



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

Date/Time: **Monday, 22 January 2024 at 2.00 pm**

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

Contact: **Mrs. A. Smith (0116 305 2583)**

Email: **angie.smith@leics.gov.uk**

Membership

Mr. T. J. Richardson CC (Chairman)

Mr. G. A. Boulter CC Mr. L. Hadji-Nikolaou CC
Mr. B. Champion CC Mr. J. Miah CC
Mr. N. Chapman CC Mrs. A. Wright 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>

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 6 November 2023.	(Pages 5 - 12)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	



6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
7. Presentation of Petitions under Standing Order 35.
8. Medium Term financial Strategy 2024/25 to 2027/28 Director of Adults and Communities and Director of Corporate Resources (Pages 13 - 38)
9. National Performance Benchmarking 2022/23 and Performance Report 2023/24 - Position at November 2023. Chief Executive and Director of Adults and Communities (Pages 39 - 54)
10. Creative Learning Services. Director of Adults and Communities (Pages 55 - 60)
11. Future of the Transitions Learning Programme. Director of Adults and Communities (Pages 61 - 74)
12. Community Managed Libraries. Director of Adults and Communities (Pages 75 - 82)
13. Date of next meeting.

The next meeting of the Commission is scheduled to take place on 4 March 2024, at 2.00pm.

14. 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 Governance and Scrutiny website www.cfgs.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?

Members are reminded that, to ensure questioning during meetings remains appropriately focused that:

- (a) they can use the officer contact details at the bottom of each report to ask questions of clarification or raise any related patch issues which might not be best addressed through the formal meeting;
- (b) they must speak only as a County Councillor and not on behalf of any other local authority when considering matters which also affect district or parish/town councils (see Articles 2.03(b) of the Council's Constitution).



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, 6 November 2023.

PRESENT

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

Mr. G. A. Boulter CC
Mr. B. Champion CC
Mr. J. G. Coxon CC

Mr. L. Hadji-Nikolaou CC
Ms. Betty Newton CC
Mr. L. Phillimore CC

In attendance

Mrs. C. Radford CC – Cabinet Lead Member for Adults and Communities
Mr. T. Parton CC – Cabinet Support Member

31. Minutes.

The minutes of the meeting held on 4 September 2023 were taken as read, confirmed and signed.

32. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 34.

33. 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).

34. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

There were no urgent items for consideration.

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

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

All Members of the committee who were also members of a district council (excluding Charnwood Borough Council) declared an Other Registerable Interest in agenda item 11 (Lightbulb Service Business Case), as the Lightbulb Service operated across all those districts.

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

There were no declarations of the party whip.

37. Presentation of Petitions under Standing Order 35.

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

38. Care Home Sustainability and Quality Report.

The Committee considered a report of the Director of Adults and Communities, the purpose of which was to provide an update on market sustainability, with a focus on the older adult residential care market and the nursing care market. The report also provided an update on quality in the residential and nursing care markets. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Arising from discussion the following points were made:

- i. A Member questioned what more could be done to improve Leicestershire's rating to move it from the third quartile in terms of the number of care homes rated 'Outstanding' or 'Good' when compared to the national average. The Director commented that the Authority worked with regional colleagues and national networks to identify best practice elsewhere. It was also noted there was a wide range of complex variables in the East Midlands when compared nationally, but the Authority would continue to ensure providers were well supported and would assist in the development of provider improvement strategies to ensure Leicestershire residents were receiving a quality service.
- ii. The Committee noted that Leicestershire had 133 care homes and 36 nursing homes, and of the 79.6% rated as Outstanding or Good, most were nursing homes.
- iii. A Member questioned if using block contracts could be more beneficial to the Authority. Officers confirmed this option was being explored, and discussions were being held with other authorities that used this approach, to determine the best way forward. The aim of block contracts would be to gain beneficial rates and provide certainty over capacity for people over the difficult winter months and beyond. The Department would need to move forward cautiously to ensure this was achieved.
- iv. A Member questioned if the block contracts would only given to care homes rated as Outstanding, as an incentive to bring others up to that level. The Director confirmed that the upper end of the market would be targeted but only a small proportion of homes were rated as Outstanding and therefore it might not be possible to set this as a key criteria. The Director provided assurance that the priority would be to provide a quality service. Work to look at individual bidders through the contract and quality team was therefore undertaken to properly understand how good homes were at any given point in time, noting that some homes might be rated as good or outstanding, but had potentially not been revisited by the CQC for a long time.
- v. A Member referenced the recruitment challenges faced across the sector and questioned what the position was currently in Leicestershire. Officers reported there were still recruitment and retention challenges, and there had recently been a report issued from Government on the state of the workforce for the country overall. It was noted that international recruitment had been used by Leicestershire providers increasingly over the past couple of years, more so for home care rather than care

homes, with some sponsored staff working within care home environments. It was further noted there were more men starting to work in adult social care which was positive. There remained increasing challenges, however around an ageing workforce.

The Chair thanked officers for the report and commented that having visited some Leicestershire care homes when joining the Committee, he had been reassured as to the standard of service provided. The Chair suggested that if newer Members of the Committee wished to similarly undertake a visit of some of Leicestershire's care homes that they should first contact the Director through the Democratic Services Team.

RESOLVED:

That the Care Home Sustainability and Quality report be noted.

39. Managing Demand in Adult Social Care.

The Committee considered a report of the Director of Adult Social Care which provided an update on the current demand pressures faced by the Council's Adults and Communities Department, including people waiting for care and support. It also provided an overview of the Adults and Communities Demand Management Programme, and an update on the position of managing demand in October 2023. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

Arising from discussion, the following points and questions arose:

- i. A Member queried if the service was able to manage the forecasted 3% growth in service users. The Director reported that as well as an increase in demand there had also been an increase in dependency since the Covid 19 pandemic, as well as extra needs for people being looked after in the community for longer. The cost of home care and residential care had also increased and officers were seeing more court work, with more mental capacity and deprivation of liberty cases coming forward. The result of this was that people might have to wait longer for their care packages to be put in place.
- ii. Members questioned and were reassured about the training and support provided to adult social care staff. The Director confirmed that the Department was fortunate to have three qualified lead practitioners who supported staff with their professional development, to ensure they were able to keep up with professional registrations through training, and with twice yearly professional development days to focus on particular areas, such as new legislation. Members were pleased to note that unqualified staff also received the same level of training and career development day opportunities.
- iii. A Member questioned of the 6% growth in Home Care client numbers, how much was a result of Covid-19 exacerbating existing and new health issues. The Director reported that there were a number of factors at play. These included people living for longer and therefore continuing to require care for longer. Also, the number of people leaving hospital and requiring a social care assessment had increased, with the proportion going on to receive a service doubling in number. People were also requiring treatment for longer, and there appeared to be a higher level of need with people not recovering as quickly, which also led to higher packages of care.

- iv. It was recognised that people who received home care and did not recover in the first twelve weeks were more likely to become dependent on the service. This was being addressed by early reviews being undertaken within that period to determine if people were able to regain their independence and services reduced.
- v. In response to a Members' question, the Director reported that people in the 18 to 65 age range were receiving support earlier and there was a growing expectation that Adult Social Care would become involved earlier, particularly to help young people move towards more independent living. It was further noted that the service was seeing an increase in those suffering from early onset dementia, which was now presenting in the 60+ age range (previously only seen in those of 70 – 80 years plus), resulting in more younger 'older' people entering the system than before.
- vi. It was noted that the Medium-Term Financial Strategy (MTFS) to be presented to Cabinet in December would be based on growth figures and pressures as at September / October 2023. Current figures around demand management work which would be available in November / December 2023 could not therefore be captured. Discussions were being held with the finance team on how best to address this within the forthcoming budget.

RESOLVED:

That the report on Managing Demand in Adult Social Care be noted.

40. Charging for Social Care and Policy Support.

The Committee considered a report of the Director of Adults and Communities, the purpose of which was to provide information on proposed changes to be made to the Council's Charging for Social Care and Support Policy to be presented at Cabinet for consideration at its meeting on 24 November 2023 and, subject to its approval, would be the subject of a formal public consultation exercise. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

In introducing the report, the Director informed Members that, following consultation, the final revised Policy would be presented to Cabinet for approval in the New Year but, to ensure this could be implemented by April 2024, it might not be possible for a further update to be brought back to this Committee ahead of that meeting. The Director therefore undertook to keep the Committee updated separately.

Arising from discussion, the following points were made:

- i. The changes to the Policy were mainly to provide clarification of wording, and no changes had been made to charging rates and statutory thresholds.
- ii. Looking forward there would be an amendment to how couples were assessed to ensure the position of a person's partner was more protected. This would replace a complex couple's adjustment that currently had to be made.
- iii. A Member questioned whether property owned abroad for the purposes of meeting the threshold of £23,250 was taken into account and should therefore be referenced in the Policy. Officers undertook to check and amend the Policy as necessary to ensure this was captured. It was noted that for a person seeking residential care, any property abroad would count towards the threshold and if met, a person would

become a self-funder for care, with a 12-week disregard period applied for a person to fund their own care. If a person was looking for a non-residential service, the value of the home a person lived in as their main residence did not dictate eligibility. However, it was noted that every assessment was undertaken individually as each persons' circumstances were different.

- iv. A Member questioned how much was owing to the County Council as a result of people receiving care, but the cost of that care not becoming payable until their demise and their assets sold, and if there was a percentage of that money owed at risk. The Director reported that there was a large amount of debt owed to the Authority in various forms such as held debt, payment pending, and some in mitigation. This was held as a corporate debt that went into the corporate account and reserves. The Director did not have the exact figures but undertook to provide these outside the meeting.

RESOLVED:

- a) That the report on proposed changes to the Council's Charging for Social Care and Support Policy be noted and supported.
- b) That the Director of Adults and Communities be requested to check that property owned abroad for the purposes of meeting the threshold for residential care was taken into account and to amend the Policy as necessary to make reference to this.

[Subsequent to the meeting, the Director of Adults and Communities confirmed that capital could include property and land in the UK or abroad and appropriate reference has now been made in the Policy to address this as requested by the Committee.]

41. Lightbulb Service Business Case

The Committee considered a report of the Director of Adults and Communities, the purpose of which was to advise the Committee of a review of the Lightbulb Service and to present options for development of the Service over the two years from April 2024 to April 2026. A copy of the report marked 'Agenda Item 11' is filed with these minutes.

Arising from discussion, the following points arose:

- i. Members welcomed the report and were supportive of option 3 that recommended minor adaptations be transferred from the County Council to the core Lightbulb model, with all district councils engaged.
- ii. Members noted Lightbulb was the most efficient use of money, expertise and resource to make people's lives better, and was an exemplar of how district and County councils should work together for the benefit of all residents of Leicestershire.
- iii. Members urged Charnwood Borough Council to fully join the Lightbulb Service, and commented that the current position was unsustainable as this had significant cost implications for the County Council and disadvantaged Charnwood residents.
- iv. A Member questioned if there was an opportunity to seek to amend the rules preventing capital funding being used to meet revenue costs, and vice versa. It was suggested that the Cabinet could make representation to Government to seek more flexibility when using funding to adapt residents' homes.

RESOLVED:

- a) That the report on the Lightbulb Service Business Case be noted and welcomed;
- b) That the Cabinet be advised that the Committee unanimously supported Option 3: All in, as the preferred approach;
- c) That the Cabinet be asked to make representations to Government seeking a change in the rules to allow for more flexibility in how local authorities could use Disabled Facilities Grants (DFGs) monies to better support residents.

42. Update on Archives, Collections and Learning Centre.

The Committee considered a report of the Director of Adults and Communities which provided an update and sought the views of the Committee on the work undertaken to develop an Archives, Collections and Learning (ACL) Centre. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

In presenting the report, the Director provided the following additional information:

- i. Current buildings occupied were the collections and resources centre at Barrow which was leased by the County Council at around £50,00 per annum. Also the Sherrier Centre at Lutterworth, and the Records Office in Wigston which were owned by the County Council as was an industrial unit in Coalville and a unit at Riverside Court in Measham, all of which could be commercially leased or sold to bring in income if no longer required.
- ii. Some of the leased sites when vacated would have some dilapidation costs, the figures for which were currently being considered, and would be at cost to the Council at some stage. The Director reported that the condition surveys on those buildings had estimated maintenance costs of around £3million over the next three to five years, with £1.5million of those sitting within the priority one and priority two areas, which meant such costs would potentially be avoided if the new ACL centre was progressed.
- iii. It was not currently possible to quantify the running costs of the new ACL centre, but the building was being designed to be efficient and sustainable.
- iv. In terms of next steps, additional investment was required to develop the project through the RIBA stages. This would be put forward for consideration as part of the capital programme. This would represent a major capital commitment at a time of significant financial challenge for the Authority, but offered an ongoing long-term solution to what had been a significant challenge in terms of the Council's commitment to care for and make available the cultural and historical heritage and records of Leicester, Leicestershire and Rutland.

Arising from discussion, the following points arose:

- (i) In response to a Member question it was explained that the National Archives advice was to plan for capacity for a period up to 25 years. This had therefore been used as the basis for the proposals. Any additional space built over and above this would

significantly increase cost.

- (ii) It was difficult to estimate what storage capacity would be required during the 25 years, but this had been done based on previous years' intake. Members noted that capacity had only been factored in for Record Office collections, not museum's collections, as there was no statutory requirement for the Council to provide for this.
- (iii) Members noted that it was a legal requirement for the Council to house records and to ensure these were appropriately stored and cared for. A Member suggested that the cost of inaction and losing accreditation would be significant financially and reputationally and in light of such risks, and to prevent further increases in costs, delivery of the new ACL centre should be brought forward if possible.
- (iv) Members suggested that the City and Rutland Councils should be approached for an early response as to whether they would be involved and contribute towards the proposed new centre.
- (v) In response to a Members' question, the Director reported that the scheme would have such a large capital cost, the Council had tried to exhaust all possibilities and alternatives. However, the development of the new centre appeared to be the only option if the Council wanted to continue to deliver all of the elements within the Hub and maintain its accreditation.
- (vi) Members noted that a lot of the collections had been gifted to the Council, and although it was sometimes prudent to look at alternative locations for some of its collections, it had a duty to the people of Leicestershire to maintain some of their heritage and make it available to them.

RESOLVED:

- a) That the update report on Archives, Collections and Learning Centre be noted and welcomed;
- b) That the Cabinet be advised that the Committee unanimously supported the proposals for the new Centre, but suggested that the project commence at the earliest possible stage to enable savings on leased and owned buildings to be made.

43. Date of next meeting.

It was noted that the next meeting of the Committee would be held on 22 January 2023 at 2.00pm.

2.00pm to 3.36pm
06 November 2023

CHAIRMAN

This page is intentionally left blank



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
22 JANUARY 2024

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

MEDIUM TERM FINANCIAL STRATEGY 2024/25–2027/28

Purpose of Report

- 1 The purpose of this report is to:
 - a) Provide information on the proposed 2024/25-2027/28 Medium Term Financial Strategy (MTFS) as it relates to the Adults and Communities Department;
 - b) Ask members of the Committee to consider any issues as part of the consultation process and make any recommendations to the Scrutiny Commission and the Cabinet accordingly.

Policy Framework and Previous Decisions

- 2 The County Council agreed the current MTFS in February 2023. This was the subject of a comprehensive review and revision in light of the current economic circumstances.

Background

- 3 The draft MTFS for 2024/25–2027/28 was set out in the report considered by the Cabinet on 19 December 2023, a copy of which has been circulated to all Members of the County Council. This report highlights the implications for the Adults and Communities Department.
- 4 Reports such as this one are being presented to the relevant Overview and Scrutiny Committees. The views of this Committee will be reported to the Scrutiny Commission on 29 January 2024. The Cabinet will consider the results of the scrutiny process on 9 February 2024 before recommending a MTFS, including a budget and capital programme for 2024/25 to the County Council on 21 February 2024.

Service Transformation

- 5 The Council's Adults and Communities Department has a '*Delivering Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020–2024*', which demonstrates how the Department will contribute to all five of the authority's Strategic Plan outcomes.

- 6 The Strategy builds on the previous adult social care, adult learning and communities and wellbeing service strategies. It recognises the value of more closely bringing together all the Department's work since it is fundamental to the Council's role in promoting wellbeing. The ambition at the heart of the Strategy is to improve wellbeing for the people and communities of Leicestershire including their levels of happiness, prosperity, and satisfaction with life, along with their sense of meaning, purpose, and connection. It also sets out other ambitions for the Department including:
- Improved customer experience and satisfaction;
 - Providing high quality information and advice;
 - Promoting wellbeing through universal services;
 - Building a flexible, talented, motivated workforce, including apprentices;
 - Investment in social care accommodation;
 - Seamless transition from children to adult services;
 - Promoting independence;
 - Improved use of technology;
 - Working effectively with partners.
- 7 The design and delivery of services will continue to be based on the 'right' model; that is the right people (those who are at risk or need support to maximise their independence) are receiving the right services, at the right time, in the right place and the Council is working with the right partners.
- 8 The Care Act 2014 places a duty on local authorities to integrate services with Health and other partners, both at an operational level and in respect to strategy and commissioning, in order to deliver joined up high quality services.
- 9 The draft Growth and Savings for the 2024 MTFS (2024/25-2027/28) reflect the changes in demand for services and the transformation in delivery of services to achieve the vision set out in the Department's Strategy and the national Government's reform of social care agenda.

Proposed Revenue Budget

- 10 The table below summarises the proposed 2024/25 revenue budget and provisional budgets for the next three years. The proposed 2024/25 revenue budget in detail is shown at Appendix A, attached to this report.

	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Original prior year budget	186,882	225,885	231,310	234,885
Budget transfers and adjustments	21,153			
Sub total	208,035	225,885	231,310	234,885
Add proposed growth (Appendix B)	24,295	7,195	7,435	7,095
Less proposed savings (Appendix C)	(6,445)	(1,770)	(3,860)	(1,325)
Proposed/provisional net budget	225,885	231,310	234,885	240,655

- 11 Detailed service budgets have been compiled on the basis of no pay or price inflation, a central contingency will be held which will be allocated to services as necessary.
- 12 The total gross proposed budget for 2024/25 is £368.119m with contributions from grants, Health transfers and service user contributions projected of £142.234m. The proposed net budget for 2024/25 totals £225.885m and is distributed as follows:

Net Budget 2024/25		
Demand Led Commissioned Services	£199.5m	88.3%
Direct Services	£5.7m	2.5%
Care Pathway – Operational Commissioning	£20.7m	9.2%
Care Pathway – Integration, Access and Prevention	£12.4m	5.5%
Strategic Services	£3.9m	1.7%
Early Intervention and Prevention	£1.6m	0.7%
Department Senior Management	£1.2m	0.5%
Better Care Fund/NHS Contribution	(£24.8m)	(10.9%)
Communities and Wellbeing	£5.7m	2.5%
Department Total	£225.9m	

Other Changes and Transfers

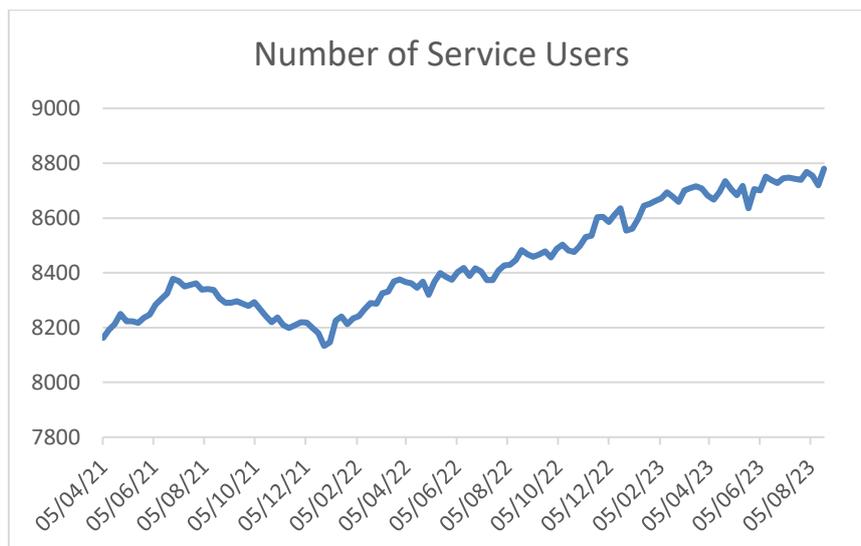
- 13 A number of budget transfers (totalling a net increase of £21.2m) were made through the 2023/24 financial year and are now adjusted for in the updated original budget. These transfers are:
- £0.4m for pay and pension inflation transferred from the central inflation contingency. Budget transfers to cover the additional costs associated with the 2023/24 pay award are still to be finalised but will be reflected in the final MTFS to be reported to Cabinet;
 - £15.2m for price inflation (including residential fee review);
 - £0.9m transfers to and from other departments;
 - £4.7m grant transfers relating ILF Grant (£1.2m) and Market Sustainability and Investment Fund (MSIF) (£3.5m).
- 14 Growth and savings have been categorised in the appendices under the following classification:
- * item unchanged from previous MTFS;
 ** item included in the previous MTFS, but amendments have been made;
 No stars new item.
- 15 This star rating is included in the descriptions set out for growth and savings below.
- 16 Savings are highlighted as “Eff” or “SR” dependent on whether the saving is seen as an efficiency or a service reduction or a mixture of both. “Inc” denotes those savings that are funding related or to generate more income.

Growth

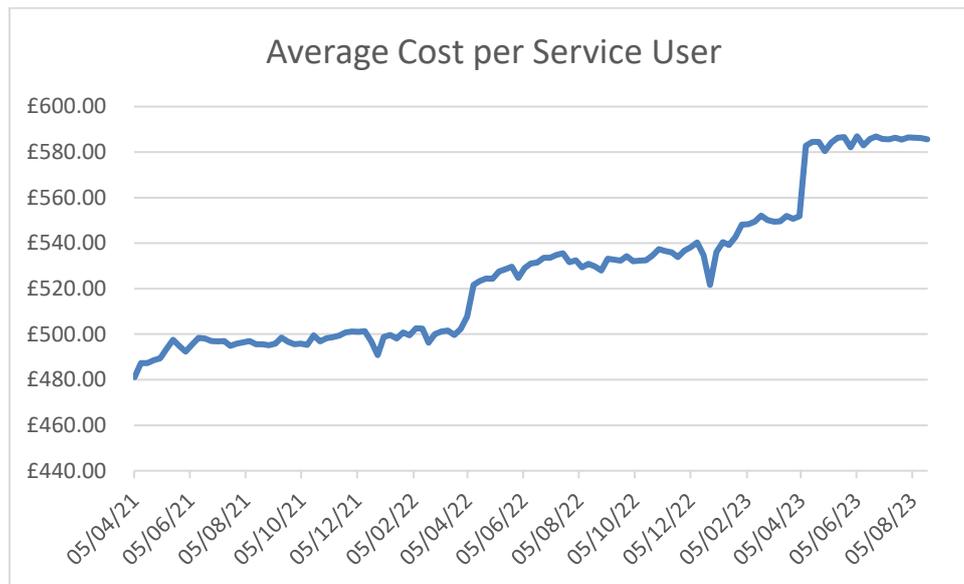
- 17 The proposed growth reflects changes in demand for services such as increased numbers of service users and number of high cost care packages, in particular those related to older adults and learning disabilities and changes in types of service. As in previous years, the profile of service users and their care needs are constantly changing which may impact on the services commissioned. Overall demand led expenditure totals circa £275m.
- 18 There is a number of demand management activities which include regular oversight of cost of care packages, a scheme of delegation which manages level of spend and accountability at all levels across the service, benchmarking against national population statistics and regular budget monitoring. The Departmental Management Team also maintains oversight of the quality and sustainability of the care provider market including impact of changes in demand for care homes and home care. All these actions aim to validate and mitigate future growth requirements.
- 19 The growth required is £24.3m for 2024/25 and rising to £46m by 2027/28. Demand for commissioned services continues to increase as well as the cost of care making it very challenging to accurately forecast growth requirements. Growth forecasts will be regularly reviewed and updated based on the latest information. The budget increases are outlined below and summarised in Appendix B to the report.

Overall Growth Trends

- 20 Overall number of service users being supported across Residential Care, Homecare, Supported Living, Cash Payments, and Community Life Choices from April- 2021 through to August 2023 are shown in the graph below. Typical growth would be approximately 1-1.5% per annum. However, current growth in the number of service users supported is around 3% per annum.



- 21 The average cost per service user rose over the same time period. This is shown in the graph below. The steep rise from April relates to the annual fee review uplift.



- 22 The average cost per service user was not static and rose over the course of 22/23 mainly driven by higher cost packages within Residential care from market pressures to secure a placement and increasing hours being commissioned within Homecare from increasing numbers of discharges from hospital. Over the course of 23/24 the average cost per service user has started to stabilise.

****G6 Older People demand – £17,080,000 in 2024/25 rising to £34,505,000 by 2027/28**

- 23 People aged over 65 account for most of the Department's care expenditure. This financial growth is required to meet the increasing numbers of older people with eligible needs as well as the increasing fragility of existing service users. The additional costs of packages of care are estimated to be £14m for residential, £18m for home care and £2.5m for direct cash payments.
- 24 Future changes in demand are initially estimated using historic trends to produce a baseline forecast of the likely number and average cost of service users. During 2023-2024 there have been significant changes in demand, mainly driven by the current hospital discharge process which has meant an increase of the average number of home care hours provided, increased number of short-term residential care places and increase in number of service users. The current projection is based on service needs as November 2023 which are assumed to continue into 2024.
- 25 Another key driver is the cost of providing services which has significantly increased as capacity in the market is limited and the impact of increasing inflation. Future changes in demand are estimated using national demographic statistics to produce a baseline forecast of the likely number and average cost of service users. This growth is primarily to meet the expected increase in service users from the projected demographic growth in future years.

**G7 Learning Disability demand – £7,865,000 in 2024/25 rising to £18,030,000 by 2027/28

- 26 There is a requirement for the Council to provide for increased care costs and growth relating to the number of service users accessing services that provide support to people with learning disabilities.
- 27 The current projection is based on service needs as at November 2023 which are assumed to continue into 2024. Future changes in demand are estimated using national demographic statistics to produce a baseline forecast of the likely number and average cost of service users.
- 28 There is currently an increase in the numbers of social care placements in children's services which may impact on the Adults and Communities Department in the long term but cannot yet be quantified.
- 29 This growth is primarily to meet the expected increase in service users from the projected demographic growth in future years.

**G8 Mental Health demand – £2,470,000 in 2024/25 rising to £5,465,000 by 2027/28

- 30 This financial growth is required to meet the increasing numbers of people with eligible mental health needs. Future changes in demand are initially estimated using historic trends to produce a baseline forecast of the likely number and average cost of service users. The current projection is based on service needs as at November 2023 which are assumed to continue into 2024. Other year changes in demand are estimated using national demographic statistics to produce a baseline forecast of the likely number and average cost of service users.

**G9 Physical Disabilities demand – £2,040,000 in 2024/25 rising to £4,110,000 by 2027/28

- 31 This financial growth is required to meet the increasing numbers of people with eligible physical disabilities. The current projection is based on service needs as at November 2023 which are assumed to continue into 2024. Future changes in demand are estimated using national demographic statistics to produce a baseline forecast of the likely number and average cost of service users. This growth is primarily to meet the expected increase in service users from the projected demographic growth in future years.

G10 Liberty Protection Safeguards Referral Growth - £730,000 in 2024/25 ongoing

- 32 The net service budget of £2.2m has been at its current level since 2017/18. In 2023/24 the budget for staffing is £1.3m, with running costs of £1.25m and income of £0.35m. The volume of referrals has, however, increased over that time from 4,400 to an expected volume in 2023/24 of 7,000. In order to meet demand, the budget was overspent by £700k in 2022/23 and is currently forecast to overspend by £800k in 2023/24.
- 33 The additional costs are due to increased numbers of medical assessments and paid personal representatives, and also for the cases being dealt with by external Best Interest Assessors (BIAs). The service is undertaking a review of the approach taken

by the internal BIAs in order to increase the productivity of staff and the growth bid reflects this improvement.

G11 Shortfall of Health/Discharge to Assess Income Support Growth - £3,200,000 in 2024/25 ongoing

- 34 The Authority received significant income during covid from Discharge grants and other health income, this has reduced overtime leaving a gap in funding of £3.2m.

G12 Additional Service User Income from Growth in numbers – (-£860,000) in 2024/25 rising to (-£6,860,000) in 2027/28

- 35 As the growth in the number of service users increases it is anticipated that a proportion these will be able to contribute towards the costs of their care which will offset the amount of growth required.

G13 Additional Health Income from Growth in numbers – (-£2,950,000) in 2024/25 rising to (-£6,540,000) in 2027/28

- 36 As the growth in the number of service users increases it is anticipated that a proportion these will attract health income to support their needs which will offset the amount of growth required.

G14 Increased Service User Income from aligning to levels in 2023/24 – (-£2,500,000) in 2024/25 ongoing

- 37 As the growth in the number of service users has increased during 2023/24 income has increased from those able to contribute towards the costs of their care which will offset the amount of growth required.

G15 Increased Health Income from aligning to levels in 2023/24 – (-£600,000) in 2024/25 ongoing

- 38 As the growth in the number of service users increase in 2023/24 a proportion these attracted health income to support their needs which will offset the amount of growth required.

G16 Demand Management Target – (-£2,180,000) in 2024/25 rising to (-£3,520,000) in 2027/28

- 39 Considering the scale of the challenge faced by the Council to balance the MTFS and the level of growth, a target for reducing growth by managing demand has been set. Plans to achieve this target are being developed by the department.

Savings

- 40 Details of proposed savings are set out in Appendix C and total £6.4m in 2024/25 and £13.4m over the next four years.

Adult Social Care

****AC1 (Inc) - Increased Income - £200,000 saving in 2024/25 rising to £500,000 from 2027/28**

- 41 Department for Work and Pensions increases in benefits payments should provide additional chargeable income. It is anticipated that income from older people will rise faster than inflation as a result of the protection of over 65s benefits provided for by the National Government (£500k).

*** AC2 (Eff) – Implementation of Digital Assistive Technology to Service Users (Technology Enabled Care -TEC) – £1,250,000 saving in 2024/25 rising to £3,250,000 from 2026/27**

- 42 Savings by developing a range of IT and digital solutions that can be used to support service user outcomes across the Care Pathway. It includes assistive technology, aids and adaptations, telecare, and telehealth. Implementation commenced at the end of April 2022 and includes a partnership arrangement with Hampshire County Council and their commercial partner PA Argenti. Hampshire acts as a strategic partner to assist the Department in transformation and deliver a new approach to care technology.
- 43 One of the key strategic aims of the service is to deliver a significant financial contribution to the Council – both in terms of avoided future demand and in terms of actual in-year cost reductions. Savings are a mixture of avoided cost and cashable savings as well as non-financial benefits of care technology providing better outcomes for people.
- 44 The transformed Council Care Technology (CT) service has been running since 25 April 2022. Since launch, demand for the service has been strong and is growing. Evidence that the technology is having a positive outcome for people and care technology is being utilised to reduce the risk to the person or to support the carer.

***AC3 (Eff) - Establishment Review – £500,000 saving in 2024/25 onwards**

- 45 Additional savings during 2022/23 of £350k were identified through a review of vacant and paused posts which has been implemented. A target 5% reduction on remaining staffing budgets, an additional £500k is proposed to be achieved from 2024/25 and plans are being developed to implement a vacancy level turnover rate to staffing budgets.

***AC4 (Eff) - Review of Mental Health pathway and placements -£200,000 savings 2026/27 onwards**

- 46 A review of the Mental Health Care Pathway including a progression model to reduce residential costs and other support. The intention is to enable people to step down from building-based services into their own homes with flexible support to prevent a further relapse and escalation back into building-based services. A Mental Health Accommodation Pathway Project has been established with membership including both internal and external partners. Additional staffing is being put in place to help support the move to step down accommodation and initial savings have been made.

*AC5 (Inc) - Increased BCF Income - £1,000,000 saving in 2024/25 rising to £4,000,000 in 2027/28

47 Additional income from the annual uplift on the protected social care element of the Better Care Fund (BCF).

*AC6 (Eff) – Direct Payment Commissioning Efficiencies – £ 500,000 saving 2024/25 onwards

48 This is a review of Direct Payment packages and surplus balances held by service users. Reviews of Direct Payments with a surplus balance of more than four weeks will be undertaken and care packages to be reduced to reflect amount needed. Improvements will also be made to ensure income recovery from service user contributions and back-office systems and processes.

**AC7 (Eff) - Commissioning and implementation of revised Extra Care model - £130,000 from 2024/25 onwards

49 A review of commissioning of Extra Care unplanned care services has been undertaken and a procurement exercise commenced in October 2022. The new contract for the Extra Care Service commenced in April 2023 and the revised service model realised a saving whilst ensuring that the schemes operate more efficiently. The final part of the saving is due to be delivered in 2024/25.

*AC8 (Inc) - Review of Mental Health Section 117 funding arrangements -£250,000 saving 2024/25 onwards

50 To undertake a review of Mental Health S117 funding arrangements, at present whilst there is agreement with the Integrated Care Board (ICB) to progress to a 50/50 funding split for all Section 117 care packages excluding Transforming Care Programme cases. A number of cases have been identified where care packages are either being funded in total by adult social care, or where savings could be achieved through moving to 50/50 funding. This is offset in part by cases where Health previously funded at more than 50% where there will be an increase in cost.

*AC9 (Eff) - Improve consistency in hourly rates for Direct Payments (DP) and promote use of personal assistants - £200,000 saving in 2024/25 rising to £360,000 from 2025/26

51 The hourly rates paid to DP recipients vary and current available guidance to operational staff requires updating. This has resulted in operational commissioning staff agreeing hourly rates on an individual basis. The proposal is to:

- Standardise the DP rate to Personal Assistants (PA);
- Develop the PA market in Leicestershire through a bespoke programme led and supported by adult social care;
- Increase the number of people accessing PA's as an alternative to home care agency provision.

52 This would help achieve consistency by reducing the variation in the rates paid, whilst encouraging more people to become PAs. Putting in place clearer guidance for staff about how hourly rates should be applied will also help reduce the use of exceptions and reduce higher hourly rates.

**AC10 (Eff) - Improving outcomes from the Homecare Assessment and Reablement Team (HART) and Community Response Service (CRS)- £1,270,000 saving in 2024/25 onwards

- 53 Developing and delivering an intake model for all new and requests for increases in packages of care with the net benefit of increasing BCF income and reducing domiciliary care usage.
- 54 Intake model will commission appropriate services following a more focussed assessment period and where appropriate, reablement support, leading to better outcomes and increased independence and a reduction on commissioned service budgets and admissions to building based services.
- 55 Joint working with therapy staff from Leicestershire Partnership NHS Trust was rolled out during 2023 to develop an enhanced model of integrated working to maximise health and social care resources, whilst delivering improved outcomes in a shorter timeframe – this model will support the wider intake approach.

*AC11 (Eff) – Alignment of the Homecare Assessment and Reablement Team (HART) and Community Response Service (CRS)- £50,000 saving in 2024/25 onwards

- 56 Completion of the restructuring the CRS and HART teams to align grading structures across CRS in line with revised HART model, combining resources to remove overlaps and duplication and reduce mileage costs and ineffective travel time during 2024/25 will deliver final savings. The review was undertaken to delete unfunded posts and used the available staff to deliver a range of support to people in the county rather than specific job tasks.

*AC12 (Eff) – Reprovision of in-house day services- £150,000 saving in 2024/25 onwards

- 57 The reprovision of Community Life Choices (CLC) aligned to closures of in-house services and moving existing service users to other providers which will achieve savings in the region of £300,000 in total. A management and asset restructure will produce an additional £150,000 savings.

AC13 (Eff) – Three Conversations Model- £500,000 saving in 2024/25 onwards

- 58 The Three Conversations approach recognises that people and their families are the experts in their own lives and by listening to them it could be possible to develop a different approach to meeting their needs; utilising resources and skills, building upon their strengths, connecting them to the right people, communities, organisations to make their lives better, rather than seeing the commissioning of services as the best option for people. This approach has now been used in more than 40 local authorities in England and a number of Health and Social Care partnerships in Scotland. Further analysis on reducing costs related to commissioned services will continue to be explored as part next phase of the workstream.
- 59 The partnership with Partners4Change ceased earlier this year. However, officers are continuing to embed the ways of working regarding the ethos of the Three Conversations model across localities, namely Blaby, Oadby, Wigston and Harborough and countywide teams. The model is seen as the next steps of the

Department's operating model and seeks to work with people in the ways outlined above. This is anticipated to deliver £500k of savings.

AC14 (Eff) – Transforming Commissioning – Extra Care - £60,000 saving in 2024/25 rising to £315,000 in 2027/28

- 60 The Market Sustainability Plan outlined how sustainability issues identified will be addressed, including how fair cost of care funding will be used to address these issues over the next one to three years.
- 61 The County Council considers its extra care stock to be low for the size of the county, in particular for those people with higher social care needs. The Council will seek to increase development of extra care within the county to support people with a higher level of care and support needs akin to standard residential care with a particular focus on dementia. This should reduce the overall costs of residential and care costs through reducing support costs.
- 62 This project will look to address the current position where the current client mix in extra care does not support sustainability of the provision. Leicestershire's provision is underused and there is less available than in other local authority areas. The aims are to:
- Increase Council commissioned care;
 - Increase the high needs cohort;
 - Increasing the average level of need within the high care needs cohort.

AC15 (Eff) – Transforming Commissioning – Block Beds - £50,000 saving in 2024/25 rising to £450,000 in 2027/28

- 63 The County Council has an adult social care provider market that is challenged by reduced workforce availability and increased market pressures due to system capacity needs, which is prompting a change in approach to ensure market sufficiency in residential care, in the form of a block contract(s). Nationally and locally, the market is under significant pressure and is struggling to recruit and retain an effective workforce and sustain financial viability. Block contracts will focus on addressing market capacity, within a very challenging climate.
- 64 Initial engagement with providers took place in July 2023, when the notion of block bed booking approaches was shared and the feedback was positive. Staffordshire County Council has also been engaged and their model obtained which will be used to derive information and lessons learned.
- 65 Additional work is required which includes:
- Market engagement to obtain from providers the level of discount they would be willing to offer, or likelihood of bidding at a specific set rate;
 - Developing a block bed booking specification.
- 66 This work will be completed by February 2024 to then enable a procurement exercise to commence. Profiled savings will be in place from 2024/25. Whilst the initiative will aim to deliver savings it will also seek to stabilise the care provider market in particular those providers where the Council has larger numbers of placements.

AC16 (Eff) – Transforming Commissioning – Alternatives to Home Care - £100,000 saving in 2024/25 rising to £700,000 in 2027/28

- 67 Following the diagnostic review into the usage of home care, initiatives to reduce demand and costs have been explored. An opportunity identified is to reduce the volume of home care commissioned.
- 68 This project seeks to identify and utilise cost-effective alternatives to home care, for the non-personal care elements of a package with a shift towards outcomes-based commissioning.
- 69 Early analysis suggests a proportion of support packages have a non-personal care element and therefore this provision could be provided by a non-regulated service, for example shopping calls. Where packages have an element of non-personal care there is potential to mix packages with a regulated provision for personal care tasks and an alternative for other required tasks, such as cleaning, and therefore the potential for cost reduction.

AC17 (Eff) – Mental Health Rehabilitation and Recovery - £160,000 saving in 2024/25 onwards

- 70 The Mental Health Rehabilitation and Recovery Service delivers effective rehabilitation and recovery to people whose needs cannot be met by less intensive mainstream adult mental health services. The service supports the wider health system but is currently funded by the County Council. It has been agreed that the Integrated Care Board will fund 50% of the service from 2023/24. The service will be reviewed over the next 12 months to determine future delivery.

Communities and Wellbeing

*AC18 (Eff/SR) - Implementation of revised service for Communities and Wellbeing - £40,000 saving from 2025/26 onwards

- 71 Further work has been undertaken to review options for the relocation of the Record Office of Leicester, Leicestershire, and Rutland (ROLLR), and the creation of a Collections Hub. Dependent on decisions taken with regard to the allocation of future capital, this may realise the final part of the previous restructuring and enable the release of the current collection stores to consolidate assets into one location.

*AC 19 (SR) – Review Green Plaque Service - £25,000 saving from 2024/25 onwards

- 72 The Green Plaque Scheme was established in 2014 as a means of celebrating people and locations in Leicestershire that have made a significant impact, 36 plaques have been awarded. The scheme is currently paused for new nominations.
- 73 There is significant work required from the Record Office to research and validate the nominations; an officer plans and facilitates the nominations and shortlisting and voting processes, arranges the production and siting of the physical plaques, which often require various permissions, including listed building consent and planning, as well as organising the unveiling events and associated publicity. Stopping the scheme has no impact on any particular user groups significantly and as a

standalone service it does not impact directly on other parts of the service or Council. The saving will complete in 2024/25 when staffing the scheme finishes.

*AC20 (SR) – Review charging for Creative Learning Services - £50,000 saving from 2024/25 onwards

- 74 Creative Learning Services currently charge schools for the services they provide and a review of charging will be undertaken to ensure that the costs of delivering these services are recovered.

Savings under development

- 75 The following area is being developed to meet future savings targets.

Transitions Review

- 76 The journey from child to adult social care is commonly described as ‘transition.’ It begins in Year 9 (age 13/14) and continues up to the age of 25. At present the department’s Young Adult Disability Team works directly with young people from around the age of 17. Transition is a process that happens over a period of time, during which services need to work flexibly to ensure each young person’s individual circumstances are taken into account when planning the move into adulthood. Working with young people and their representatives, a successful transitions process should provide an effective move between child and adult social care teams, enabling expectations around the process and potential progression to more independent living to be agreed at an earlier point.
- 77 It is hypothesised that if more active work is undertaken with young people receiving children’s social care, their representatives and social care workers at an earlier age, savings could be achieved by having additional time to work with them to look at ways of reducing need or considering alternative approaches to meet outcomes.
- 78 Considering the scale of the challenge faced by the Council to balance the MTFs, existing financial control measures are being reinforced and new ones being applied to ensure a tight focus on eliminating non-essential spend. Inevitably further savings beyond those identified in this report will be needed and where possible included in the final MTFs.

Health and Social Care Integration

Better Care Fund (BCF)

- 79 Health and Social Care Integration continues to be a national government priority. Developing effective ways to co-ordinate care and integrate services around the person and provide more of this care in community settings are seen nationally and locally as key to improving outcomes and ensuring high quality and sustainable services for the future.
- 80 The Council has received funding from the NHS through the BCF since 2015/16 in line with levels determined by Government. The BCF’s purpose is to help the Council finance the delivery and transformation of integrated health and care services to the residents of Leicestershire, in conjunction with NHS partners.

- 81 The BCF policy framework and planning requirements are refreshed regularly and may cover one year or a number of years. The Department of Health and Social Care (DHSC) and the Department for Levelling Up, Housing and Communities (DLUHC) published a two-year policy framework for the implementation of the BCF in 2023/24 and 2024/25 on 4 April 2023. NHS England will approve BCF plans in consultation with DHSC and DLUHC.
- 82 The four national conditions set by the Government in the BCF policy framework for 2023/25 are:
- 1 Plans to be jointly agreed.
 - 2 Enabling people to stay well, safe and independent at home for longer.
 - 3 Provide the right care in the right place at the right time.
 - 4 Maintaining NHS's contribution to adult social care and investment in NHS commissioned out of hospital services.
- 83 The Adult Social Care Discharge Fund for 2023/24 and 2024/25 will be pooled into local BCF plans (as required by the grant conditions) and Section 75 agreements which are the agreements between the NHS and the Council underpinning the pooling. The funding will be provided through grants to local authorities and allocations via ICBs.
- 84 The Adult Social Care Discharge Fund announced for 2023/24 had specific conditions and reporting requirements as set out in the grant determination published on 4 April 2023. These included that the grant could not be substituted to fund existing activities. The funding conditions and individual allocations for 2024/25 are yet to be announced, but the total value of the grant nationally was announced by DLUHC on 5 December 2023 and there is a 66% increase on 2023/24 funding. However, there has been no indication of later years funding and therefore additional activities undertaken must be able to deliver benefits quickly and resources can only be procured on a short-term basis.
- 85 The value of BCF funding for Leicestershire in 2023/24 and 2024/25 is shown in the table below:

	2023/24 £m	2024/25 £m	
NHS Minimum Allocation	48.8	51.5	Level mandated by NHS England
Discharge Fund	4.8	8.5	Allocated to both ICBs and local authorities to support safe and timely discharge from hospitals
IBCF	17.7	17.7	Allocated to local authorities, specifically to meet social care need and assist with alleviating pressures on the NHS, with emphasis on improving hospital discharge, and stabilising the social care provider market.
Disabled Facilities Grant	4.8	4.8	Passed to district councils
Total BCF Plan	76.1	82.5	

- 86 In 2024/25, £22.9m of the NHS minimum allocation into the BCF will be used to sustain adult social care services. The national conditions of the BCF require a certain level of expenditure to be allocated for this purpose. This funding has been crucial in ensuring the Council can maintain a balanced budget, while ensuring that some of its most vulnerable users are protected; unnecessary hospital admissions are avoided; and the good performance on delayed transfers of care from hospital is maintained.
- 87 In addition to the required level of funding for sustaining social care service provision, in 2024/25 a further £7.9m of Leicestershire's BCF funding has been allocated for social care commissioned services. These services are aimed at improving carers' health and wellbeing, safeguarding, mental health discharge, dementia support and crisis response.
- 88 The balance of the NHS Minimum Allocation £20.7m is allocated for NHS commissioned out-of-hospital services. The County Council commissions community care services on behalf of the NHS through shared care and joint funding arrangements. The Council is reviewing these arrangements alongside the provision of Continuing Health Care and Funded Nursing care to ensure residents are receiving optimal care and it is funded appropriately.
- 89 Any reduction in the funding for social care from the BCF would place additional pressure on the Council's MTFS, and without this funding there is a real risk that the Council would not be able to manage demand or take forward the wider integration agenda.

Other External Influences

- 90 There is a number of areas of funding that influence the achievability of the MTFS for the department. For example:
- Hospital Discharge arrangements;
 - Increasing costs of care mainly due to in the National Living Wage and shortages of workforce in the care sector in certain rural areas.

Other Funding Sources

- 91 For 2024/25, the following other funding is expected to be received:
- Service users eligible for Continuing Health Care - £8.4m through the Learning Disabilities Pooled Budget and for non-Learning Disability service users £19.4m;
 - Social Care in Prisons Grant - £100,000 which is anticipated to be ongoing;
 - Local Reform and Community Voices Grant - £52,000 for Deprivation of Liberty Services in Hospitals;
 - War Pension Scheme Disregard Grant - £95,000;
 - Funding to support Adult Learning from Skills Funding Agency estimated to be £4.1m and Education Funding Agency £47,000.
 - Multiply Project (Education Skills Funding Agency)- £1.0m;
 - Improved Better Care Fund – Winter Pressures £3.5m;
 - ASC Discharge from Hospital Grant - £4.1m

Capital Programme

- 92 The proposed Adults and Communities capital programme totals £22.1m (see Appendix D). The main source of external funding for the programme is the BCF grant programme (£19.4m), which is passported to District Councils to fund major housing adaptations in the County. The balance of the programme (£2.8m) is discretionary funding.
- 93 The capital programme for the Department is traditionally relatively small. The only allocations are for future projects being developed with a focus on delivering long term revenue savings/operational improvements as part of the Social Care Investment Programme (SCIP) £2.8m, which involves the purchase and development of properties to meet the needs identified within the Social Care Accommodation Development Plan, which was approved by the Cabinet on 25 June 2019 and which are subject to business cases.

Future Developments

- 94 Below is a summary of provisional capital bids expected to be made by the Department. These have yet to be formally approved and are subject to business cases:
- a) *Heritage and Learning Collections Hub (Phase 2)* – To co-locate the Council's museums and learning collections into a single facility at the Eastern Annexe. This forms part of the Communities and Wellbeing Strategy to reduce the number of collection locations.
 - b) *SCIP* – Other potential accommodation opportunities are being investigated which may require capital investment.

Background Papers

Report to the Cabinet: 19 December 2023 – Medium Term Financial Strategy 2024/25 to 2027/28 Proposals for Consultation

Delivering Wellbeing and opportunity in Leicestershire – Adults and Communities Department Ambitions and Strategy for 2020-24

Better Care Fund

Circulation under local issues alert procedure

- 95 None.

Equality and Human Rights Implications

- 96 Under the Equality Act 2010 local authorities are required to have due regard to the need to:
- a) Eliminate unlawful discrimination, harassment and victimisation;
 - b) Advance equality of opportunity between people who share protected characteristics and those who do not; and,

- c) Foster good relations between people who share protected characteristics and those who do not.
- 97 Given the nature of services provided, many aspects of the County Council's MTFS will affect service users who have a protected characteristic under equalities legislation. An assessment of the impact of the proposals on the protected groups must be undertaken at a formative stage prior to any final decisions being made. Such assessments will be undertaken in light of the potential impact of proposals and the timing of any proposed changes. Those detailed assessments will be revised as the proposals are developed to ensure decision-makers have information to understand the effect of any service change, policy or practice on people who have a protected characteristic.
- 98 There are several areas of the budget where there are opportunities for positive benefits for people with protected characteristics both from the additional investment the Council is making into specialist services and to changes to existing services which offer improved outcomes for users whilst also delivering financial savings.
- 99 If, as a result of undertaking an assessment, potential negative impacts are identified, these will be subject to further assessment.
- 100 Any savings arising out of a reduction in posts will be subject to the County Council's Organisational Change Policy which requires an Equality Impact Assessment to be undertaken as part of the Action Plan.

Human Rights Implications

- 101 Where there are potential Human Rights implications arising from the changes proposed, these will be subject to further assessment including consultation with the Council's Legal Services.

Appendices

- Appendix A – Revenue Budget 2024/25
 Appendix B – Growth
 Appendix C – Savings
 Appendix D – Capital Programme 2024/25 to 2027/28

Officers to Contact

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

Declan Keegan, Director of Corporate Resources
 Tel: 0116 305 7668
 E-mail: declan.keegan@leics.gov.uk

Judith Spence, Finance Business Partner, Corporate Resources Department
 Tel: 0116 305 5998
 E-mail: judith.spence@leics.gov.uk

This page is intentionally left blank

ADULTS AND COMMUNITIES**REVENUE BUDGET 2024/25**

Net Budget 2023/24 £		* Employees	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2024/25 £	
Care Pathway - Operational Commissioning								
974,611	Heads of Service (OC) & Lead Practitioners	S	992,704	48,000	0	1,040,704	-62,964	977,740
7,401,940	Cognitive & Physical Disability (C&PD)	S	6,023,610	2,343,638	0	8,367,248	-657,880	7,709,368
4,308,965	Learning Disability & Autism (LD&A)	S	4,696,952	69,564	-39,520	4,726,996	-436,870	4,290,126
7,022,900	Mental Health & Safeguarding (MH&S)	S	8,011,073	2,383,185	0	10,394,258	-2,678,998	7,715,260
19,708,416	TOTAL		19,724,339	4,844,387	-39,520	24,529,206	-3,836,712	20,692,494
Care Pathway - Integration, Access & Prevention								
379,722	Heads of Service (IAP) & Strategic Service Managers	S	497,791	265,295	0	763,086	-737,205	25,881
2,986	Integration Team	D	222,072	179,000	0	401,072	-401,072	0
2,813,048	Access & Digital Services	S	3,818,023	1,293,514	-186,994	4,924,543	-2,124,007	2,800,536
8,956,744	Home First	S	12,352,976	845,827	0	13,198,803	-4,284,317	8,914,486
642,832	Social Care Investment	B	382,357	250,651	0	633,008	0	633,008
12,795,332	TOTAL		17,273,220	2,834,287	-186,994	19,920,513	-7,546,601	12,373,912
Direct Services								
142,190	Direct Services Managers	S	534,418	5,400	0	539,818	0	539,818
4,912,197	Supported Living, Residential and Short Breaks	S	4,511,699	189,775	0	4,701,474	-4,000	4,697,474
1,692,308	CLC / Day Services	S	0	0	0	0	0	0
349,296	Shared Lives Team	D	274,209	40,570	0	314,779	0	314,779
150,086	Direct Services Review	S	0	125,618	0	125,618	0	125,618
7,246,078	TOTAL		5,320,326	361,363	0	5,681,689	-4,000	5,677,689
Early Intervention & Prevention								
652,112	Extra Care	S	0	338,211	0	338,211	0	338,211
96,000	Eligible Services	B	0	377,426	0	377,426	-281,426	96,000
790,611	Secondary (e.g. Carers & Community Assessments)	B	0	1,272,007	0	1,272,007	-465,000	807,007
404,162	Tertiary (e.g. Advocacy)	B	0	750,841	-54,000	696,841	-297,421	399,420
1,942,885	TOTAL		0	2,738,485	-54,000	2,684,485	-1,043,847	1,640,638
Strategic Services								
207,098	Heads of Strategic Services	S	210,112	1,400	0	211,512	0	211,512
1,931,008	Business Support & Strategy and Planning	S	1,673,004	283,820	-20,355	1,936,469	0	1,936,469
1,863,118	Commissioning & Quality	S	2,563,796	136,126	0	2,699,922	-941,206	1,758,716
4,001,224	TOTAL		4,446,912	421,346	-20,355	4,847,903	-941,206	3,906,697
Demand Led Commissioned Services								
84,872,071	Residential & Nursing Care	S	0	131,363,364	0	131,363,364	-41,886,293	89,477,071
1,631,675	Shared Lives Residential	S	0	1,631,675	0	1,631,675	0	1,631,675
34,213,818	Supported Living	S	0	42,363,818	0	42,363,818	0	42,363,818
39,337,790	Home Care	S	0	46,642,790	0	46,642,790	0	46,642,790
44,505,693	Direct Cash Payments	S	0	44,035,693	0	44,035,693	0	44,035,693
7,164,300	Community Life Choices (CLC)	S	0	8,877,689	0	8,877,689	0	8,877,689
535,750	Shared Lives - CLC	S	0	535,750	0	535,750	0	535,750
-30,191,173	Non-Residential Income	S	0	0	0	0	-34,068,173	-34,068,173
182,069,924	TOTAL		0	275,450,779	0	275,450,779	-75,954,466	199,496,313
-26,990,030	Better Care Fund (Balance)	S	0	19,897,398	0	19,897,398	-44,687,398	-24,790,000
1,482,699	Department Senior Management	S	945,816	434,588	-8,000	1,372,404	-211,226	1,161,178
202,256,528	TOTAL ASC		47,710,613	306,982,633	-308,869	354,384,377	-134,225,456	220,158,921
Communities and Wellbeing								
312,681	C&W Senior Management	B	336,291	6,150	-15,000	327,441	0	327,441
2,007,847	Libraries Operational	S	2,090,382	312,942	-7,662	2,395,662	-380,959	2,014,703
1,148,768	Libraries Resources	S	272,359	899,023	0	1,171,381	-23,000	1,148,381
896,640	Museums & Heritage	D	959,859	350,696	0	1,310,555	-413,889	896,666
432,894	Participation	D	419,900	20,200	-32,206	407,894	0	407,894
975,782	Collections & Learning	B	1,333,129	275,743	0	1,608,872	-677,726	931,146
0	Externally Funded Projects	D	309,440	140,323	0	449,763	-449,763	0
7,739	Adult Learning	D	4,719,231	1,652,056	-308,159	6,063,128	-6,063,126	2
-3,724	C&W Efficiencies		0	0	0	0	0	0
5,778,627	TOTAL C&W		10,440,591	3,657,133	-363,027	13,734,697	-8,008,463	5,726,234
208,035,155	TOTAL ADULTS & COMMUNITIES		58,151,203	310,639,766	-671,896	368,119,074	-142,233,919	225,885,155

* S/D/B : indicates that the service is Statutory, Discretionary or a combination of Both

This page is intentionally left blank

APPENDIX B

References	<u>GROWTH</u>	2024/25	2025/26	2026/27	2027/28
		£000	£000	£000	£000
	<u>ADULTS & COMMUNITIES</u>				
** G6	Older people - new entrants and increasing needs in community based services and residential admissions	17,080	22,640	28,425	34,505
** G7	Learning Disabilities - new entrants including children transitions and people with complex needs	7,865	11,210	14,655	18,030
** G8	Mental Health - new entrants in community based services and residential admissions	2,470	3,440	4,455	5,465
** G9	Physical Disabilities - new entrants in community based services	2,040	2,705	3,400	4,110
G10	Liberty Protection Safeguards Referral Growth	730	730	730	730
G11	Shortfall of ICB/Discharge to Assess Income Support	3,200	3,200	3,200	3,200
G12	Additional Service User Income from new growth to offset costs	-860	-2,775	-4,780	-6,860
G13	Additional Health Income from new growth to offset costs	-2,950	-4,120	-5,330	-6,540
G14	Increased Service User Income realigning to 2023/24 levels	-2,500	-2,500	-2,500	-2,500
G15	Increased Health Income realigning to 2023/24 levels	-600	-600	-600	-600
G16	Demand management	-2,180	-2,440	-2,730	-3,520
	TOTAL	24,295	31,490	38,925	46,020

* items unchanged from previous Medium Term Financial Strategy

** items included in the previous Medium Term Financial Strategy which have been amended

This page is intentionally left blank

SAVINGS**References used in the following tables**

* items unchanged from previous Medium Term Financial Strategy

** items included in the previous Medium Term Financial Strategy which have been amended

Eff - Efficiency saving

SR - Service reduction

Inc - Income

2024/25	2025/26	2026/27	2027/28
£000	£000	£000	£000

ADULTS & COMMUNITIES							
Adult Social Care							
**	AC1	Inc	Increased income from fairer charging and removal of subsidy / aligning increases	-200	-300	-400	-500
*	AC2	Eff	Implementation of digital assistive technology to service users	-1,250	-1,250	-3,250	-3,250
*	AC3	Eff	Establishment Review following implementation of TOM programme	-500	-500	-500	-500
*	AC4	Eff	Review of Mental Health pathway and placements	0	0	-200	-200
**	AC5	Inc	Increased BCF income from annual uplift	-1,000	-2,000	-3,000	-4,000
*	AC6	Eff	Direct Payments commissioning efficiencies	-500	-500	-500	-500
**	AC7	Eff	Commissioning and implementation of revised Extra Care model	-130	-130	-130	-130
*	AC8	Inc	Review of Mental Health Section 117 funding arrangements	-250	-250	-250	-250
*	AC9	Eff	Improve consistency in hourly rates for DP's and promote use of personal assistants	-200	-360	-360	-360
**	AC10	Eff	Improving outcomes from homecare assessment and reablement team (HART) / community response service (CRS)	-1,270	-1,270	-1,270	-1,270
*	AC11	Eff	Alignment of HART/CRS services	-50	-50	-50	-50
*	AC12	Eff	Reprovision of in house day services	-150	-150	-150	-150
	AC13	Eff	Three Conversations Model	-500	-500	-500	-500
	AC14	Eff	Transforming Commissioning (Extra Care)	-60	-160	-240	-315
	AC15	Eff	Transforming Commissioning (Block Beds)	-50	-170	-300	-450
	AC16	Eff	Transforming Commissioning (Alternatives to homecare)	-100	-350	-700	-700
	AC17	Eff	Mental Health rehabilitation and recovery	-160	-160	-160	-160
			Total ASC	-6,370	-8,100	-11,960	-13,285
			Communities and Wellbeing				
*	AC18	Eff/SR	Implementation of revised service for communities and wellbeing	0	-40	-40	-40
*	AC19	SR	Review Green Plaque service	-25	-25	-25	-25
*	AC20	Inc/Eff	Review charging for Creative Learning Services	-50	-50	-50	-50
			Total C&W	-75	-115	-115	-115
			TOTAL A&C	-6,445	-8,215	-12,075	-13,400

This page is intentionally left blank

ADULTS & COMMUNITIES - CAPITAL PROGRAMME 2024-28

Estimated Completion Date	Gross Cost of Project £000		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Mar-28	19,404	Disabled Facilities Grant (DFG)	4,851	4,851	4,851	4,851	19,404
			4,851	4,851	4,851	4,851	19,404
Mar-27	2,758	<u>Social Care Investment Plan (SCIP):</u>					
		SCIP - Extra care schemes	1,500	0	1,258	0	2,758
		Sub-Total SCIP	1,500	0	1,258	0	2,758
		Total A&C	6,351	4,851	6,109	4,851	22,162

37

		Future Developments - subject to further detail and approved business cases					
		Archives, Collections and Learning Hub					

This page is intentionally left blank



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
22 JANUARY 2024

NATIONAL PERFORMANCE BENCHMARKING 2022/23 AND
PERFORMANCE REPORT 2023/24 – POSITION AT NOVEMBER 2023

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

Purpose of Report

1. The purpose of this report is twofold: firstly, to highlight the comparative performance position in 2022/23 through national benchmarking; and secondly to present to the Committee an update of the Adults and Communities Department's performance at the end of November 2023.

Policy Framework and Previous Decisions

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

Background

3. At a national level adult social care performance is monitored via the Adult Social Care Outcomes Framework (ASCOF). This set of indicators is reported annually, and the Department of Health and Social Care published the 2022/23 position in December 2023. The indicators are sourced, in part, from detailed activity reported to NHS England each spring.
4. The metrics detailed in Appendix A of the report are based on the key performance measures of the Adults and Communities Department for 2023/24. These are reviewed through the annual business planning process to reflect the key priorities of the Department and the Council. The structure of Appendix A is aligned with the Ambitions and Strategy for Adult and Communities Department 2020-2024, '*Delivering Wellbeing and Opportunity in Leicestershire*'. This strategic approach is based on a set of principles with the person at the centre, ensuring the support they receive can deliver the right outcomes. Appendix B outlines the 'layered' model designed to maximise independence – Prevent, Reduce, Delay and Meet needs.
5. The majority of adult social care metrics set out in Appendix A are reflected in the ASCOF and are benchmarked against the national position for 2022/23 following the publication noted above. However, several metrics are not included within the ASCOF, in particular those relating to Communities and Wellbeing, and do not have a national average to compare performance with. As such, local targets have been

agreed and Appendix A outlines progress towards these by comparing performance to a milestone position at the end of November.

6. Appendix A is also structured in line with the Council's Strategic Plan 2022-26. This sets out the Council's overall policy framework approach and is based on five aspirational strategic outcomes: Clean and Green, Great Communities, Improved Opportunities, Strong Economy, Transport, and Infrastructure, and Safe and Well.
7. Finally, the report concludes with reference to the forthcoming Care Quality Commission (CQC) Assurance programme for adult social care. Under the Health and Care Act this introduces a new legal duty for the CQC to review and make an assessment of the performance of local authorities discharging their regulated care functions.

Adult Social Care

8. Alongside ASCOF, other published 2022/23 datasets from the Department of Health and Social Care have been used to provide comparison with other authorities. These include datasets relating to adult social care activity and safeguarding.
9. For the first time, over two million **requests for adult social care support** were received by local authorities in England during 2022/23. These came from 1.4 million new clients i.e., people not in receipt of support when contacting local authorities. During the same year, the County Council received 29,670 requests for support from 18,250 new clients. Presented as a rate per 100,000 population this is 1,591 requests relating to people aged 18-64 and above an average of peer group ¹authorities of 1,374 per 100,000 population. For requests relating to people aged 65 or over the rate in Leicestershire was 15,392, higher again than the peer group average rate of 12,485. Requests for support following a discharge from hospital were particularly higher in Leicestershire – a rate of 143 per 100,000 population compared to a peer group average rate of 104 for people aged 18-64 and a rate of 4,478 for those aged 65 or over compared to a peer group average of 2,876.
10. One of the outcomes to new requests for support is the use of **reablement**. This is a short and intensive service to help people who have experienced deterioration in their health and/or have increased support needs to relearn the skills required to keep them safe and independent at home. Leicestershire make good use of reablement with 15% of new contacts resulting in the service during 2022/23 compared to 12% nationally. The ASCOF contains two metrics to measure a local authority's performance in this area – ASCOF 2D: the proportion of people with no continued support needs post reablement, and ASCOF 2B part 1: where people live 91 days following hospital discharge and reablement. Leicestershire have traditionally been strong performers in this area and 2022/23 was no different. For the first of these metrics Leicestershire's performance in 2022/23 was 88% (or 3,206 out of 3,652) and in the top 25% of authorities in England. It was a similar position for people living at home 91 days later – 89% (512 out of 574) and again ranked as being in the top 25% of authorities. During the first eight months of 2023/24 performance on both metrics has continued to be of a high level – 90% (2,959 out of 2,650) with no continued support needs post assessment, and 88% (557 out of 636) living at home 91 days later.

¹ A Peer Group is a set of sixteen local authorities, used for comparison purposes, that are similar with regard to various socio-economic and geographic factors such as age profile, ethnicity, density, and education.

11. There is a strong link between employment and appropriate accommodation with enhanced quality of life for **people with learning disabilities**, including health and wellbeing, and reduced social exclusion. There are two metrics in the ASCOF that relate specifically to people aged 18-64 with learning disabilities focusing on these areas. The first of these relates to the proportion in employment (ASCOF 1E) and at 9.1% (127 out of 1,399), performance in Leicestershire during 2022/23 was ranked in the top 25% of local authorities in England, a position held for the last five years. There was a similarly high level of performance in relation to accommodation (ASCOF 1G) with 85.6% (1,198 out of 1,399) in settled accommodation. Whilst this is again above the national average of 80.5% it fell just short of being in the top 25% of authorities by 2% points. This high level of performance has continued into the latest reporting year and at the end of November there were 9.2% (110 out of 1,200) of people in employment and 83.8% (1,005 out of 1,200) in settled accommodation.
12. **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. Both parts to ASCOF 2A measure the number of permanent admissions to residential or nursing homes and is presented as a rate per 100,000 population to allow for comparison with other authorities. For people aged 18-64 there was an increase in admissions in 2022/23 due, in part, to the recoding of people's residential stay as permanent. Despite this increase, the rate of admissions per 100,000 was 12.1 in 2022/23 and below the national position (14.6), the average of shire authorities (15.1) and authorities in the East Midlands (19.8). The increased admissions have continued into 2023/24 and at the end of November the full-year projection suggests 68 admissions compared to 51 in 2022/23. For people aged 65 or over, there has been a notable increase nationally in the number of people placed into permanent residential or nursing homes with the rate increasing from 539 to 561 per 100,000 population. In Leicestershire, the absolute number of admissions in 2022/23 remained approximately the same as the previous year, at around 825. However, considered against a backdrop of a 1.6% growth in the wider population of the county aged 65 or over, the *rate* reduced from 567 per 100,000 population to 553 per 100,000 population. Furthermore, the projected number of admissions for 2023/24 is currently 762 (a 7% reduction from 824 the previous year) and a rate of 511 per 100,000 population.
13. In general, the proportion of people supported with a long-term service in Leicestershire through a permanent residential or nursing placement during 2022/23 was notably lower than that of the comparable peer group of authorities. For people aged 18-64, Leicestershire were ranked second lowest with just 10% supported this way compared to an average of the sixteen authorities of 16%. Furthermore, for people aged 65 or over, Leicestershire were ranked the lowest with just one-third (33%) supported in a permanent placement compared to an average of 41% across the peer group.
14. The County Council remains committed to ensuring that everyone in receipt of long-term, community-based care should be provided with a **personal budget**, preferably as a direct payment. During 2022/23, performance against the ASCOF measure relating to service users in receipt of a direct payment was 36% (or 1,939 out of 5,357), which remained in the top 25% of local authorities and considerably higher than the national average (26%). Furthermore, 99.7% (2,577 out of 2,586) of carers

were also in receipt of a direct payment, and again, higher than the national average of 76.8%.

15. Local authorities are required to conduct two statutory **surveys**; a survey each year of people in receipt of social care services and a similar survey of carers is required on a biennial basis (the latest carers survey was undertaken in the autumn of 2023 with findings due in March). During 2022/23 only the survey of people in receipt of services was required and the following paragraph outlines key ASCOF performance sourced from the survey.
16. There was a significant improvement in Leicestershire of people who found it easy to find information (ASCOF 3D part 1) with the proportion increasing from 57% to 62%. However, despite the improvement, performance remained below the national position of 67% and was ranked in the bottom 25% of authorities in England. The proportion of people who felt they had as much social contact as they would like (ASCOF 1I part 1) remained low at 39% in 2022/23. This was below the national position of 44% and again meant Leicestershire was again ranked in the bottom 25% of authorities. Finally, there was significant improvement in the proportion of people who felt that the services they received helped them to feel safe (ASCOF 4B) – up from 81% in 2021/22 to 85% in 2022/23. Although this improvement meant the authority was no longer ranked in the bottom 25% of authorities, the performance fell short of the national average of 87%.
17. A **safeguarding** alert can include any concern for welfare and will often require a response from the Authority, but not necessarily in relation to safeguarding. During 2022/23 there were 706 safeguarding concerns per 100,000 population aged 18+ logged by the County Council, higher than the East Midlands average of 631 per 100,000 population although considerably lower than the national average of 814 per 100,000 population. In Leicestershire, the trend has been reasonably stable over the past six years i.e., the rate in 2018/19 was 704 per 100,000 population. This differs to the national trend which has increased year-on-year during the period. Once an alert has been investigated into any potential risk of abuse or neglect there may be need for a more in-depth enquiry under Section 42 of the Care Act 2014. Reporting in 2022/23 showed a considerable disparity between Leicestershire and the East Midlands region in the number of recorded enquiries. In Leicestershire there were 73 enquiries per 100,000 population aged 18+ compared to an equivalent figure of 315 across the region. Following a safeguarding audit in the spring 2023 on when to open a Section 42 enquiry, adjustments have been made in Leicestershire to determine whether an alleged concern meets the thresholds *as part of the enquiry process*. This change has to date led to a 42% increase in completed enquiries during the period April to November 2023 compared to the equivalent period of the previous year. As part of a redesign of the ASCOF a new metric has been introduced that monitors the proportion of completed enquiries where the outcome of an identified risk was reduced or removed. Between April and November 96% (323 out of 336) of enquiries involved an identified risk being reduced or removed, slightly more than 90% (265 out of 294) during the full year 2022/23. As yet, there are no comparable performance figures for this new ASCOF metric.
18. Under the Care Act 2014's statutory guidance, councils should undertake a **review of care plans** no later than every 12 months. Undertaking reviews on a regular basis helps to identify if outcomes set out in the original support plan are being achieved. During 2022/23, 76.3% (3,680 out of 4,825) of people who had been in receipt of

services for at least a year had been reviewed in the past 12 months, notably higher than the national average of 57.1%. Performance in Leicestershire has continued at a high level, albeit slightly lower than last year, and at the end of November was 74% (3,959 out of 5,364).

Communities and Wellbeing

19. As noted in paragraph 5 above, there is no national performance framework covering the Communities and Wellbeing section of the Adults and Communities Department and as such performance is monitored against locally agreed targets. Appendix A highlights a monthly milestone of where performance ideally needs to be if the annual target is to be met.
20. There were 102,400 **visits to heritage sites** between April and November 2023, 4% higher than the equivalent period last year, and in line with the November milestone - also 102,000 - suggesting that the full year target of 133,500 visits for 2023/24 will be achieved.
21. The number of **library visits** continues to increase from the position during the pandemic in 2020. Average monthly visits exceeded 51,000 in the eight months since April, 16% higher than the equivalent period last year (43,900). As such, the cumulative visits during the period April to November – 415,600 - is higher than the milestone position of 364,000 keeping performance on track to meet the full-year target.
22. The growth in the number of library visits has contributed to the upward trend in the total number of loans made. Between April and November 2023 there were 1.6m compared to 1.5m during the comparable period of the previous year, and above the milestone position, also 1.5m. Looking at this in a little more detail it can be seen that junior loans have increased to 590,000 during the period April to November, above the milestone of 543,000, and likewise for e-loans which are up by 7% to 648,000 between April and November and are similarly above the corresponding milestone of 605,000.
23. The County Council's **Creative Learning Service** supports schools with a wide range of resources, pupil sessions and professional help to stimulate reading and creative learning across the curriculum. Between April and November there were 13,000 attendances at Creative Learning Service workshops, 2,700 more than the milestone for the period, putting performance on track to meet the full-year target for 2023/24.
24. There were 14,000 hours of **volunteering** at libraries, museums and heritage services between April and November 2023, 2,900 higher than the milestone for the period.
25. The **Leicestershire Adult Learning Service's** (LALS) performance relates to the proportion of learning aims due to be completed in a given period that were successfully achieved. For the academic year 2022/23 performance of 90% surpassed the local target of 86%. The academic year of 2023/24 has recently started, and the target has been pushed up to 90% with early performance just short of this at 89%.

Conclusions

26. This report provides a summary of benchmarked performance in 2022/23 and an update of performance and activity during the more recent period, April to November 2023.
27. Published data for 2022/23 has highlighted a higher-than-average level of adult social care contacts received in Leicestershire, particularly following a hospital discharge. Despite this, good use is made of reablement which continues to have excellent outcomes for people using the service.
28. For people who need long-term support, a greater proportion are supported in the community in Leicestershire rather than in a permanent residential or nursing placement when compared to peer group authorities. Furthermore, a much higher proportion receive an annual review compared to the position across the country.
29. The ASCOF for 2022/23 was down to 19 metrics due to the carers survey not taking place that year. Of these, eleven (58%) in Leicestershire had a performance better than the national average whilst eight (42%) were lower. Strong areas for Leicestershire include support for younger people with a learning disability into paid work and/or settled accommodation, outcomes of reablement, and the high use of direct payments for both service users and carers.
30. In contrast, performance on the ASCOF metrics sourced from the survey of people conducted in February 2023 produced poor results, a similar position to previous years. The majority of these lead to Leicestershire being ranked in the bottom 25% of authorities in England. These included the ease of finding information (despite a significant improvement on the previous year) and people having a level of social contact they would like. Improvement in the proportion of people who stated that the service they receive helped them to feel safe took performance out of the bottom 25% of authorities.
31. Visits to libraries and heritage sites continue to improve and at the end of November were on course to meet the full-year local targets. The number of loans from libraries, levels of volunteering and access to Creative Learning Services are similarly on track to meet targets for 2023/24. For the Adult Learning Service, the new academic year of 2023/24 has only recently begun with the achievement of learning aims in the early stages in line with the target.
32. Monitoring and analysis of activity and performance – including in preparation for a CQC Assurance Assessment – will continue throughout 2024.

Background papers

Adult Social Care Outcomes Framework

<https://digital.nhs.uk/data-and-information/publications/statistical/adult-social-care-outcomes-framework-ascof/england-2022-23>

Delivering Wellbeing and opportunity in Leicestershire – Adults and Communities
Department Ambitions and Strategy for 2020-24

<https://resources.leicestershire.gov.uk/sites/resource/files/field/pdf/2020/9/30/Vision-and-Strategy-for-Adults-and-Communities-Department-2020-2024.pdf>

Leicestershire County Council Strategic Plan 2022-26

<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>

Better Care Fund

<https://www.england.nhs.uk/ourwork/part-rel/transformation-fund/better-care-fund/>

Circulation under the Local Issues Alert Procedure

33. None.

Equality Implications

34. 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.

Human Rights Implications

35. Data relating to equalities implications of service changes are assessed as part of Equality Impacts Assessments.

Health Implications

36. Better Care Fund (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 April to November 2023
- Appendix B – Adult Social Care Strategic Approach

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

This page is intentionally left blank

Adults and Communities Performance 2023/24

April to November 2023

Performance Rating and Progress

 Performing **better** than the latest national average or local target

 Performing **similar** to the latest national average or local target

 Performing **below** the latest national average or local target



Performance has **improved** on last year



Performance is **similar** to last year



Performance is **not as good** as last year

PREVENT NEED

Leicestershire County Council's Strategic Plan 2022-26	Safe and Well Carers and People with care needs are supported to live active, independent, and fulfilling lives
---	---

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
Local	% of sequels that 'Prevent Need'	Target Band Width	55% - 60% Local target 2023/24		51.2%	56.7%
ASCOF 3D pt 1	% of service users who find it easy to find information	High	67.2% 22/23 Nat. Ave.		Survey is annual and will next run in February 2024	61.8%
ASCOF 3D pt 2	% of carers who find it easy to find information	High	57.7% 21/22 Nat. Ave.		Survey is biennial. Oct-23 survey results due Mar-24	49.4% (2021/22)

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
Local	Hours of Volunteering (Heritage & libraries)	High	11.5k Local Nov. Milestone		14.4k	11.5k

**Leicestershire County
Council's Strategic Plan
2022-26**
Great Communities

Cultural and historical heritage are enjoyed and conserved

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
Local	Heritage visits (inc. website visits)	High	102.1k Local Nov. Milestone	▲	102.4k	98.4k
Local	Library visits (Physical visits only)	High	363.5k Local Nov. Milestone	▲	415.6k	351.0k
Local	Total library loans	High	1,507.1k Local Nov. Milestone	▲	1,613.0k	1,544.5k
Local	Junior loans	High	543.3k Local Nov. Milestone	▲	589.6k	566.5k
Local	E-loans	High	605.3k Local Nov. Milestone	▲	648.3k	604.3k
Local	Total community library issues	N/A	For Information Only	N/A	215.9k	205.9k
Local	Community library children's issues.	N/A	For Information Only	N/A	129.7k	123.4k
Local	Attendances at Creative Learning Service workshops	High	10.3k Local Nov. Milestone	▲	13.0k	9.4k

**Leicestershire County
Council's Strategic Plan
2022-26**
Strong Economy, Transport, and Infrastructure

There is close alignment between skill supply and demand

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
Local	LALS Success Rate	High	90% Local Target 2023/24	◀▶	89.2%	90.2%

REDUCE NEED

Leicestershire County Council's Strategic Plan 2022-26

Improved Opportunities

Young people and adults are able to aim high and reach their full potential

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
ASCOF 1E	% of people with LD in employment	High	4.8% 22/23 Nat. Ave.		9.2%	9.1%
ASCOF 1G	% of people with LD in settled accommodation	High	80.5% 22/23 Nat. Ave.		85.8%	85.6%

Leicestershire County Council's Strategic Plan 2022-26

Safe and Well

Carers and People with care needs are supported to live active, independent, and fulfilling lives

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
Local	% of sequels that 'Reduce Need'	Target Band Width	18% - 23% Local target 2023/24		16.7%	16.3%
ASCOF 11 part 1	% of service users who had as much social contact as they would like	High	44.4% 22/23 Nat. Ave		Survey is annual and will next run in February 2024	38.7%
ASCOF 11 part 2	% of carers who had as much social contact as they would like	High	28% 21/22 Nat. Ave		Survey is biennial. Oct-23 survey results due Mar-24	24.7% (2021/22)
Local	Number of people awaiting a care assessment	Low	<1,575 Position as at 1 st Jan 2023		754 End of November 2023	1,632 End of November 2022
Local	Number of people awaiting a care assessment for more than six months	Low	<71 Position as at 1 st Jan 2023		37 (5% of total waiting at end of Nov-23)	65 (4% of total waiting at end of Nov-22)

DELAY NEED

Leicestershire County Council's Strategic Plan 2022-26		Safe and Well Carers and People with care needs are supported to live active, independent, and fulfilling lives				
Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
Local	% of sequels that 'Delay Need'	Target Band Width	10% - 15% Local target 2023/24	▲	18.1%	12.8%
ASCOF 2D	% of people who had no need for ongoing services following reablement	High	77.5% 22/23 Nat. Ave	▲	89.6%	87.8%
ASCOF 2B pt 1 *BCF*	Living at home 91 days after hospital discharge and reablement	High	82.3% 22/23 Nat. Ave	▼	87.6%	89.2%
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	Low	14.6 per 100k pop. 22/23 Nat. Ave	▼	16.0 per 100k Pop. Forecast 68 Admissions in 23/24	12.1 per 100k Pop. Actual 51 Admissions in 22/23
ASCOF 2A pt 2 *BCF*	Permanent admissions to care (aged 65+) per 100,000 pop.	Low	560.8 per 100k pop. 22/23 Nat. Ave	▲	511 per 100k Pop. Forecast 762 Admissions in 23/24	553 per 100k Pop. Actual 824 Admissions in 22/23

MEET NEED

Leicestershire County Council's Strategic Plan 2022-26	Safe and Well Carers and People with care needs are supported to live active, independent, and fulfilling lives
---	---

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
Local	% of sequels that 'Meet need'	Target Band Width	7% - 12% Local target 2023/24	◀▶	14.0%	14.3%
ASCOF 1C pt 2A	Adult aged 18+ receiving direct payments	High	26.2% 22/23 Nat. Ave	◀▶	35.7%	36.2%
ASCOF 1C pt 2B	Carers receiving direct payments	High	76.8% 22/23 Nat. Ave.	◀▶	99.7%	99.7%

Leicestershire County Council's Strategic Plan 2022-26	Safe and Well People at most risk are protected from harm
---	---

Measure	Description	Aim	Rating	Progress	2023/24 Performance	2022/23 Performance
ASCOF 4B	% of service users who say that services have made them feel safe	High	87.1% 22/23 Nat. Ave.	▲	Survey is annual and will next run in February 2024	85.3%
ASCOF (TBC)	% of safeguarding enquiries where the identified risk was reduced or removed		New ASCOF metric for 2023/24 No national figures yet available	▲	96%	90%
Local	% of service users who received their annual review	High	57.1% 22/23 Nat. Ave	▼	73.7%	76.4%

Delivering Wellbeing and Opportunity in Leicestershire

Adults and Communities Department, Ambitions and Strategy for 2020 – 2024

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.

This page is intentionally left blank



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
22 JANUARY 2024

CREATIVE LEARNING SERVICES

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1. The purpose of this report is to update the Committee on the purpose, performance and outcomes of Creative Learning Services (CLS).

Policy Framework and Previous Decisions

2. CLS supports the following strategic outcomes, as part of the County Council's Strategic Plan 2022-26:

- a) Improved Opportunities - Through access to resources and services to schools proven to improve attainment, encourage learning for pleasure, foster creative learning environments, support the school workforce to achieve and allow children and young people to fulfil their potential regardless of their circumstances.

Reading and engagement with cultural activity is proven to improve mental health, wellbeing and reduce the need to access health care.

- b) Clean and Green - Through access to resources and workshops which allow schools to explore the challenge of climate change, the importance of biodiversity and the need for environmental awareness.
- c) Great Communities - Through access to museum learning and art workshops, including artefacts and artworks, which develops an understanding and appreciation of heritage and culture.

Background

3. CLS sits within the Communities and Wellbeing section of the Adults and Communities Department. CLS' focus is to provide children and young people in schools with access to a range of cultural learning opportunities, with the purpose of fostering a love of independent learning in pupils.
4. The service provides professional advice to schools in terms of library book stock management, working with art and museum objects, Continued Professional Development (CPD) for teachers and school librarians and promoting reading for

pleasure. It also offers workshops and programmes for Special Educational Needs and Disability (SEND) pupils and Home Educators and is commissioned to deliver specialist advice and guidance on workshop-based learning to museums across the East and West Midlands.

5. CLS is a key delivery mechanism for the County Council's Libraries and Heritage Services to reach children and young people, in particular those in a school setting.
6. CLS provides learning and well-being resources to subscribing and pay-as-you go (PAYG) schools in Leicestershire, Leicester City, Rutland and surrounding counties. The digital offer can be accessed by schools nationally.
7. In 2020, CLS took the lead on the delivery of learning programmes to schools for Council's Libraries and Heritage Services. This approach enabled reductions and savings to be delivered as part of the Medium Term Financial Strategy (MTFS), by removing duplication of functions across services. It also enables the Council's Libraries, Museums and Archive to meet statutory and/or accreditation requirements to provide access to a quality learning provision.
8. CLS has developed a responsive charging model which has minimised the cost of this provision to the authority, maximised access to the cultural assets the Council has in its care and ensures schools have access to a targeted and high-quality cultural learning provision, which is proven to drive attainment and improve child wellbeing and mental health.

Service offer

9. CLS provides a comprehensive offer for primary, secondary and special educational needs (SEN) schools which includes:
 - Museum and art workshops and activities using the County Council's collections;
 - Loans of original artefacts, artworks and library book stock;
 - Targeted library project resources;
 - Digital resources;
 - Whole school assemblies;
 - Reading and literacy workshops;
 - Programmes to support reading skills with parents and carers;
 - Bespoke reading and book challenges supported by author visits;
 - Staff CPD, covering reading culture, library advice and working with art and artefacts;
 - Bespoke tactile Touch Tiles and Held in the Hand resources.

Further information can be found on the service website www.creativelearning.org.uk.

10. This offer is accessed via an annual subscription which allows schools to tailor packages to meet their specific needs and budget. Core subscriptions range from £1,000 to £12,500 per school per annum. A PAYG option allows schools to add to a basic subscription, or 'buy' a more limited range of workshops, projects, programmes, advice and guidance as required.
11. The subscription model was established in 2016 and the whole offer, including charges, is reviewed on an annual basis. The school market is highly price sensitive

and the service works hard to maintain effective relationships with subscribing and non-subscribing schools to understand their changing needs and pressures, so the offer is constantly updated to best meet the priorities of schools and remain cost-effective.

12. The PAYG offer is particularly attractive to the many small primary schools (fewer than four classes) across the County, who can struggle to afford a full subscription.
13. CLS is integral to the delivery of the Arts Council England National Portfolio Organisation funded programme of activity, especially 'Culture to You', which focusses on Oadby and Wigston as the County's only Levelling Up for Culture area.
14. CLS is also using NHS funding to pilot and evaluate provision for SEN schools and Designated Specialist Provision in mainstream schools.
15. Some aspects of CLS' work are core activities for Communities and Wellbeing, linked to statutory duties and/or accreditation, but cannot be charged for. These functions sit with CLS as this is where the expertise and resources are held. The relevant functions include:
 - Management of the Artworks collection, including loans to museums and galleries across Europe (museum accreditation);
 - Supports 'Looked After Children' service and provides resources and activities for Children and Wellbeing Service summer programme (corporate parenting);
 - Provides specialist research, consultation, recommendations, training and support to County Council museums to welcome families with SEND children (museum accreditation);
 - Delivers training and specialist advice for public library staff (statutory provision);
 - Specialist qualified children's librarians support the work of the County Council's public libraries (statutory provision);
 - Provides resources and activity for adults delivered through the Communities and Wellbeing Participation Team (Directorate priority);
 - Promotes public library services and reading to schools (statutory provision);
 - Provides the Record Office for Leicestershire, Leicester and Rutland and Museum Collections learning offer (accreditation requirement);
 - Manages the County Council's Art in Schools collection (formerly a corporate responsibility).

Performance

16. In April 2022, a new reportable performance measure was introduced for the Department - Local 17 "Number of attendances at CLS Workshops". Further information and measures of performance are detailed in below in paragraph 18 below.
17. In 2022/23, there were a total of 14,174 attendances at CLS Workshops (Local 17). Figures to the end of November 2023 show 9,433, a 38% increase on the previous year to date. By comparison attendance at school workshops provided across the five museum and heritage sites totalled 9,637 for 2022/23. These sites are also reporting an increase in school's attendance for 2023/24 of around 15%.

18. In addition, 2022/23 saw an increase in the number of workshops and resources delivered, the actual figures are shown below:
 - 77,650 books into schools and academies;
 - 900 project collections;
 - 400 hours of pupil workshops relating to reading/literacy and art;
 - 300 hours of museum learning workshops;
 - 100 hours of library advice;
 - 70 hours of professional development ;
 - 940 artefacts for work across the curriculum;
 - 240 original works of art into schools.
19. These services were delivered to over 68,000 pupils, students and staff and actual engagements were in excess of 100,000, due to multiple contacts throughout the year.
20. There are currently 104 subscribing schools and 32 regular PAYG customers. This represents 23.5% of all schools in Leicestershire and Leicester (576 schools total). Subscribing schools fluctuate year-on-year, but following a post-Covid pandemic drop, demand has largely recovered and remains consistent. What is more apparent is that schools need to maximise and clearly evidence the value of their subscription. CLS responds by offering support to schools on how best to tailor their subscriptions and when necessary staff work with schools to reduce their subscription banding, rather than lose the subscription entirely.
21. Engagement with CLS has been cited in OFSTED reports as being beneficial for learning outcomes and attainment.
22. There is no comparable alternative provision on the market and the current share of the total schools market, balances efficient use of available resources, including staffing against the income received . A significant increase in the number of subscribing schools would require investment in the infrastructure of the service, resulting in an increase in core costs as well as income.
23. Cost is the principal barrier to schools subscribing to the service, especially smaller primary schools, who find it difficult to prioritise this kind of curriculum support. Some schools have a lack of understanding of the benefits of this kind of resource and how they can use it to drive pupil achievement. Some schools prefer to purchase their own resources and see this as better value as they own the asset. However, in reality this can lead to resources becoming out of date and therefore less relevant quickly. All CLS resources are current, regularly refreshed and rigorously reviewed to ensure they are relevant and best meet the needs of schools.
24. CLS has achieved its 2023/24 income target of £344,000, despite increased pressure of school budgets The income target rises to £394,000 in 2024/25, in line with the MTFS. The service will seek to meet this substantial increase through a combination of revised subscriptions rates (from April 2024), additional subscribers and/or PAYG customers, commissioned work and continued spend efficiencies. The continued pressure on school budgets means there is a risk that schools do not continue to subscribe at existing levels. A reduction in the number of subscribing schools, or a reduction in the subscription banding, will directly impact income levels.

25. One of the best ways to understand the CLS offer is by viewing the information on the website and/or one of these short video clips. The following seven minute clip <https://www.youtube.com/watch?v=iaYX-BPE18c&t=49s> outlines the offer for primary schools and this four minute clip <https://www.creativelearningservices.org.uk/whatschoolssay/> outlines the secondary school offer with feedback from one of the subscribing schools.
26. The service primarily promotes itself through the website, social media and word of mouth. In addition, CLS are commissioned to deliver training and advice through 'Reading Champions' conferences and these provide a valuable platform to promote the service to schools. These are primarily in the City and funded through 'Whatever It Takes'.

Loan of Artworks to Schools

27. As outlined above, access loans of artworks and workshops which support the use of art in the curriculum are part of the CLS subscription and PAYG offer. CLS offers access to over 1,000 original artworks, primarily from 20th and 21st centuries. Paintings, drawings, sculpture, prints and photographs are all represented in this unique resource.
28. Schools choosing the Artworks modules also receive free consultation and advice from the experienced Artworks Officer. CLS will deliver, collect and advise on hanging the works of art.
29. Some comments from participating schools on the value of this provision are: "The art depicts our local area and supports and enriches our history and geography curriculum"; "A diverse selection which opens the children's eye to different artworks and styles."
30. CLS has developed a range of digital/video sessions which can be booked by schools and support the delivery of National Curriculum, alongside the loans and in person workshops. This is a link to a taster session <https://youtu.be/CewCswnC7M>
31. There has been a small increase in take up of the art modules, following development of improved information on the website, work with schools and purchase of some new resources. The demand for workshops led by the Artworks Officer is continuing to increase. The most popular sessions over the previous year were 'Take Six Pictures', 'Aboriginal Art' and 'Take Flight', all of which use the collection in the classroom to give pupils direct access to the art alongside specialist knowledge.
32. Leicester University Museum Studies Department have subscribed to the service and are working with CLS to develop a module which would enable students to curate an exhibition and learn more about how the offer enhances learning in the classroom.

Resource Implications

33. CLS has a net revenue budget of £331,731, this includes an income target of £344,000 (rising to £394,000 in 2024/25). Costs are split between staffing, Book fund and operating costs (transport, IT, website). The service employs 11.1 full time equivalents, including the CLS manager.

34. Whilst CLS generates a significant amount of income it is not designed to be a traded service, as many elements of its activity cannot be charged for.
35. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Conclusions

36. CLS is a unique provision which has enabled the County Council to continue to support Leicestershire schools in providing children and young people with access to a rich variety of cultural assets and resources which enhances and extends their learning provision, drives attainment and improves wellbeing.
37. Alongside the core purpose of the service, the County Council is also able to ensure that valuable assets, such as the Artworks and Art in Schools collections, are appropriately managed, cared for and made accessible at minimal additional cost.

Background papers

Leicestershire County Council Strategic Plan 2022-26

<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>

Circulation under the Local Issues Alert Procedure

38. None.

Equality Implications

39. There are no direct equalities implications arising from this report, but the CLS provides a valuable opportunity to promote the objectives of the Public Sector Equality Duty to which the Council is subject; this requires the Council to have regard to the need to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and persons who do not.

Human Rights Implications

40. There are no human rights implications arising from this report.

Officer(s) to Contact

Jon Wilson, Director of Adults and Communities

Tel: 0116 305 7541 Email: jon.wilson@leics.gov.uk

Inderjit Lahel, Assistant Director of Strategic Services

Tel: 0116 305 7379 Email: inderjit.lahel@leics.gov.uk

Franne Wills, Head of Service, Communities and Wellbeing

Tel: 0116 305 0692 Email: franne.wills@leics.gov.uk



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
22 JANUARY 2024

FUTURE OF THE TRANSITIONS LEARNING PROGRAMME

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the Report

1. The purpose of this report is to seek the views of the Committee on the future of the Transitions Learning Programme (TLP) delivered by the Leicestershire Adult Learning Service (LALS).
2. Subject to the Cabinet's approval on 9 February 2024, a formal consultation on the future of the service will take place.

Policy Framework and Previous Decisions

3. The primary legislation regarding children and young people with Special Educational Needs and Disability (SEND) is the Children and Families Act 2014, supported by the SEND Code of Practice; 0-25 years (CoP) (January 2015) which provides statutory guidance for organisations working with and supporting this cohort of children and young people. These set out the duties placed upon Local Authorities, Integrated Care Board (ICB) and expectations placed upon other agencies.
4. The Local Offer is a statutory obligation which is underpinned by the SEND CoP (2015) which states that local authorities must publish a Local Offer, setting out in one place information about provision they expect to be available across education, health and social care for children and young people in their area who have special educational needs (SEN) or are disabled, including those who do not have Education Health and Care Plans (EHCPs).
5. The Care Act 2014 gives the Council responsibility for ensuring there is a wide range of good quality care and support services available for adults over the age of 18 to choose from. Emphasis is placed on the importance of enabling adults with needs for care and support and carers with needs and support, where they wish to do so, to participate in work, education, or training.
6. The Equality Act 2010 protects people from discrimination in the workplace and in wider society. This includes providing protection for people discriminated against because they are perceived to have, or are associated with someone who has, a protected characteristic.
7. The Council's "Transforming SEND and Inclusion in Leicestershire (TSIL)" programme aims to improve the Authority's support for children with SEND and

their families, working with partners across health, care, education, the voluntary sector, and with parents and carers. The programme's aim is that as a partnership all agencies work together to ensure every child with SEND has the right support, at the right time, in the best setting for them to succeed and thrive in their education. By working together, the programme aims to deliver positive and lasting changes across SEN support in Leicestershire.

8. Leicestershire is part of the Department for Education SEND and Alternative Provision Improvement Plan. The programme was launched in October 2023 and runs across England split into the Department for Education nine regions and carried through a group of local authority Change Programme Partnerships. For the East Midlands region, the local authorities are Leicestershire, Leicester and Rutland (LLR) who will be testing out some of the pilot work over the next two years. The County Council is working with the Department for Education, and Regional Local partners through the Council's Change Programme to trial new ways of working in response to the Government's SEND and Alternative Provision (AP) Improvement Plan.

Overview of Transition Learning Programme

9. Since 2005, TLP has provided a learning provision for young people aged 19-25 years with profound and multiple learning disabilities who have an EHCP. An EHCP is a legal document that describes a child or young person's special educational, health and social care needs. TLP offers a three-year placement for learner enrolled with the service.
10. Finding placements for young adults with an EHCP is the responsibility of the County Council's Special Educational Needs Assessment (SENA) team which commissions learning providers across the County including specialist schools and colleges.
11. The TLP, unlike other provision provided for young adults with high needs within Leicestershire, is a service delivered in-house by the Council. The programme forms part of the LALS' 'Learning for Independence' programme and operates from an adapted portable classroom on the grounds of Rawlins Academy in Quorn.
12. The TLP offers 16 hours of supported learning per individual per week delivered by LALS. Adult Social Care (ASC) provide 14 hours per individual per week wrap-around care to support learners within their educational setting with any assessed care needs.
13. Prior to completion of the learning aims within an EHCP or where the learner approaches the age of 25, a Care Act assessment or review is completed for each young person. Transition to any additional adult social care provision is then managed by agencies, as well as ASC, Public Health, the LLR ICB and SENA in consultation with the young person and their parents/carers to ensure there is an appropriate package to meet individual needs.

Current TLP Learner Cohort

14. In recent years the service has supported six to seven young people during an academic year. Reviews of EHCPs are conducted annually with learners, parents/carers and agencies and the outcome of these reviews dictate the length of time spent with TLP.
15. In the current academic year, only three learners are enrolled to the programme. The current learners enrolled have been subject to formal EHCP reviews to assess individual learner needs and their potential to progress their education journey in line with those outcomes identified within their EHCPs.
16. Where a learner has achieved the outcomes identified within their EHCP, arrangements will be made to support transition to adulthood and the duty on the Authority to support education ends. For others with educational outcomes remaining, the EHCP will be maintained, and ongoing support would need to be provided through an appropriate service according to the needs of the individual. Discussions regarding potential options post July 2024 have been included in the reviews.

Service Delivery Model

17. The TLP is managed by a staffing resource provided by LALS and forms part of the core offer for the service. The team consists of:
 - One full-time Grade 10 Learning Delivery and Development Co-ordinator;
 - Two part-time Grade 8 tutors;
 - Eight part-time Grade 6 Learning Support Assistants.
18. TLP is inspected by Ofsted which assesses the educational elements of the programme along with other LALS programmes. At the last inspection in 2018, Ofsted graded LALS Overall Effectiveness as 'Good'.
19. In 2022, LALS were informed by SENA which commissions the service that there was a likelihood of fewer referrals to the TLP and that some of the existing EHCPs would be reviewed.
20. The TLP operates from a mobile prefabricated classroom on the Rawlins Academy site in Quorn. The facilities have been tailored to support the needs of service users and a range of specialist equipment has been installed to enable the delivery of sensory, educational, and emotional support to the learners who may have multiple learning, physical difficulties and needs.
21. In June 2023, a condition survey of the site completed by the Council's Health and Safety Team confirmed that the building is in a poor state of repair. Repairs to the roof of the premises have been completed earlier this year. However, ingress of water through the roof has resulted in significant damage to a prefabricated unit which is already reaching the end of its design life.

Financial Model

22. The income that the TLP service relies on has been reduced due to fewer learners and reduced Element 3 funding from £23.00 to £15.67 per hour. There are three elements to Education and Skills Funding Agency (ESFA) funding, detailed below:
- Element 1 Funding: This is based on student numbers and is allocated directly by ESFA to LALS for students aged 16 to 19 and those aged 19 to 25 with EHCPs. This core funding is calculated using the Department for Education's Post-16 National Funding Formula, and includes various factors including disadvantage block funding for students with SEND. The numbers of students used by the ESFA in their calculations of core funding is based on the prior years Individualised Learning Record submitted by LALS.
 - Element 2 Funding: This is paid by the Local Authority (SENA) to Post-16 Providers at a rate of £6,000 per High Needs student place commissioned for the academic year. Due to potential fluctuations in student numbers between academic years, places may be commissioned in advance via the ESFA, or directly between the commissioning Local Authority and the provider.
 - Element 3 Funding: This is top-up funding for pupils with high needs with additional support costs of more than £6,000, paid on a per pupil basis by the resident (commissioning) Local Authority.
23. Currently operating with three learners the service is forecasting a deficit of £143,000 for the 2023/24 financial year. This forecast assumes that ECHPs for the three learners currently on the programme will continue up to July 2024 which is the end of the academic year.
24. The maximum number of learners the TLP can support is seven due to the limitation of the premises, therefore the income the service can generate at full capacity (£199,000) is insufficient to cover existing running costs. An additional £120,000 per annum would therefore need to be identified from Council resources per year for the service to continue. In addition, the premises that the TLP operates within is in poor condition and capital investment is required to maintain the site.
25. A range of options have been explored to reduce the cost of delivering the TLP including changes to the staff structure, proposed within a wider HR action plan of LALS. This confirmed that the service was already operating with an optimal staffing structure when at full capacity (seven learners). A further review of service costs failed to identify any other opportunities to reduce ongoing expenditure.
26. Additional funding through adult social care budgets is not possible with significant Medium Term Financial Strategy (MTFS) savings targets in place. LALS budgets are formula funded and assigned to service delivery across priority areas identified and agreed with the ESFA.
27. The TLP is not financially sustainable for the Authority thus it is proposed to enter into a consultation process on the future of the service.

Availability of Alternative High Needs Provision for learners

28. All students with an EHCP will have their plan reviewed formally through the statutory Annual Review process and plans made for appropriate options. Plans will be made on an individual basis. In all cases the principles of preparation for adulthood will be followed and consideration will be given to the most suitable pathway and ongoing provision.
29. Where a learner is eligible for further educational provision, they will be supported to access Post-19 provision, either through the Special School estate or from Independent Providers, or supported to access mainstream provision if their outcomes can be met in line with their EHCP.
30. The SENA service will be proactive in working with the young people, and their families to identify suitable onwards provision in accordance with a young person's individual needs and requirements. A list of Post-19 specialist providers within the local area and neighbouring authorities will be made available as part of the consultation process.

Consultation

31. The future of the TLP will require a formal consultation with the current learners, parents and carers, service staff, other SEND providers and wider stakeholders.
32. Local authorities must ensure that children, young people, and their parents/carers are involved in discussions and decisions about their individual support and local provision, in line with their statutory duties and the SEND Code of Practice.
33. To meet this requirement, it is intended that a consultation exercise will commence for six weeks from week commencing 19 February 2024. The Cabinet will be asked to approve this consultation at its meeting on 9 February 2024.
34. The purpose of the consultation is to determine the future of the service. The consultation will seek the views of service users, parents and carers, SEN providers, agencies and partners. Staff will be involved in initial discussions via face to face in person meetings.
35. The consultation is likely to include a snap survey in addition to face to face meetings with parents/carers. Learners will be involved throughout the consultation supported by their advocates. A consultation summary document will be made available in alternative formats as requested.
36. The consultation findings will be collated and analysed and a summary report alongside final recommendations will be submitted to this Scrutiny Committee and to the Cabinet in June 2024.
37. A project board, established to oversee the service review, involving representatives from LALS, SENA, ASC, Communications Team and People Services will manage the consultation.

Risk Assessment

38. The specific circumstance of this service means that currently it is financially unsustainable. Failure to establish a new model of service delivery will result in an unresolved financial liability.
39. Communicating the Local Authority's commitment to maintaining levels of support for young people, alongside the necessity to transform to more sustainable models of delivery, will be important throughout this consultation.
40. To provide continuity of support for the three learners currently enrolled with the TLP, it will be important to provide accessible information so that learners, parents, and carers can actively engage in the consultation and effectively plan for possible outcomes.
41. In the event of closure, the TLP staff would be at risk of redundancy where other suitable roles are not identified through the redeployment process.

Resource Implications

42. Currently operating with three learners the service is forecasting a deficit of £143,000 for the 2023/24 financial year. A further £54,127 of additional unidentified funding will be required to maintain the service in its current format to the end the 2023/24 academic year.
43. In the event of the need for redundancies the authority would be required to cover severance/redundancy costs for those employees affected.
44. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Timetable for Decisions

45. The proposed timetable is as follows:

Activity	Proposed Date
Cabinet	9 February 2024
Proposed start of Consultation	Week commencing 19 February 2024 (6 weeks)
End Consultation	Week commencing 15 April 2024
Adults and Communities Overview and Scrutiny Committee	3 June 2024
Cabinet	21 June 2024

Conclusions

46. The current model of delivering the TLP service is not financially sustainable due to reduced funding and low numbers of learners. In addition, the premises that the service operates is in poor condition and requires significant capital investment.

47. Despite the financial difficulties, no decision has yet been made in relation to the future of the service.
48. Before reaching a determination of the future of the service, decision makers will have to conscientiously take into account the outputs from the forthcoming consultation exercise.
49. In particular, decision makers would have to balance the possible impacts on service users as against the Council's needs to achieve financial savings.
50. The County Council is committed to working with parents, carers, agencies and partners to safeguard the continuity of support required to enable individuals to complete outstanding targets within their EHCPs.

Recommendation

51. The Committee is invited to comment on the proposal to consult on the future of the TLP. The Committee's comments will be reported to the Cabinet on 9 February 2024.

Equality Implications

52. A preliminary Equalities Impact Assessment (EIA), attached as an Appendix to this report, has been undertaken to evaluate the impact of changes to the service delivery model. The final EIA will be reviewed and updated as the consultation progresses, and the final EIA will be informed by the outcomes of the proposed consultation.

Human Rights Implications

53. Consultation on the proposed future of this service will ensure the impact on those affected is fully considered and, as a result, individual human rights are maintained.

Appendix

Equalities Impact Assessment – Transitions Learning Programme Quorn Rawlins

Background Papers

Children and Families Act 2014

<https://www.legislation.gov.uk/ukpga/2014/6/part/3/enacted/data.pdf>

Delivering Wellbeing and Opportunity in Leicestershire – Adults and Communities Department Ambitions and Strategy for 2020-24

<https://bit.ly/3swoTal>

Equality Act 2010

<https://www.gov.uk/guidance/equality-act-2010-guidance>

Transforming SEND and Inclusion in Leicestershire

<https://www.leicestershire.gov.uk/sites/default/files/2023-05/tsil-programme-overview.pdf>

Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP)
Improvement Plan – March 2023

https://assets.publishing.service.gov.uk/media/63ff39d28fa8f527fb67cb06/SEND_and_alternative_provision_improvement_plan.pdf

Officers to Contact

Jon Wilson, Director of Adults and Communities

Tel: 0116 305 7541 Email: jon.wilson@leics.gov.uk

Inderjit Lahel, Assistant Director of Strategic Services

Tel: 0116 305 7379 Email: inderjit.lahel@leics.gov.uk

Paul Fleming, Communities and Wellbeing

Tel: 0116 305 3727 Email: paul.fleming@leics.gov.uk

EQUALITIES IMPACT ASSESSMENT – TRANSITIONS LEARNING PROGRAMME QUORN RAWLINS.

What is the proposal?

Establish a financially sustainable model to support high needs learners enrolled with the Transitions Learning Programme delivered at Quorn Rawlins.

Background

Since 2005 the TLP has provided a learning provision for young people aged 19-25 years with profound and multiple learning disabilities who have an Education Health and Care Plan (EHCP).

TLP is unusual because unlike other provision for (19-25) young adults with high needs provided within Leicestershire, the service is delivered in-house by the local authority. The programme forms part of the Adult Learning Service (LALS) Learning for Independence programme and operates from an adapted portable classroom on the grounds of Rawlins Academy.

TLP offers 16 hours of supported learning per individual per week delivered by the Adult Learning Service (LALS). Adult Social Care (ASC) provide 14 hours per individual per week wrap-around care.

In recent years the service has supported 6-7 young people. Reviews of EHCPs are conducted annually with learners, parents/carers and agencies and the outcome of these reviews dictate the length of time spent with TLP. In the current academic year 3 learners are enrolled to the programme. There is currently a freeze on the enrolment of new placements whilst the future of the service is considered.

On completion of the learning aims within an EHCP or where the learner reaches the age of 25, a Care Act assessment is completed for each young person. Transition to adult provision is then managed in consultation with the young person and their parents/carers to ensure there is an appropriate package to meet individual needs.

What change and impact is intended by the proposal? : Establish a financially sustainable model of delivery for learners enrolled with TLP.

What is the rationale for this proposal?: The income that TLP service relies on has been reduced due to fewer learners and a reduction in element 3 top up funding allocated by SENA. The current service is not financially sustainable therefore options need to be considered through a consultation process.

What equalities information or data has been gathered so far?: The 3 learners attending the TLP are female and are between 19 -23 years of age. All three learners have Profound and Complex Disabilities. Learners live in Loughborough, Coalville and Shepshed.

What does it show?: Learners have protected characteristics and the local authority has a duty to provide the support they require to meet the outcomes of their Educational Health Care Plans (EHCPs).

Characteristic	Number
Learning Disability / Physical Disability & Sensory	3
Gender (Female)	3
Age 19 - 25	3
Race – White British	3
Total Number of Service Users	3

What engagement has been undertaken so far?: Each learner has an annual review of their EHCP which involves the parent/carers and a range of agencies including the learning provider (LALS), Adult Social Care, SENA, and Public Health. These reviews explore progress of the education outcomes identified within the EHCP and the next steps. At the time of writing, reviews for two learners have been completed and in both cases discussion regarding the continuity of support have taken place should the service close. The outstanding annual review is scheduled for 18th January 2024.

What does it show?: The main concern of Parents/carers from these reviews is the need to have continuity of appropriate provision.

There are a range of services involved in supporting learners enrolled with TLP including Adult Social Care, Public Health and specialist colleges for high needs learners. Changes to the service need to be fully understood through engagement to collect further evidence and understand the impact.

In addition to initial engagement with parents and carers through the annual review process, a consultation exercise will commence for an 6-week period from week commencing 19th February 2024 subject to Cabinet approval on 9th February 2024. The purpose of the consultation is to determine options and any impact on the young people currently accessing the service. The consultation will seek the views of service users, parents and carers, SEN providers, agencies, and partners. Staff will be involved in initial discussions via face to face in person meetings. The findings of the consultation will be collated and analysed and added to this EIA.

Evidence documents upload (optional):



TLP Demographics
201223.pdf

Age:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
N/A	Availability and access to appropriate support for the young adults affected is the primary concern of parents and carers as they transition to adulthood. Some new provision is being developed across the county to manage demand for placements.

Disability:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?	What are the identified risks or concerns and how they will be mitigated?
The current premises is in poor condition therefore a move to an alternative provision delivered within a more suitable building is likely to be a positive outcome.	Yes	Thorough annual reviews and assessments are central to providing a tailored support package to meet individual needs including, health, care, and education. The complex needs of these young adults will continually change and the established review process is designed to ensure continuity of appropriate support. Annual reviews of EHCPs enable young adults and their carers to fully engage and shape the next stage of their education support plan and transition to adulthood. Learners are provided with support with travel to TLP and this would continue to be provided to enable access in the event of a change to the service.

Race:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Sex:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Gender Reassignment:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Marriage and Civil Partnership:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Sexual Orientation:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Pregnancy and Maternity:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Religion or Belief:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Armed Forces:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
No impact anticipated	No

Other groups: e.g., rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived, armed forced, or disadvantaged communities:

What are the benefits of the proposal for those from the following groups?	Is there any specific risks or concerns?
The uncertainty regarding the future of TLP is a concern for carers. Carers will be provided with more certainty regarding continuity of support. The annual reviews with learners and their carers have provided the opportunity to discuss progression and the wider support packages that are available through the transition to adulthood.	A change of service provider could result in a change of routine carers. Timely communication of potential changes to services and support will be prioritised to help parents/carers plan and minimise the impact.

Action Plan:

What concerns were identified?	What action is planned?	Who is responsible for the action?	Timescale
Availability and access to other appropriate support for the young adults affected is the primary concern of parents and carers as they transition to adulthood.	Completion of the annual reviews of EHCPs to identify individual needs. A formal consultation will be carried out to establish if there are any specific concerns that have not been identified.	TLP Project Board including members from LALS, Adult Social Care, SENA and the LCC Communications Team	Consultation is planned to start week commencing 19th February 2024 and close 15th April (8 weeks). The views of those directly affected and stakeholders will be captured through a variety of methods. Consultation findings will be reviewed and inform an updated Equality Impact Assessment.
A change of service in the service could result in a change of routine carers.	Timely communication of potential changes to services and support will be prioritised to help parents/carers plan and minimise the impact.	TLP Project Board including members from LALS, Adult Social Care, SENA and the LCC Communications Team	Learner annual reviews will be completed Nov 2023 – Jan 2024. Individual learner progress will be reviewed and communicated with parents/carers throughout the academic year. Consultation as per above timeline will provide the opportunity to discuss the suitability of alternative provision and assess the impact on both learners and carers should a change in the service be agreed.
Continue to monitor support needs of young people transitioning to adulthood	Implement of the 'Preparation for Adulthood' Action Plan through effective engagement of stakeholders	Preparation for Adulthood Board	Ongoing

How will the action plan and recommendations of this assessment be built into decision making and implementation of this proposal?: The proposal to consult on the future of the TLP is subject to approval by Cabinet.

How would you monitor the impact of your proposal and keep the EIA refreshed?:

Each learner attending TLP has a EHCP and Care Plan which will continue to be reviewed with Parents /Carers to ensure there is appropriate support available. LCC recently established 'Preparation for Adulthood Board' which will continue to develop a co-ordinated approach to providing services for young people with EHCPs transitioning to adulthood. Frequent meetings of this board will ensure the local offer provides appropriate pathways for young adults requiring SEN support.

Date of completion: 20/12/2023



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
22 JANUARY 2024

COMMUNITY MANAGED LIBRARIES

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1. The purpose of this report is to provide an overview of Community Managed Libraries (CMLs), the services they offer and the support package made available by the County Council.

Policy Framework and Previous Decisions

2. The County Council has a statutory obligation to ensure the provision of a comprehensive and efficient library service for all persons who live, work or study in the area, as set out in the Public Libraries and Museum Act 1964.
3. Following a comprehensive service review in 2014 the Library Service undertook a detailed consultation and engagement process with 36 communities on the opportunity for local people to run their local library. The response was very positive with 35 communities establishing groups to run their local library, with support from the Council's Library Service, and a full list is set out within the Appendix attached to this report. This closer working with communities and other providers, whilst at the same time sustaining a countywide infrastructure, has contributed to the service meeting both its statutory obligations and budget challenges.
4. On 19 November 2014, the Cabinet agreed inter alia, a delivery model for its library services and a support package for community libraries.
5. A number of reports were subsequently presented to this Committee and the Cabinet as part of the establishment of the CML model across Leicestershire in 2017 and are set out under the Background Papers section of the report.

Background

6. There are different management models operating across the CML network. The majority are Charitable Incorporated Organisations (CIOs). A smaller number of CMLs are run by Parish or Town Councils. Two libraries, Mountsorrel and Kirby Muxloe, operate under licence with the County Council as their transfer is not complete.
7. Most CMLs are operated entirely by volunteers with the exception of:

- Mountsorrel and Barrow where the Parish Councils have provided funding for a paid volunteer co-ordinator;
 - Countesthorpe and Braunstone Town which are run by the Parish and Town Councils and have paid library staff.
8. The diversity of management models reflect the diversity of communities across Leicestershire and the individual nature of each library. They offer many of the services that County Council managed libraries do, but operate differently and their strength lies in being able to develop a model that works for their local community and has the ability to make the most of the local assets and opportunities available. The fact there is no “one size fits all” is a strength, but also presents a challenge for the Council in ensuring its support is fair and equitable across the network.

Key statistics

9. Collectively the CML network provides 598.25 hours of access to library venues per week. On average each CML is open 17 hours per week. The pattern of the opening hours varies from library to library, with the minimum being seven hours per week and the highest of 41.5 per week. In the majority of CMLs this includes some evening opening hours and Saturdays.
10. Between January-December 2023, CMLs issued 305,551 books, which is 22% of the total number of issues made by the Leicestershire Library Service. Of these 180,225 were junior issues (23% of all junior issues). CMLs received 7,857 new joiners during this period, which equates to 2.5% of all new joiners during the period. Whilst there are variations between individual CMLs collectively issues have increased since 2022, as have the number of new joiners.
11. CMLs do not record visit data, as this would require a manual count process.

Services offered

12. CMLs offer access to a wide range of books, provided by the Leicestershire Library Service with stock rotated across the library network. Library users visiting CMLs can reserve any book held by Leicestershire Libraries and can return books to any Leicestershire Library. Book stock is reviewed periodically to ensure it reflects the interests of each community. CMLs in receipt of Section 106 developer contributions, can, in line with the developer agreement, purchase additional stock through the County Council stock supplier contract.
13. The County Council's network provides library users with free access to public PCs and WIFI, with the same range of digital resources available in County Council managed libraries, which include popular sites such as Ancestry and Find My Past.
14. Access to chargeable printing and photocopying facilities is well utilised by people who need to undertake a range of daily tasks, including job applications and searches, benefit claims, and passport applications.
15. CMLs hold a wide range of events and social activities which are informed by the needs of the local community, the spaces and facilities of each individual library and the skills and experience of library volunteers. These can include hosting school and

nursery visits, activities for children, book clubs, wriggly reader sessions, cafés, rooms for hire and many offer a Warm Space during winter months.

Support provided by the County Council

16. Each CML has a support agreement which outlines the support the County Council will provide and the expectations of each CML. The support agreement varies slightly depending on the individual arrangements for each library, but covers ICT support; free loan of book stock; reservations; professional library support; access to operational support by email or phone (Library Hub); van delivery service; access to Section 106 funding (developer contributions) in line with any relevant agreement.
17. The majority of these support agreements have been updated during 2023, with 27 out of the 35 completed to date. The updates are relatively minor and reflect the end of the tapered grant funding and changes to the subsidy rules, following the UK leaving the EU.
18. Each CML is allocated a named Community Managed Library Support Officer (CMLSO) who they work with on a regular basis. The CMLSOs are experienced library officers, able to offer a range of support and advice to groups. They sit within the Library Operations Team and their role complements the Council's asset-based approach enabling collaboration with communities and supporting voluntary and community sector groups to deliver effective and relevant services to their communities. They are the key liaison between the County Council and CMLs and external partners.
19. Their role includes advocating for and supporting CML with a wide range of issues including operational matters, policies, recruitment and training of volunteers and trustees, training on library systems, library stock, funding applications, facilitating property issues (where CMLs are in Council owned buildings) and signposting to further support through organisations like Voluntary Action LeicesterShire, Rural Communities Council and the Community Managed Libraries Peer Network. CMLSOs maintain regular contact with their CMLs, in person, via phone or email, on a weekly or sometimes daily basis.
20. Further support and oversight is provided by the relevant Principal Managers and frontline staff in libraries who facilitate the Library Hub. CMLs also receive support from the Council's Communities Team, Property, Legal and Transport services.
21. CMLSO and the relevant Principal Manager, hold an annual review meeting with each CML. This is an opportunity to reflect on successes and challenges, provide an overview of performance and activities, review the business plan, including financial accounts and consider future plans. This allows the CML and officers to work together to identify any support needed, potential future challenges and celebrate success.
22. There are dedicated 'hubs' within three of the Council's Libraries (Hinckley, Loughborough and Wigston) that provide operational support Monday-Saturday to all the CMLs.

23. Primary stock for the CMLs is provided by the County Council under the instructions of the Library Resources team of professional Librarians. Stock rotation is undertaken and stock delivered round the County by the transport team.

Case studies

24. There are many success stories amongst the network of 35 CMLs and the fact that all 35 CML have continued to deliver for their communities, despite the Covid-19 pandemic and cost of living crisis should be acknowledged as a success. The role of the CML Support Officers and the CML network meetings, ensure best practice is shared across the network and enable CMLs to offer support and advice to each other. Below are two brief cases studies which illustrate the impact and value of CMLs to their local communities.

Market Bosworth CML

25. Market Bosworth CML is a CIO, with a board of 12 trustees and 37 volunteers. The library is in a central location in this busy market town adjacent to the local secondary school. It offers a range of activities, from a book club to short mat bowls and story and rhyme sessions. In November 2023, the group received the King's Award for Voluntary Service. This prestigious award is equivalent to an MBE and is the highest award that can be given to local voluntary groups. Market Bosworth is currently the only library in the UK to hold the award. In 2024 there will be a presentation at the library by the Lord Lieutenant and two representatives from the library will attend a Garden Party at Buckingham Palace.

Ratby CML

26. Ratby CML is a CIO and again located in the centre of the village, opposite the primary school. It offers a range of activities from wiggly readers, to chair yoga and bingo. It also has a very popular café, which provides an important source of income. In 2022 the group, struggling with the impact of the national pandemic and increasing utility costs, found themselves in an unsustainable financial position. They reluctantly contacted the Library Service Officers to advise them of their intention to tender their notice to cease operating. The group subsequently worked with Council officers and representatives from Voluntary Action LeicesterShire to explore options to remedy the situation. Community support was galvanised which included the local pub adding an optional £1 to every meal bill. Over a period of four months and with much hard work, the trustees were able to return the group to a sustainable position and retracted their notice to close. The library continues to thrive.

Resource Implications

27. The total budget for the Library Service in 2023/24 was £3,156,615. This covers all costs associated with the 16 County Council managed libraries, a mobile library service, prison library (HMP Gartree), support for 35 community managed libraries, all book-stock and library management systems.
28. When the CMLs were first established, in order to support these groups to become established and sustainable, the County Council offered tapered grant funding for the first five years. In the main all grant funding has now ceased with exceptions outlined below:

- Braunstone Town CML receive c.£1,250 per annum for service charge linked to the lease arrangement, until 2029;
 - Bottesford CML receive £4,000 per annum until 2027, linked to the head lease;
 - Kirby Muxloe receive £1,430 linked to the lease.
29. All 35 CMLs benefit from the support package outlined in paragraphs 16-23, which includes a range of direct and indirect costs funded from the core Library Service budget and some wider County Council services such as Property, Legal and ICT.
 30. Direct staffing costs associated with CML support are c. £200,000 per annum. This includes three full time equivalent CML Support Officers and equivalent to three full time equivalent Library Support Assistants to provide the support hub. There are additional indirect officer costs relating to time spent by the Library Service team supporting annual reviews, stock management and providing professional advice which equates to a further £50,000 per annum.
 31. Approximately £90,000 was allocated to book-stock in CMLs, which equates to 21% of the total Library Service book fund.
 32. Additional costs are incurred by corporate property maintenance budgets where the County Council retain lease or licence responsibilities for repairs, maintenance, utilities. These vary year on year, but based on previous years range from £20,000-£30,000 per annum.
 33. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Conclusions

34. CMLs have become established community assets and offer Leicestershire residents access to valued library resources in their local communities. Most have been able to benefit from local support to develop their offer to best meet the needs of their local communities and maximise the assets available to them. As a result every CML is distinct and there is no single model.
35. Ensuring an effective and supportive relationship between each CML and Leicestershire Library Service will continue to be important to the future sustainability of CMLs.

Background papers

Report to the Cabinet, 5 March 2014 - Consultation on Proposals for Changes in the Delivery of Community Library Services –

<https://democracy.leics.gov.uk/ieListDocuments.aspx?MId=3988>

Report to the Cabinet, 19 September 2014 - Outcome of Consultation on Proposals for Changes in the Delivery of Library Services

<https://democracy.leics.gov.uk/ieListDocuments.aspx?MId=4190>

Reports to the Cabinet - Future Strategy for the Delivery of Library Services

19 November 2014 – <https://democracy.leics.gov.uk/ieListDocuments.aspx?MId=3995>

- 16 March 2015 – <https://democracy.leics.gov.uk/ieListDocuments.aspx?MIId=4360>
11 May 2015 – <https://democracy.leics.gov.uk/ieListDocuments.aspx?MIId=4361>
16 June 2015 – <https://democracy.leics.gov.uk/ieListDocuments.aspx?MIId=4228>
7 October 2015 – <https://democracy.leics.gov.uk/ieListDocuments.aspx?MIId=4504>
19 April 2016 - <https://democracy.leics.gov.uk/ieListDocuments.aspx?MIId=4601>

Circulation under the Local Issues Alert Procedure

36. A copy of this report will be circulated to all members of the County Council.

Equality Implications

37. There are no direct equality implications arising from this report, but it is of note that the CMLs are likely to contribute to the Council's Public Sector Equality Duty to have due regard to the objectives of eliminating discrimination and advancing equality of opportunity and fostering good relations between persons who share a relevant protected characteristic and persons who do not.

Human Rights Implications

38. There are no human rights implications arising from the recommendations in this report.

Appendix

List of Community Managed Libraries

Officer(s) to Contact

Jon Wilson, Director of Adults and Communities
Tel: 0116 305 7541 Email: jon.wilson@leics.gov.uk

Inderjit Lahel, Assistant Director of Strategic Services
Tel: 0116 305 7379 Email: inderjit.lahel@leics.gov.uk

Franne Wills, Head of Service, Communities and Wellbeing
Tel: 0116 305 0692 Email: franne.wills@leics.gov.uk

List of Community Managed Libraries in Leicestershire

Anstey	Countesthorpe	Groby	Market Bosworth	Ratby
Barrow	Desford	Hathern	Markfield	Rothley
Bottesford	East Goscote	Ibstock	Measham	Sapcote
Braunstone Town	Enderby	Kegworth	Mountsorrel	Sileby
Burbage	Fleckney	Kibworth	Narborough and Littlethorpe	South Wigston
Castle Donington	Glen Hills	Kirby Muxloe	Newbold Verdon	Stoney Stanton
Cosby	Great Glen	Leicester Forest East	Quorn	Thurmaston

This page is intentionally left blank