the Office of the Public Guardian, which received very good feedback and enabled practical steps to be taken forward.

Both conferences were attended by around 100 people.

In addition SAB members took part in some learning session exploring cuckooing and safeguarding adults to support development of the approach to criminal exploitation.

The SAB continued to support up to date training in single agencies, including all key partners and many care providers through disseminating learning from reviews and updates to procedure and legislation through its trainers network and Safeguarding Matters newsletter.

To support people to put Learning from Safeguarding Adults Reviews into practice the SAB has developed 7-minute learning briefings for SARs that are focussed on encouraging reflection and development within teams and by individuals in response to the learning.

Engagement

The SAB has worked to ensure good engagement with individuals, families and practitioners in its Safeguarding Adults Reviews during the year and has disseminated messages to practitioners through the Safeguarding Matters newsletter, but has not carried out any specific engagement work due to other areas of focus.

The SAB has identified engagement as a priority in its Strategic Plan for 2020 onwards and further development is required to develop a sustainable and effective set of arrangements for engaging with users and carers. Linked to this the SAB will look to carry out further work to understand safeguarding need and access to services for people from diverse backgrounds.

Finance

The work of the SAB is supported by the Leicestershire & Rutland Safeguarding Partnership Business office that also supports the Safeguarding Children Partnership and carries out Domestic Homicide Reviews. The SAB is funded by contributions from its partners. The contributions to and overview of expenditure of the SAB are set out below:

Income

	£
Leicestershire County Council	53,590
Rutland County Council	8,364
Leicestershire Police	8,090
West Leicestershire CCG	8,712
East Leicestershire & Rutland CCG	7,457
University Hospitals of Leicestershire NHS Trust	7,970
Leicestershire Partnership NHS Trust	7,970
Transfer from reserves	8,528
Total SAB Income	110,681

Expenditure

	£
Staffing	80,386
Independent Chairing	7,478
Support Services	10,500
Operating Costs	6,580
Case Reviews	5,737
Total SAB Expenditure	110,681

Forward priorities 2020 onwards

The SAB has developed a joint Strategic Plan for 2020-2025 with the Leicester SAB. This will be published in 2020 and will provide the framework for forward priorities of the two SABs.

The business plan for the LRSAB for 2020-2021 will be heavily influenced by the Covid-19 pandemic. Many areas of the SABs work will need to change to adapt to working in the context of ongoing impact of and response to Covid-19. There will also be some areas of business that need a specific focus related to Covid-19 and agencies response to it.

The three priorities in the Business plan are:

- Safeguarding Adults spotlights – focussed exploration of specific areas of concern in the current circumstances
- Responding to changing need – adapting structures and processes to increase flexibility and responsiveness of the SAB
- Meeting statutory responsibilities – learning and improving safeguarding adults, including engaging communities and carrying out safeguarding adults reviews

The priorities in this plan will be reviewed regularly to ensure the SAB is learning from and responding to the changing circumstances.

DRAFT

Appendix A - Areas where agencies identified themselves as excelling or requiring further work to improve effectiveness in the Safeguarding Adults Audit Framework:

Agency	Areas where work is required to improve effectiveness	Excelling
Leicestershire Police	<ul style="list-style-type: none"> Internal Safeguarding Adults procedures that are consistent with the local multi agency Safeguarding Adults procedures Robust plan for the implementation of the Liberty Protection Safeguards The six principles of Adult Safeguarding are embedded in all contracting and procurement processes 	No areas
Leicestershire Fire & Rescue Service (LFRS)	No areas	Works in partnership to Safeguard Adults.
East Leicestershire & Rutland & West Leicestershire Clinical Commissioning Groups (CCGs)	<ul style="list-style-type: none"> Processes are in place to ensure that when a safeguarding alert is raised, immediate action is taken to implement protective measures. Processes are in place, in your agency/organisation to allow for the involvement of persons at risk or their advocates in strategy discussions or meetings. The 'Trilogy of Risk' materials, developed by the L&LR SABs & SCPs, have been disseminated to staff As a commissioner of services can you evidence that service providers ensure that the Mental Capacity Act 2005 is integral to care and the management of safeguarding concerns All relevant staff are trained in Autism Awareness either in the community or in care/hospital settings (Not effective) Effective policies and procedures in place to enable staff to develop the necessary working relationships to support those who self-neglect 	Link to the PREVENT strategy in your safeguarding adults policy, and is the relationship between PREVENT and safeguarding clearly outlined?
Leicestershire County Council	No areas	No areas
Rutland County Council	No areas	No areas
District & Borough Councils (combined response)	<ul style="list-style-type: none"> All relevant staff are trained in Autism Awareness either in the community or in care/hospital settings (Not effective) 	Works in partnership to Safeguard Adults.
Leicestershire & Rutland Public Health	<ul style="list-style-type: none"> A link to the PREVENT strategy in your safeguarding adults policy, and the relationship between PREVENT and safeguarding is clearly outlined? Guidance and processes to enable staff to understand their responsibilities in terms of the Mental Capacity Act 2015 and its application in practice Robust plan for the implementation of the Liberty Protection Safeguards (Not effective) 	No areas
Leicestershire Partnerships Trust (SAT response)	<ul style="list-style-type: none"> Inspections: Safeguarding Recommendations The organisation can demonstrate they have safeguarding leadership, expertise, commitment and clear lines of accountability at all levels. All staff receive training commensurate with their role in relation to safeguarding adults & children, DoLS and MCA The Trust has policies and procedures for Safeguarding Adults and Children, DoLS and MCA which are up to date and can be easily accessed by staff The agency has effective safeguarding supervision /consultation arrangements for staff working with adults who are at risk of abuse or neglect Evidence that staff are following the principles of the Mental Capacity Act and Deprivation of Liberty Safeguards All agencies required to complete an audit of frontline staff safeguarding knowledge 	No areas
University Hospitals of Leicester (SAT response)	<ul style="list-style-type: none"> All staff receive training commensurate with their role in relation to safeguarding adults & children, DoLS and MCA 	No areas

DRAFT

This page is intentionally left blank



Safeguarding
Adults Board
LEICESTERSHIRE & RUTLAND

Leicester
Safeguarding
Adults Board

WORKING IN PARTNERSHIP
TO KEEP ADULTS SAFE

STRATEGIC PLAN 2020 – 2025



Covid-19 context statement

We are working under the expectation that Covid-19 and responses to it will continue over the next year and therefore all of the work of the Safeguarding Adults Boards into 2021 will take place in that context. Many areas of our work will need to change to adapt to this context. There will also be some areas of business that need a specific focus related to Covid-19 and our response to it.

We will continue to monitor and adapt our approach and annual business plans (which sit under this strategic plan) in response to changing circumstances around Covid-19.

Leicester, Leicestershire and Rutland Safeguarding Adults Boards Strategic Plan 2020 - 2025

Foreword

I am pleased to share this strategic plan, which sets out the priorities for safeguarding in Leicester City, Leicestershire and Rutland. As Chair of the Leicester Safeguarding Adults Board, and Leicestershire and Rutland Safeguarding Adults Board, I am keen to ensure that people who live and work locally are clear about our vision and understand how we will take action to deliver this in partnership.

Safeguarding is everybody's business – we all have a part to play in keeping citizens safe from harm and abuse. By helping people to understand what abuse is, how this can be reported and how agencies will respond to concerns, we aim to build empowered communities. It is this empowerment, of individuals and of agencies that will protect vulnerable people from harm and enable all partners to respond quickly and effectively where required.

These are big issues and broad priorities, which will be delivered over a five-year period; the LSAB and LRSAB annual business plans set out the specific actions and areas for focus over that time frame.

Fran Pearson, Independent Chair

Introduction

The LSAB and LRSAB together aspire to have:

A city and counties where people are able to live their lives without abuse or harm from others because

- *Abuse is not tolerated*
- *People know what to do if abuse happens*
- *People and organisations work together to prevent and respond to abuse*

Safeguarding Adults Boards (SAB) are required to publish a strategic plan. This should set out how the SAB will seek to prevent abuse and neglect and how it will help and protect people with care and support needs at risk of abuse and neglect.

The strategic plan has two main purposes:

- To specify the actions required by the SAB and each of its member agencies to implement the strategy
- To inform the local community and all interested parties, including practitioners, about the work programme of the SAB

This strategic plan is a high-level statement of the SABs' vision and priorities over the next five years. The Leicester SAB (LSAB) and Leicestershire and Rutland SAB (LRSAB) also have individual annual business plans, which support the delivery of the joint strategic plan and set out the detailed actions and their delivery timetable during the year.

This strategic plan is informed by a range of data and qualitative feedback about safeguarding across Leicester, Leicestershire and Rutland. This includes comparisons with other areas, national and local research, findings of case reviews, audits and safeguarding adults reviews (SAR) as well as feedback from people who use services or have experienced a safeguarding episode and their carers.

The Government has published 6 principles to be used by local authority adult social services, the NHS, Police and other agencies for both developing and assessing the effectiveness of their local adult safeguarding arrangements. These also describe, in broad terms, the desired outcomes for adult safeguarding, for both individuals and agencies.

Empowerment – People in Leicester, Leicestershire and Rutland will be supported and encouraged to make their own decisions through informed consent.

Prevention – In Leicester, Leicestershire and Rutland we believe it is better to take action before harm occurs.

Proportionality – To safeguard the people of Leicester, Leicestershire and Rutland, we will take the least intrusive response appropriate to the risk.

Protection – We will support and ensure representation for those in greatest need

Partnership – Solutions will come from agencies and local people working together across Leicester, Leicestershire and Rutland, all having a part to play in preventing, detecting and reporting neglect and abuse.

Accountability – The work of the Boards will be transparent and accountable to the people of Leicester, Leicestershire and Rutland.

Engagement with the Plan

SABs must engage and consult with the local Healthwatch and the local community in preparing its plan. This plan has been shared with a range of stakeholders and local groups for their input:

Healthwatch

Learning Disability Partnership Board

Mental Health Partnership Board

Older Person's Forum

LSAB Engagement Group

About the Leicester Safeguarding Adults Board

The Leicester Safeguarding Adults Board (LSAB) is a statutory, multi-agency partnership coordinated by the local authority. The LSAB oversees and leads adult safeguarding across the Leicester City Council area. LSAB's main objective is to gain assurance that safeguarding arrangements are effective and that partner organisations work well individually and together, to support and safeguard adults in Leicester who are at risk of abuse and neglect.

About the Leicestershire and Rutland Safeguarding Adults Board

The Leicestershire and Rutland Safeguarding Adults Board (LRSAB) is a statutory, multi-agency partnership coordinated by the local authority. The LRSAB oversees and leads adult safeguarding across the Leicestershire County Council and Rutland County Council areas. LRSAB's main objective is to gain assurance that safeguarding arrangements are effective and that partner organisations work well individually and together, to support and safeguard adults in Leicestershire and Rutland who are at risk of abuse and neglect.

Our Vision for Safeguarding

LSAB and LRSAB aspires to have:

A city and counties where people are able to live their lives without abuse or harm from others because

- *Abuse is not tolerated*
- *People know what to do if abuse happens*
- *People and organisations work together to prevent and respond to abuse*

Making Safeguarding Personal is an approach that places individuals at the centre of a safeguarding process. In Leicester, Leicestershire and Rutland we have adopted these principles, delivering a different approach to safeguarding interventions across partners. Therefore, Making Safeguarding Personal is an underpinning principle for all of our activity as SABs.

We aim to promote a strengths-based focus in our practice, finding out what matters to people and how we might enable them to achieve this.

Our purpose

LSAB and LRSAB's purpose is to:

- Set the vision and priorities for partnership working on safeguarding
- Agree specific objectives to strengthen safeguarding in Leicester, Leicestershire and Rutland

- Co-ordinate the strategic development of adult safeguarding across the city and counties

Our values

LSAB and LRSAB members embrace a common set of values, shared with the Leicester, Leicestershire and Rutland Safeguarding Children Partnerships.

1. All people of Leicester, Leicestershire and Rutland have the right to:
 - dignity, choice and respect
 - protection from abuse and/or neglect
 - effective and co-ordinated work by all agencies to ensure a holistic child/person centred response
 - the best possible outcomes, regardless of their age, gender, ability, race, ethnicity, religion, belief, sexual orientation and circumstances
 - high quality service provision
2. Safeguarding the wellbeing of children, young people and adults is a responsibility we all share.
3. Openness, transparency and sustainability will underpin the work of the Boards.
4. Participation by children, young people and adults is essential to inform services, policies, procedures and practices.
5. Services to meet the individual needs of children, young people and adults aspire to reach the highest standards.
6. Celebration of strengths and positive achievements is important to the Boards and Partnerships, as is the commitment to a process of continuous development and improvement.
7. Constructive shared learning to protect children, young people and adults will be integral to the Boards' and Partnerships' business.

Our membership

A local authority, having consulted the other members of its SAB, must appoint as the chair a person whom the authority considers to have the required skills and experience. The LSAB and the LRSAB have appointed a shared Independent Chair. The Chair is responsible for overseeing the effective work of the SABs in line with the Care Act 2014.

Each SAB is required to have core statutory membership from the Local Authority, Police and the local Clinical Commissioning Group (CCG). In addition, the SABs' membership includes NHS providers, emergency services, housing services, providers of probation and prison services, representatives of service users and carers and the local Healthwatch.

Joint Working

LSAB and LRSAB share many of their partners and providers. Therefore, the two SABs have developed a joint strategic plan and work closely on a number of operational safeguarding matters. The two boards have regular joint sessions, to share common issues and have a number of shared sub groups.

The LSAB works closely with the Leicester Safeguarding Children Partnership Board and the Safer Leicester Partnership in the city.

The LRSAB works closely with Leicestershire and Rutland Safeguarding Children Partnership, the Safer Rutland Partnership, and Community Safety Partnerships in Leicestershire.

Both Boards also maintain strong working relationships with local Health and Wellbeing Boards, and the Leicester, Leicestershire and Rutland (LLR) Strategic Partnership Board, in particular the LLR Vulnerability Executive.

Strategic Priorities 2020 - 2025

The LSAB and LRSAB have a number of statutory duties which must be met. The SABs also have an ongoing responsibility to ensure every day activity is delivered by all partners in a way that safeguards adults at risk from abuse and harm. This is business as usual and is monitored routinely by the SABs.

The SABs use a range of information sources to understand how well people are being safeguarded and where we may need to pay more focus in order to secure improvements. Information sources include:

- The Performance Assurance Framework, which captures data, quality and experiential information
- Safeguarding Adults Reviews
- The Annual Report

- Feedback from people who use services and from carers
- Dialogue with providers of services and staff

The LSAB and LRSAB hold a business development day at least annually, where the range of intelligence about safeguarding in Leicester, Leicestershire and Rutland is considered and the areas of focus for the coming year are agreed.

The LSAB and LRSAB must ensure statutory compliance and seek assurance about how effective all safeguarding activity is, as well as address any priority issues for action. Therefore, the two SABs have 2 core and 4 developmental priorities. The developmental priorities are broad and shared by the two SABs. Each SABs annual business plan will set out any specific themes or areas of focus for that year.

Core Priorities

1. Ensuring Statutory Compliance

The LSAB and LRSAB have mechanisms in place to ensure that they comply with the requirements of the Care Act 2014. These include the production and publication of a **strategic plan and an annual report** as well as **commissioning Safeguarding Adults Reviews** in line with legislation. The two SABs share **Multi-Agency Procedures**.

2. Enhancing Everyday Business

The LSAB and LRSAB require **assurance** from all partners that they are delivering good quality services which keep people safe from harm and abuse. In addition, the **awareness, training and development of staff** is critical to those good quality services. The SABs take a lead in ensuring that there is enhanced training for the partnership, whilst expecting that every agency ensures that its own staff have the core safeguarding training that they need to do their jobs effectively and safely. The two SABs share an Audit Group.

Developmental priorities

3. Strengthening User and Carer Engagement

The LSAB and the LRSAB are committed to learning from the experience of people who use services and their carers, including those who have directly experienced safeguarding issues. This is an area that is often challenging for SABs to address.

Understanding the impact of our work is felt to be critical to our assurance process as a board. Therefore, we believe it is a priority to support people who feel able to share their experience.

For LSAB, an Engagement Strategy is in place for delivery and whilst we have made good progress in this area we need to continue to develop a sustainable and effective set of arrangements for engaging with users and carers.

For LRSAB, Engagement has taken place on an ad hoc basis and further development is required to develop a sustainable and effective set of arrangements for engaging with users and carers.

4. Raising awareness within our diverse communities

Leicester is a highly diverse city and it is vital that all of our communities are safeguarded. To deliver this effectively the LSAB needs to be assured that communities understand what abuse is, know how to respond where they are concerned about abuse and receive support that is relevant and appropriate to their circumstances. The data in the Annual Report (2019/20) suggests an over-representation of people from white communities in comparison to the total adult population. This has not substantially changed although this was a priority within our previous strategic plan.

In Leicestershire and Rutland and the LRSAB requires further work to understand safeguarding need and access to services for people from diverse backgrounds.

Therefore, it continues to be a priority for the LSAB and LRSAB to better understand and address any barriers to engaging well with our diverse communities, in particular (but not exclusively) our Black and Minority Ethnic communities.

5. Understanding how well we work together

Messages from safeguarding reviews and domestic homicide reviews have reflected the challenges in working with people who have multiple risk factors in their lives, such as mental health needs, substance misuse issues, learning disabilities or domestic violence issues. It is also the case that services are under pressure in austere times, making communication and joint working ever more important to manage risk well.

Nationally, the effectiveness of joint working, including information sharing and communication, are themes from learning reviews. Therefore, the LSAB and the LRSAB have a shared priority to ensure that joint working is effective to safeguard adults. Recognising that this is a significant piece of work, the annual plan will identify a specific theme for exploration and action as a 'task and finish' activity. In recent years the SABs have focussed on safeguarding transitions, of young people who are at risk of harm as they move into adulthood, as well as people living in residential care environments.

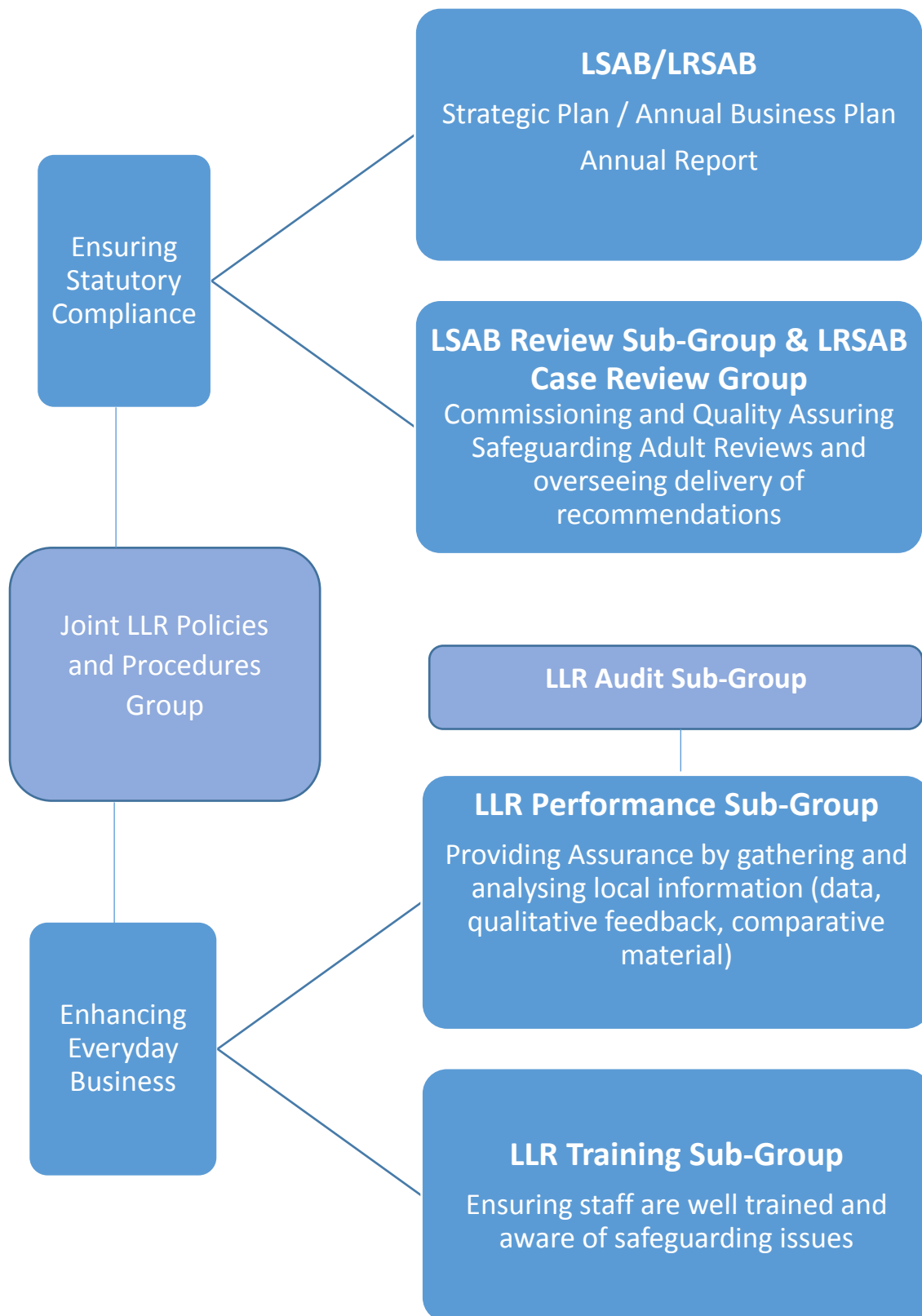
6. Prevention – helping people to stay safe, connected and resilient to reduce the likelihood of harm, abuse or neglect

The LSAB and the LRSAB believe that there should be a clear approach to supporting the factors that help to prevent abuse from happening in the first place. Recognising that our approach to prevention of harm and abuse will be a long-term

strategic priority for the SABs, we will continue to finalise prevention principles and identify specific pieces of work based on these as required.

Delivering the Strategic Plan

The LSAB and the LRSAB have a set of sub-groups and task and finish groups that will enable the delivery of the strategic priorities and statutory expectation, as well as maintaining oversight of usual business. These may change as the annual business plan refines the actions that are required to deliver the strategic plan.





Annual Business Plans

The LSAB publishes an annual business plan which sets out how the priorities will be delivered by the groups above. This is available at: [Safeguarding adults board](#)

The LRSAB publishes an annual business plan which sets out how the priorities will be delivered by the groups above. This is available on the [LRSAB website](#)

LEICESTERSHIRE AND RUTLAND SAFEGUARDING ADULTS BOARD BUSINESS PLAN APRIL 2020 to MARCH 2021

1. Safeguarding Adults Spotlights

Regular (6-weekly) spotlights to better understand the local context for key safeguarding adults areas of practice.

What will success look like?

The SAB collectively develop an enhanced understanding of key areas and issues relating to safeguarding adults in the locality. Partners use knowledge and information gained to ensure positive outcomes for local adults at risk of abuse and neglect.

Key Deliverables	Lead	Activity	Timescale
1. SAB meetings to be adjusted to allow for regular spotlights to take place.	Partnership Business Office Manager	Move from quarterly SAB meetings to 6-weekly SAB meetings	In place by August 2020
2. Identify key safeguarding adults areas of practice for meeting spotlights.	LRSAB Independent Chair	All SAB members to use information received from SAB subgroups, local and national safeguarding adults reviews, and local/national networks to determine spotlight focus throughout the year.	Ongoing throughout 2020/21
3. Spotlight sessions to determine additional work for SAB subgroups / task and finish groups / additional assurance required from partners / good practice to be shared.	LRSAB Independent Chair	All SAB members to use information from spotlight sessions to determine additional work for SAB subgroups and/or set up task and finish groups and/or seek additional assurance from partners.	Ongoing throughout 2020/21

2. Responding to Changing Need

Ensuring the SAB is able to respond effectively to changing need

What will success look like?

We will have a SAB with structures and governance flexible enough to be able to respond effectively to changes in need, especially in light of COVID-19

Key Deliverables	Lead	Activity	Timescale
1. Ongoing reflection of SAB governance and structures to ensure they are meeting the needs of the partnership in changing circumstances.	Partnership Business Office Manager	Business office to arrange 6-weekly SAB meetings and where availability allows, also arrange statutory partner every 6 weeks. Ensure agenda items intermittently at both meetings throughout the year to allow for reflection on SABs structures and governance.	Meetings in place by August 2020

3. Meeting Statutory Responsibilities & Maintaining Business as Usual

Ensuring core duties under the Care Act 2014 are met and that the strategic plan is enacted via business as usual

What will success look like?

Core responsibilities under the Care Act 2014 will have been met, including publishing a strategic plan, publishing an annual report, and undertaking safeguarding adults reviews. Core business undertaken in line with strategic plan.

Key Deliverables	Lead	Activity	Timescale
1. Conduct any safeguarding adults review in accordance with Section 44 of the Care Act 2014 and ensure that learning is identified	Case Review Group Chair	Business as usual including commissioning and overseeing safeguarding adults Finalise and adopt SAR policy and template documents	Ongoing throughout the business year. In line with statutory guidance. October 2020
2. Publish Annual Report	Partnership Business Office Manager	Annual report to be written by Business Manager, and signed off by LRSAB, prior to being published on LRSAB website.	Publication by September 2020

3. Publish Strategic Plan	Partnership Business Office Manager	Oversee sign off and publication of strategic plan	Publication by September 2020.
4. Multi-agency Safeguarding Adults Training	Business Office	<p>Arrange multi-agency training and conferences.</p> <p>Facilitate trainers network and publish Safeguarding Matters.</p> <p>Ensure appropriate Liberty Protection Safeguards (LPS) training is offered in line with any proposals made by the Local Implementation Network (LIN)</p>	<p>Ongoing throughout the business year.</p> <p>In preparation for Liberty Protection Safeguards (LPS) legislation being implemented</p>
5. Receiving assurance that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance	<p>Partnership Business Office Manager LLR Performance Subgroup Chair</p> <p>LLR Multi-Agency Assurance Subgroup Chair</p>	<p>Establish LLR performance subgroup with Leicester SAB</p> <p>Lead on the core business of delivering assurance to the LSAB is delivered effectively</p> <p>Undertake multi-agency safeguarding adults audits in line with SAB priorities</p>	<p>October 2020</p> <p>Ongoing throughout the business year.</p> <p>Ongoing throughout the business year.</p>
6. Engaging with our diverse communities	<p>Partnership Business Office Manager</p> <p>Business Office / LLR Performance Subgroup</p>	<p>Determine ways to interface with and hear from people who use services and other members of the public</p> <p>Review ethnicity and other equality and diversity related data regarding safeguarding alerts and enquiries.</p>	<p>Ongoing throughout the business year.</p> <p>January 2021</p>
7. Maintaining multi-agency policies and procedures	LLR Policies and Procedures Subgroup Chair	Reviewing, developing and maintaining inter-agency safeguarding adults policies and procedures via the <u>Multi Agency Policies and Procedures (MAPP)</u>	Ongoing throughout the business year.

This page is intentionally left blank



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 SEPTEMBER 2020

ANNUAL ADULT SOCIAL CARE COMPLAINTS AND
COMPLIMENTS REPORT 2019-20

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

- 1 To provide members of the Committee with a summary of the complaints and compliments for adult social care services commissioned or provided by the Adults and Communities Department in 2019-20. The annual report is attached as an Appendix.
- 2 The Committee is asked to note the report and invited to make comments.

Policy Framework and Previous Decisions

- 3 The Committee last received a report on complaints and compliments on 2 September 2019. This report covered the year 2018-19 and the Committee requested that reports continue to be presented on an annual basis.

Background

- 4 The Department has a long standing statutory duty to have a complaints process in place for adult social care. The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009, effective from 1 April 2009, introduced a two stage process with flexible investigation methods and timescales to suit the nature and complexity of the complaint. If the complainant is unhappy with the outcome after stage one, they can ask the Local Government Ombudsman (LGO) to investigate.
- 5 The regulations provide a framework for those handling a complaint relating to a local authority's social care functions - this includes directly provided services and independent services provided through commissioning.
- 6 The actions, omissions or decisions of the local authority in respect of social care functions are covered; the regulations do not, however, apply more generally to independent providers.
- 7 People who are paying for their own social care (self-funders) may complain to the local authority, for example, about assessment or failure to assess. Services people have arranged or purchased themselves are not covered but the local authority could be challenged if it commissions those services, for example, why it has

commissioned a sub-standard service, or whether it is performance managing contracted services sufficiently.

- 8 The Adults and Communities Department is contacted on a daily basis by service users, carers and other interested parties to share concerns, request information or seek clarity on care arrangements. These queries are dealt with at a local level within care teams or through the Directorate without recourse to the formal complaints process. The complaints team do, on occasion, also receive queries and concerns that suggest an adult requires immediate support or that raise safeguarding concerns. Such reports are best handled outside of the formal complaints procedure and are referred into the Customer Service Centre or allocated workers for urgent consideration as appropriate.
- 9 Under these regulations, there is a further requirement to produce an annual report that reviews the effectiveness of the complaints and compliments procedures and provides a summary of statistical information. The attached report fulfils this requirement and presents a summary of the complaints handled in 2019-20.
- 10 Complaints and compliments about all other aspects of the Adult and Communities Department are reported separately as part of the corporate complaints process.

Key Points

- 11 There was a 12% increase in the number of complaints received in 2019-20 compared to the previous year (194 compared to 173). This is in line with the wider organisation which has seen a 39% increase across the last three years.
- 12 When complaint volumes are set against the context of overall numbers in receipt of long-term support during the year (9,503), it is clear that a very small percentage go on to make a formal complaint (194 complaints which equates to approximately 2%).
- 13 For complaints resolved during 2019-20, the proportion where fault was identified was almost identical to previous year (82 complaints or 44%, compared to 74 or 43%).
- 14 During the year, the Local Government and Social Care Ombudsman assessed or investigated 15 new complaints (approximately 8% of the total volume). This figure is not directly comparable to last year's data due to changes in the way the Ombudsman record data.
- 15 The Ombudsman published Final Decisions on 10 complaints during the year (a decrease of three). Fault was found in three instances, again a decrease from last year (five). Details for each of the cases appear within the appended report.
- 16 As highlighted within the Annual Report, an additional "review" step was added to adult social care procedures part way through last year. This has further strengthened decision making and should ensure any fault is identified and remedied appropriately at a local level and prior to Ombudsman involvement.
- 17 This additional step does have some implications to timescales for responding to complaints. 73 (39%) of complaints were resolved within 10 working days (84 or 49% in 2018-19) with 146 (78%) resolved within 20 working days.

- 18 At the request of the Committee at its September 2019 meeting, an extra indicator has been added to show complaint responses within 40 working days. This shows that 174 (93%) of cases are responded to within this timescale and just four complaints exceeded the statutory maximum time allowed (65 working days). These were complex cases each involving meetings and, in some instances, waiting for information to be provided by family members.
- 19 The most common complaint theme was again around assessments and care-planning. This is a broad area where complaints are often around professional decision-making.
- 20 Also, with consideration to the comments made by members of the Committee at its September 2019 meeting, detail is provided within this year's annual report of complaints mapped to each district for the second half of the year. It is the intention that this type of detail will continue to be provided in future annual reports to the Committee and will be used to aid the department to undertake any targeted work as necessary.
- 21 There have been good examples this year of how systemic learning has been identified and implemented. In 24 cases (29%) where complaints were upheld, clear actions were highlighted by Investigating Managers that focus on improving future performance.
- 22 Case studies have been included within the annual report to demonstrate how complaints intelligence is driving process change through the department. These focus on three thematic areas which have emerged during the year around safeguarding investigations into providers, the importance of clear advice and information on what adult social care can fund and person-centred care planning.
- 23 Complaints training has continued through 2019-20 focused both on root cause analysis and improving the consistency and quality of responses. A further 10 Service Managers completed this training during the year.
- 24 99 compliments were received during 2019-20. Whilst slightly down on the previous year this continues to add balance to the annual report and recognises the good work that is also taking place across the department.

Recommendations

- 25 The Committee is asked to:
- a) note the contents of the Adult Social Care Complaints Annual Report, covering the period 1 April 2019 to 31 March 2020;
 - b) provide comment and feedback on the content and analysis within the report.

Background Papers

Report to Adults and Communities Overview and Scrutiny Committee: 2 September 2019
 – Annual Adult Social Care Complaints and Compliments Report 2018/19
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=5689&Ver=4>

Circulation under the Local Alert Issues Procedure

26. None.

Officers to contact

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

Simon Parsons
Complaints Manager
Corporate Resources Department
Tel: 0116 305 6243
Email: simon.parsons@leics.gov.uk

Appendix

Appendix – Social Care Statutory Complaints and Compliments: Annual Report - April 2019-March 2020

Relevant Impact Assessments

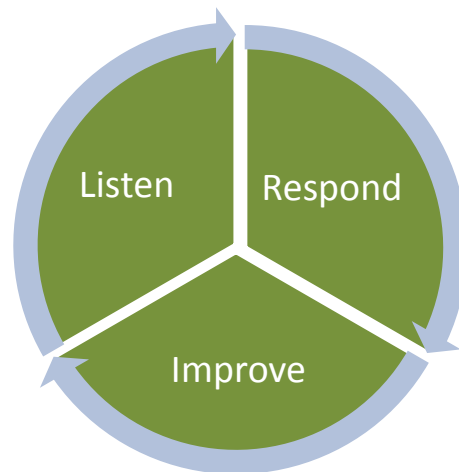
Equality and Human Rights Implications

27 The Adults and Communities Department supports vulnerable people from all the diverse communities in Leicestershire. Complaints and compliments are an important way of ensuring that service responses are fair and equitable to all sections of society. This report does not highlight any specific equal opportunities implications.

Partnership Working and Associated Issues

28 The National Health Service Complaints (England) Regulations 2009 places a duty to co-operate on local authorities and health organisations. During the year, 10 complaints were handled under joint complaints protocols using an agreed joint complaints handling framework. No issues were experienced with partnership working.

Adult Social Care



Statutory Complaints and Compliments Annual Report April 2019 – March 2020

CONTENTS

1. Purpose and Context of Report	2
2. Adult Social Care Complaints Procedure	3
3. Complaints and compliments received 2019-20	4
4. Complaints resolved 2019-20	8
5. Learning from complaints	10
6. Local Government Ombudsman	14
7. Monitoring the process	16
8. Concluding comments	16
Appendix – sample of compliments	17

1. Purpose and Context of Report

1.1. Purpose & Scope

The purpose of this report is –

- To report to members and officers on Leicestershire County Council's (LCC) adult social care complaints and compliments activity from 1 April 2019 to 31 March 2020.
- To set out future developments and planned improvements.
- To meet the Council's statutory duty requiring the production of an annual report each year.¹

This report provides analysis and comment for Adult Social Care Services on all complaints managed under the statutory complaints process. Those complainants not qualifying under the statutory process have been considered under the County Council's Corporate Complaints and Compliments Annual Report presented to the Scrutiny Commission.

1.2. Background Context

The Adult Social Care Service sits within the Adults and Communities Department and both arranges and supports the provision of a wide variety of services.

This includes helping people to remain living independently in their own homes with increasing levels of choice and control over the support they receive. When this is no longer possible, the department supports residential or home care as well as having lead responsibility for safeguarding adults at risk of harm.

9,503² people received long-term support from the Social Care service during 2019-20. This figure is very similar to the previous year (9,626)

The department always aims to provide high quality services that meet the needs and circumstances of individuals and their families. The department actively promotes involving clients and carers in shaping services; using their skills and experiences to help ensure they meet customer needs. However, given the personal and complex nature of some adult social care services, sometimes things do go wrong.

The complaints process is a mechanism to identify problems and resolve

¹ [Statutory Instrument 2009 no.309 \(18\)](#)

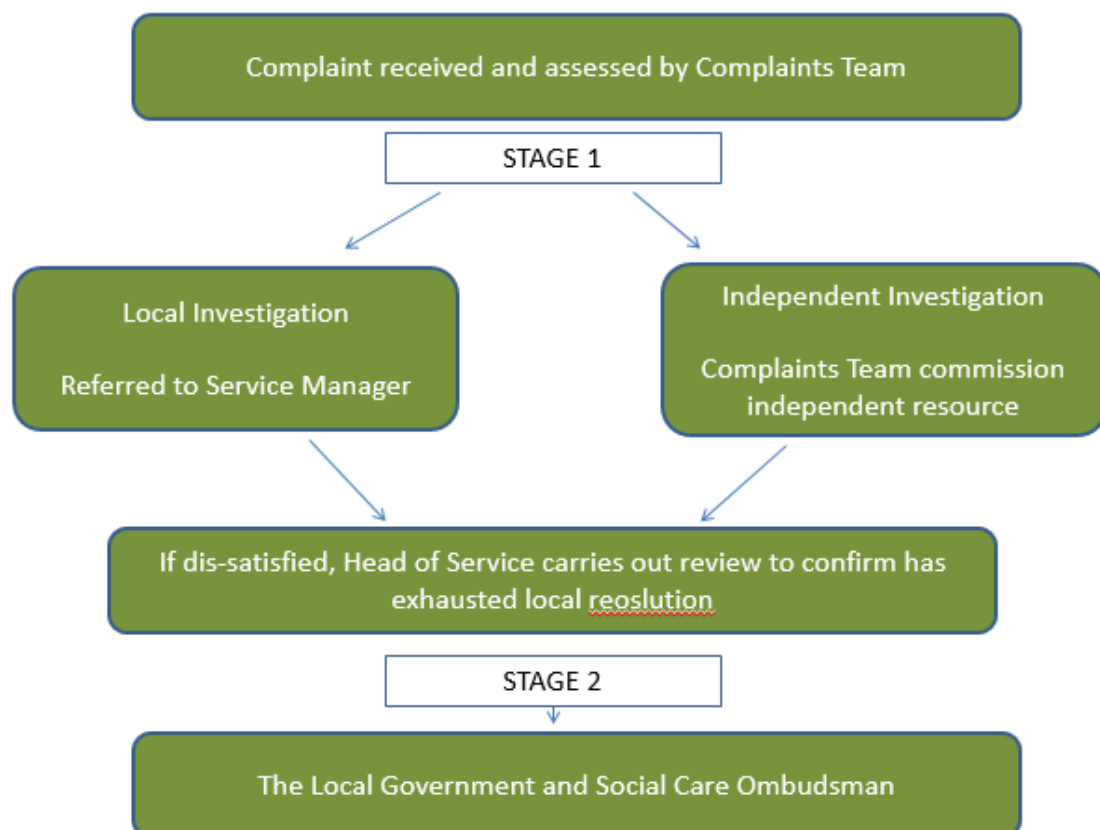
² Figures supplied by Performance and Business Intelligence Team

issues. If things go wrong or fall below expectation, the County Council will try to sort things out quickly and fairly. Learning from our mistakes and concerns that are raised is used to make changes and improve services.

Analysis of information about complaints received during 2019 -20 gives Adult Social Care an opportunity to reflect on the quality of the services it provides and consider how well it listens and responds to service users.

2. Adult Social Care Complaints Procedure

The Local Authority Social Services and National Health Services Complaints (England) Regulations 2009 outlines the statutory responsibilities of the County Council. This is broadly set out below:



The above procedure was designed to offer Local Authorities flexibility to resolve complaints in the most appropriate manner. Stage 1 resolution can therefore consist of a number of processes (for example meetings) but the Local Authority must not unduly delay finalising this process which should always be concluded within 65 working days.

The Local Authority must advise all complainants of their right to approach the Local Government and Social Care Ombudsman should an agreed resolution not be found.

In 2019 following learning from an Ombudsman complaint and where the local response had not been sufficiently robust, the Council formally added a “review” step to the procedure. This means that before signposting to the Ombudsman, a Head of Service (or higher) is asked to confirm they are satisfied the complaint has exhausted local resolution.

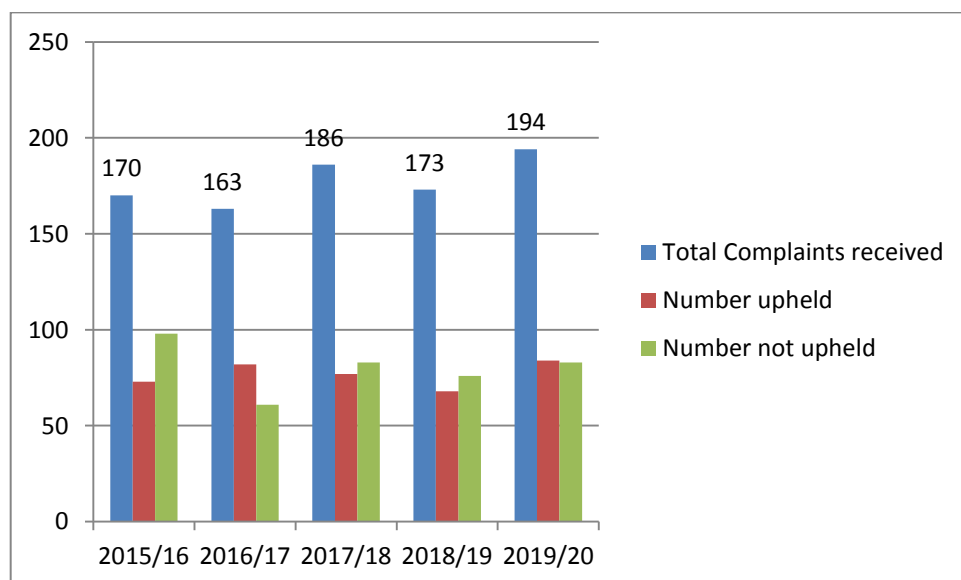
The addition of this stage has implications for response timescales as is explored within this report.

During 2019-20, no independent investigations were commissioned

3. Complaints and compliments received 2019-2020

3.1. Complaint Volumes

Table 1: Adult Social Care Complaints recorded over last 5 years



As illustrated above, the total number of social care complaints received this year increased from 2018-19. This reflected a rise across the board and mirrors the national picture.

3.2. Complaints by District

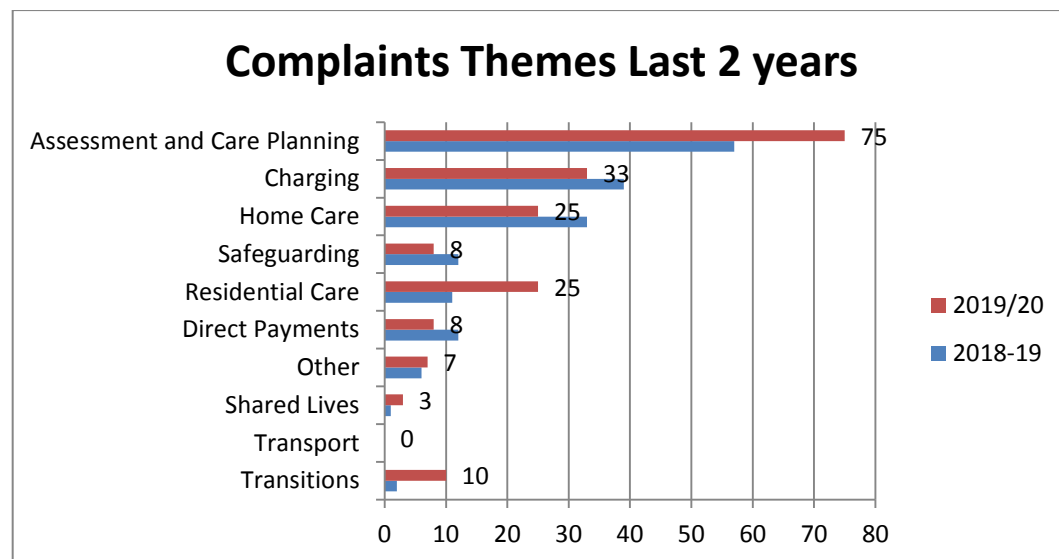
Complaints have started to be recorded by District during the year. This recording started from 01 October 2019 and for 75 complaints. The breakdown appears below along with respective uphold rates.

District	Number of Complaints	Number (%) Upheld
Hinckley	16	11 (69%)
Harborough	14	5 (36%)
Blaby	12	2 (17%)
Melton	9	6 (66%)
North West Leics	9	3 (33%)
Oadby & Wigston	8	2 (25%)
Charnwood	7	1 (14%)
TOTAL	75	30 (40%)

Full data sets will be available in the 2020-21 reporting year and this may allow for more detailed benchmarking over time.

3.3. Complaints by Theme

Table 2: adult social care complaints by theme



Complaints themes mirror the Local Government and Social Care Ombudsman classifications and can provide helpful insight as to the underlying topics that are generating complaints.

Unsurprisingly, the largest segment is also the broadest category around Assessment and Care Planning. This equates to 39% of the overall volume and a significant increase from previous year.

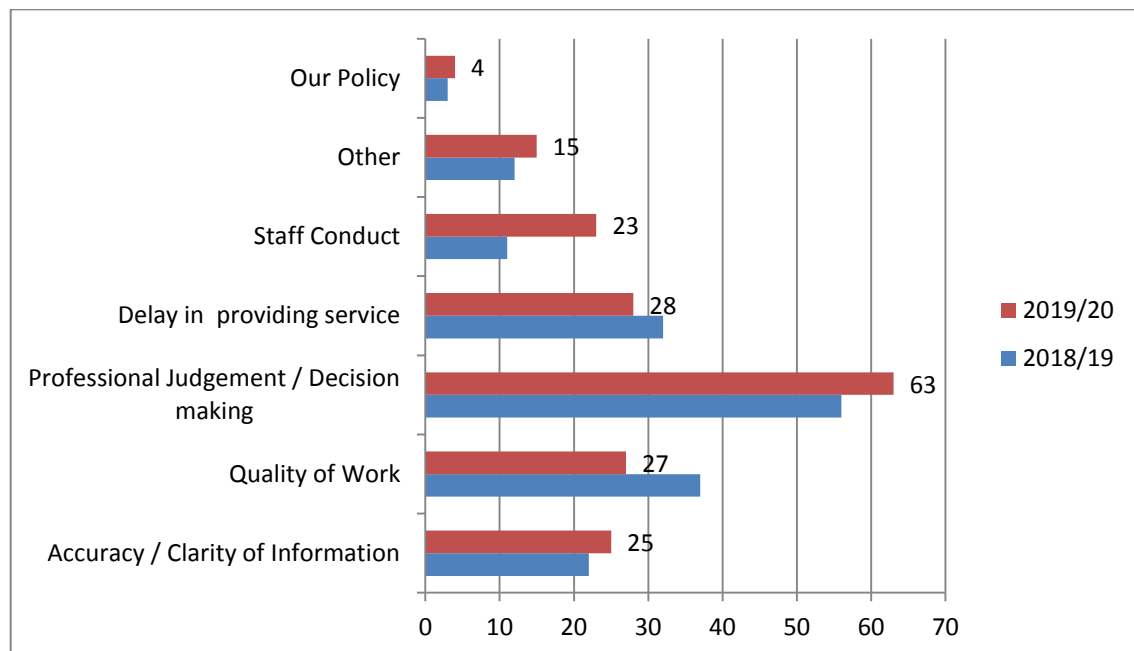
Care planning accounted for 40 of the complaints with 35 citing the assessment as the primary cause of their complaint.

The most notable change from 2018-19 is the increase in Residential Care complaints. 2019-20 marks the first time for several years where more complaints were received regarding residential than home care.

Of note was the reduction in Direct Payment complaints. This was flagged as an area of concern in 2018-19 and it is pleasing to see the reduction here. This follows significant work carried out on improving guidance materials for staff.

The Complaints team also undertake analysis of each complaint to try to understand the significant factor. This can help prioritise areas for the department to focus on improving. The results for 2019-20 are represented below along with comparative data for 2018-19.

Table 3: Complaint causes last two years



Decision making remains the highest single cause, with delay and quality of work making up the top three categories. This mirrors data for 2018/19 but cases have reduced for both delay and quality categories.

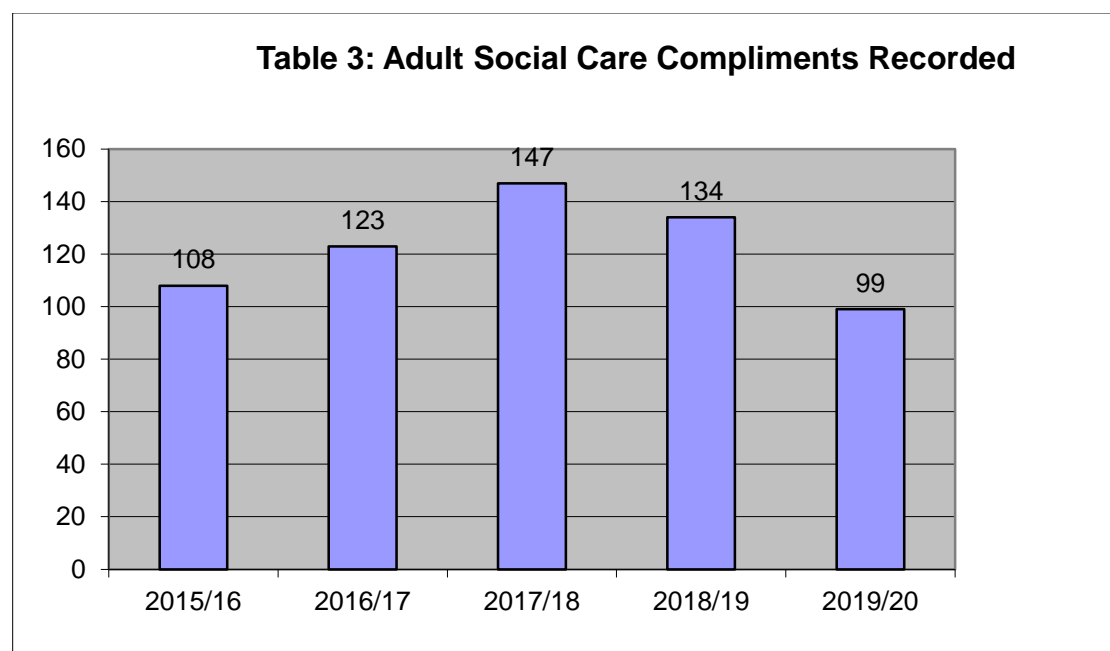
3.4. Joint Complaints

The Health and Social Care complaints regulations place a duty on Local Authorities to work together with health partners in responding jointly to complaints³. Leicestershire County Council accordingly has a joint complaints handling protocol, supported by a multi-agency group, which sets out common guidelines and approaches to this. Members include Leicester City Council, the Clinical Commissioning Groups, University Hospitals Leicester (UHL) and the Leicestershire Partnership Trust (LPT).

During the year 2019-20, ten complaints were considered using the Joint Complaints protocol. No difficulties were experienced this year with partnership working.

3.5. Compliments received 2019-20

Table 3 below shows the long-term trend in compliments recorded.



There has been a decrease in compliments recorded during 2019-20. That said, as many compliments are received directly by front line team, it is hard to say whether fewer were received or whether some have not been passed on to the Complaints and Information Team.

It is always important to recognise the good work that is being delivered by the department and to provide balance within the complaints annual report. For this reason, the complaints function does encourage the recording of un-solicited

³ [Statutory Instrument 2009 no. 309 \(9\)](#)

compliments which can either be submitted directly online or if received by council officers should be passed on for central recording.

A small selection of the compliments received can be found in Appendix A. They show some of the ‘real-life stories’ where Adult Social Care makes a huge difference to peoples’ lives.

The Complaints team will continue to work closely with the department to try to reflect all the unsolicited feedback received across the teams and ensure visibility in annual reports.

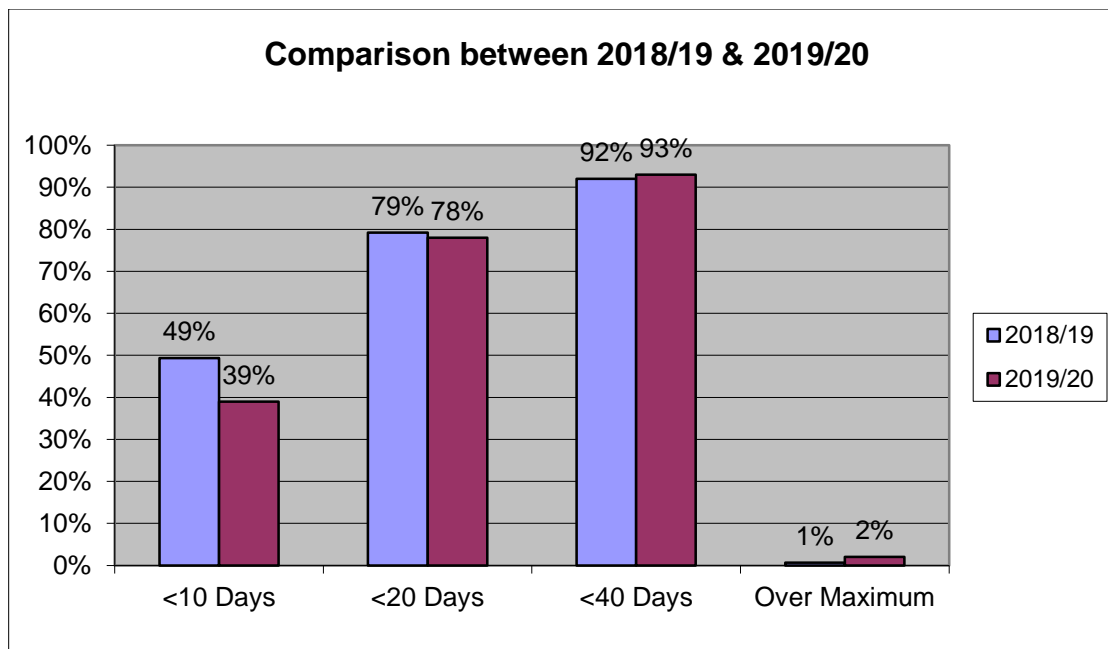
4. Complaints resolved 2019-20

The key performance indicators for speed of response, outcomes, causes and identified learning are linked to complaints that have been *resolved* within any given reporting period rather than received.

This is important as it ensures that full data sets are able to be presented, both to departments on a quarterly basis, and at year end. It also avoids the scenario whereby Ombudsman findings of maladministration might not appear in annual reports (where outcomes are not known at the time of production).

4.1. Responsiveness to complaints

Table 4: Adult Social Care Performance



There has been an additional indicator added this year to measure responsiveness within 40 working days. Although there has been a dip in responsiveness at 10 working days, it is important to note that we have added a

“review” stage to the statutory complaints procedure this year and this will have impacted on this as the timescale measures overall time taken. With 93% of complaints responded to within 40 working days and just 4 complaints exceeding the statutory maximum, this continues to be healthy performance.

Whilst the statutory regulations give wide flexibility in terms of response times and allow up to 65 working days for complaints to be resolved, a key expectation of the public is that their concerns are dealt with promptly and this report provides good assurance of the department’s commitment to this.

4.2. Complaint Outcomes

Table 5: Adult Social Care complaints recorded by outcome

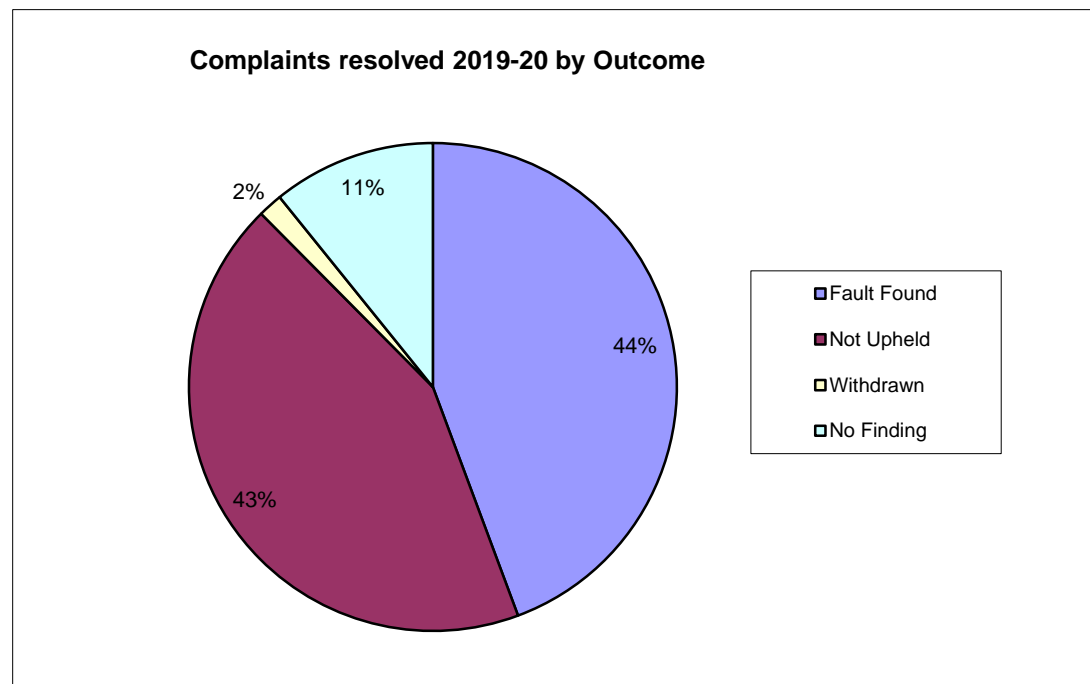


Table 5 above shows that 82 (44%) complaints were upheld. This is consistent with the previous year (43%)

Prompt acceptance and ownership of any mistakes can help prevent costly complaint escalation.

5. Learning from Complaints

Complaints are a valuable source of information which can help to identify recurring or underlying problems and potential improvements. We know that numbers alone do not tell everything about the attitude towards complaints and how they are responded to locally. Arguably of more importance is to understand the impact those complaints have on people and to learn the lessons from complaints to improve the experience for others.

Lessons can usually be learned from complaints that were upheld but also in some instances where no fault was found but the Authority recognises that improvements to services can be made.

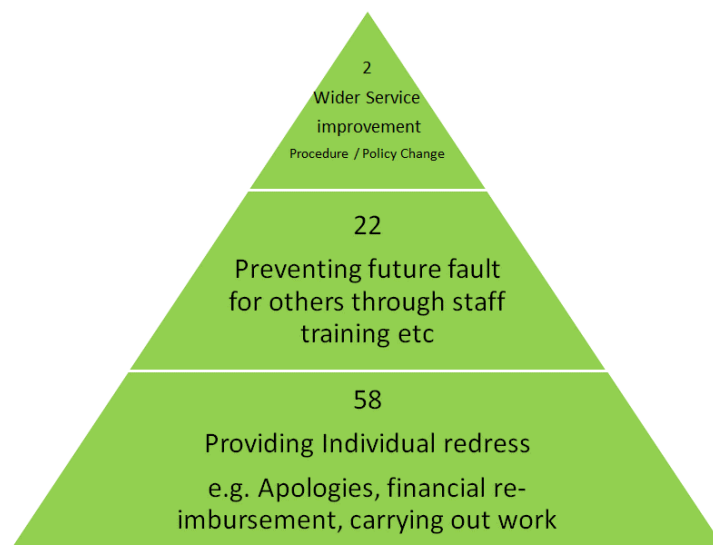
Occasionally during the course of an investigation issues will be identified that need to be addressed over and above the original complaint. The Complaints Team will always try to look at the “bigger picture” to ensure that residents receive the best possible service from the Council.

5.1 Corrective action taken

All the 82 complaints where fault has been found have been reviewed by the Complaints Team to ascertain what action the relevant department has taken, both in remedying the fault, and any wider learning to avoid such issues occurring in the future.

Remedial action typically consists of both individual redress (e.g. apology, carrying out overdue work) and wider actions that may affect many. The diagram below shows the actions taken during 2019-20. 29% of complaints upheld resulted in clear actions that should improve service for other residents. This is a slight reduction on the previous year (31%)

Table 8: Actions taken for upheld complaints 2019-20



The most common action taken was staff training. There are lots of good examples of this taking place both at individual and team level.

Much rarer are those clear examples of where procedures have been changed following fault. Just two examples were clearly evidenced within complaint responses this year and this is an area where improvement can and should be made.

Financial redress was also arranged on several occasions this year and to ensure that the complainant was put back in the position they would have been in had the fault not occurred. Typically, this is re-imbusement of care costs where these had either been calculated wrongly or there was evidence that clear explanations were not given.

The Local Government and Social Care Ombudsman expects Councils to consider such financial redress as appropriate and has introduced new reporting this year highlighting those occasions where Councils have already put things right before consideration by the Ombudsman

5.2 Service Improvements during 2019-20

Research shows that a primary driver for making complaints is so that lessons can be learned, and processes improved. It is also a key part of an effective complaints procedure to demonstrate this organisational learning so that in turn the public can feel confident that complaints do make a difference.

Case studies can be a powerful way of promoting this and to illustrate some of the positive action taken this year from complaints, several examples are set out below:

5.2.1. J's Story – Delay by care provider in seeking medical help

J was a resident in a Council commissioned residential setting. Following a fall, her son complained to the Council that carers had not sought prompt medical assistance.

The Council's findings

When investigating the complaint, the Council could not find evidence that the Care provider had followed their emergency procedure and whilst the GP had been called there was delay in doing so. Further examination of provider records indicated gaps in how the provider fulfilled the support plan.

Actions taken

As the commissioner of the placement, the Council maintains responsibility for the actions (or failings) of care providers.

Our Contracts monitoring team work with all providers and have used the complaint to remind the provider of their responsibilities to:

- Ensure that complaints are formally investigated when raised and that complainants are signposted to the Local Government and Social Care Ombudsman with a copy sent to the Council for monitoring purposes.
- Ensure all carers were aware of the providers emergency procedure
- Ensure accurate records of daily care logs were appropriately made and recorded.

In recognition of the above, the Council offered to write-off some of the outstanding care costs which was accepted by the family.

5.2.2. D's story – Failure to properly explain costs that social care would meet

D contacted the Council unhappy that he was not given clear enough information upon which to make decisions regarding his father's care. This led to the family incurring costs which they had presumed the Council would meet

The Council's findings

The Council identified that the allocated worker had not clearly explained what costs would be met by social care and particularly had not challenged an opinion given by the GP regarding care required. The family had relied on this and clearly discussed it with the worker.

Actions taken

The Council apologised, explained what costs would be covered and arranged reimbursement of costs incurred privately by the family until this point.

This complaint highlighted the importance of clear and timely communication with families often in times of crisis. Although there has been a gradual reduction this year in complaints regarding charging this was a timely reminder that this is a highly complex area for families to understand and therefore a need for the department to explain things very clearly and maintain clear evidence of this.

5.2.3. H's story – Inappropriate reduction of care calls

H contacted the Council unhappy that, as part of an annual review into her mother's care, one care call had been removed without any clear rationale. The complainant was left with the clear impression that this was down to budget pressures as her needs had not changed

The Council's findings

The Council identified that the review worker had not clearly explained the rationale for this decision. Although part of the review team's work is to challenge whether current support is needed, removal of support should only be considered when it is clear there is no longer a requirement or that can be met in a better way. It was evident that this had not been properly explored and agreed with the family in this instance.

Actions taken

The Council apologised, re-instated the care call and carried out a briefing session with all Review Team members reminding of the need to clearly evidence and discuss with families how needs could continue to be met if a proposed reduction was implemented.

6. Local Government Ombudsman

6.1 New complaints received by the Ombudsman 2018-19

Should a complainant remain dissatisfied following internal consideration of their complaint, they can take their complaint to the Local Government and Social Care Ombudsman to seek independent investigation.

The Ombudsman will usually check with the Authority whether the complaint has exhausted the Local Authority's complaints procedure. Where this has not been done, the Ombudsman will usually refer the complaint back to the Authority, to give us an opportunity to attempt to resolve the complainant's concerns through our internal complaints processes first.

The Local Government and Social Care Ombudsman opened investigative enquiries of the Council on 15 complaints during the year. Due to a change in how premature enquiries are recorded this is not directly comparable to the data from 2018-19, but this represents approximately 8% of the overall complaints.

6.2 Complaints resolved by the Ombudsman 2018-19

The Ombudsman made decisions on ten cases during the year with fault being found in 3 cases (30%). This represents a decrease from last year (5 cases or 38%)

Brief details for the three cases where fault was found appear below:

1. A failure to arrange timely home care

The Council was at fault for failing to arrange home care for Mr B within a reasonable timescale after assessing his needs. This meant he stayed in residential care for five weeks longer than he needed to and incurring additional costs for the family

The Ombudsman recommended compensatory payments of £1,100 in recognition of this injustice

2. A complaint regarding a care home's failings to provide reliable and quality care

The Council had initially responded to this matter by opening safeguarding enquiries into the care provider. This was concluded as not substantiated. Following a complaint letter, a more detailed explanation was provided through the local complaints procedure, but the family remained dis-satisfied and escalated the complaint to the Ombudsman.

The Ombudsman found fault that the Council did not pick up on the many deficiencies with the care provider's records and that they did not seek assurances

that the provider had recognised its faults in trying to apply charges for attending a hospital appointment. There was also criticism of the lack of engagement with the family by the safeguarding worker meaning that they were not in full possession of some of the evidence later submitted to the Ombudsman

The Council accepted the conclusions and agreed to make a compensatory payment of £500, write-off 10% of outstanding care costs and undertake refresher training with staff on carrying out safeguarding investigations.

3. A complaint regarding both the Council's failure to offer an affordable care placement and poor standard of care from a provider.

The Council had partially upheld this complaint at local investigation finding several gaps within its safeguarding investigation into the home which substantiated an allegation of neglect. The Ombudsman agreed with those findings but felt the Council should have offered a financial remedy in recognition of the distress. A payment of £500 was agreed.

The Ombudsman also found fault that the Council had not done enough to clearly identify an affordable care placement which, in part, resulted in the family having to pay top-up fees. A further payment of £250 was agreed in response to this aspect along with wider staff training on the need to identify and document at least one affordable care placement.

For the remaining seven complaints

- In four cases the Ombudsman decided not to investigate, either because there was no evidence of any fault, or the complaint concerned matters outside of her jurisdiction.
- In three cases, the Ombudsman, after investigation, was satisfied with the actions the Council had taken.

The Ombudsman also monitors remedies being carried out by the Council where fault has been found and remedial actions proposed. Failure to carry out remedies within agreed timeframes is recorded as non-compliance and can lead to public reports being issued.

All 3 of the above cases were recorded as compliant (100%). This compares to the national average of 99%

7. Monitoring the Process

The Complaints Team continues to support Adult Social Care Services to manage and learn from complaints. The key services offered are -

1. Complaints advice and support
2. Production of Performance Reports
3. Liaison with the Local Government and Social Care Ombudsman
4. Quality Assurance of complaint responses
5. Complaint handling training for Operational Managers
6. Scrutiny and challenge to complaint responses

Assistance continues to be routinely provided to Service Managers and other associated managers in drafting responses to complaint investigations. This helps ensure a consistency of response and that due process is followed.

Complaints training is also offered every quarter to managers and 10 social care managers took part in this training during the year. Virtual options are being considered currently to keep this important course running.

Quarterly performance reports are produced and delivered at Strategic Leadership Team (SLT) and shared with the Lead Member for Adults and Communities. Over the last year every other quarter a more in depth discussion is held with SLT allowing for greater focus on emerging themes and actions that need to be taken.

During 2018-19, a Customer Satisfaction Performance Clinic was established in response to reduced satisfaction survey results. The Complaints Manager continues to assist with this work on an advisory basis and to ensure complaints data and intelligence is utilised fully.

8. Final Comments

In times of change and austerity it is vital that service users are provided with a complaints process that is easy to access and fair. This year's Annual Report shows that Adult Social Care does listen and provides a number of examples of how complaints intelligence directly drives and improves service delivery.

This report highlights Residential Care complaints as a clear area where we can continue to make improvements. Both our own local data and recent Ombudsman case-work shows the importance of effective complaints handling arrangements by providers and mechanisms to monitor this performance. There is also a need to improve the interface between safeguarding enquiries and complaints in the future.

Appendix A: Sample of compliments received 2019-20

- “Customer grateful for the speedy of getting a care package in place for his Father” – **ADULTS CSC**
- “Occupational Therapist appreciated L going the extra mile for resident to return to her house from care” – **OA MELTON**
- “Parents impressed with C's very detailed support and care assessment and keeping them well informed during each stage” – **OA CHARNWOOD**
- “Customer commented how wonderfully caring the team are who provide home care services” – **HELP TO LIVE AT HOME PROVIDER**
- “Thank you to the HART team for all your care and advice”. – **HART**
- “Thank you to A in the DoLS Team for your exceptional work in delivering services” – **DOLS TEAM**
- “Niece of service user impressed with help and described S as a role model for social services” – **WAA NWL**
- “Customer appreciated N's hardwork helping her Husband try to obtain funding and through a safeguarding investigation” – **WAA HARBOROUGH**
- “Thank you to the Crisis Care Team for the wonderful care given to my husband” – **CRISIS TEAM**
- “We wish to thank the OT department for the outstanding care they have given. Thank you so much” – **LIGHTBULB**
- “Thanks to G for her assistance with rehousing” – **OA HARBOROUGH**
- “Thank you for setting up a DP for community activities for service user who has Alzheimer's Dementia”. – **OA HINCKLEY**
- “Appreciate the professional attitude of son's move to supported living. Delivered exceptional work” - **WAA MELTON**
- “Delivered great care and support to husband on release from hospital” – **HOSPITALS TEAM**
- “Praising courtesy and help of finance team” – **FINANCE TEAM**
- “Thanks for installing adaptations - has made life so much easier” – **OT TEAM**