![Leicestershire County Council logo]

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

Date/Time: **Monday, 1 September 2025 at 2.00 pm**

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

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

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Membership

Mrs. K. Knight (Chairman)

Mrs. L. Broadley CC	Mr. P. King CC
Mr. N. Chapman CC	Mr. B. Lovegrove CC
Mr. G. Cooke CC	Mr. P. Morris CC
Dr. S. Hill CC	Mrs. R. Page CC
Mr. N. Holt CC	Mr. P. Rudkin CC
Mr. A. Innes CC	Mr. A. Thorp CC

AGENDA

Item   Report by

1. Minutes of the meeting held on 2 June 2025.   (Pages 3 - 10)

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 36.

8. Preparation for Adulthood Review.   Director of Adults and Communities   (Pages 11 - 20)

9. Performance Report for Quarter 1 2025/26 (April - June).   Chief Executive and Director of Adults and Communities   (Pages 21 - 34)

10. Adult Social Care Statutory Complaints and Compliments Annual Report 2024-25.   Director of Adults and Communities   (Pages 35 - 52)

11. Leicestershire County Council Museum Policy Revision and Accreditation.   Director of Adults and Communities   (Pages 53 - 122)

12. Overview of Community Life Choices (Day Services).   Director of Adults and Communities   (Pages 123 - 128)

13. Draft Leicestershire and Rutland Safeguarding Adults Board Annual Report 2024-2025.   Independent Chair of the Leicestershire and Rutland Local Safeguarding Adults Board   (Pages 129 - 198)

14. Date of next meeting.

The next meeting of the Adults and Communities OSC is scheduled to take place on 3 November 2025.

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

Agenda Item 1

Leicestershire County Council

Minutes of a meeting of the Adults and Communities Overview and Scrutiny Committee held at County Hall, Glenfield on Monday, 2 June 2025.

PRESENT

Mrs. K. Knight CC (in the Chair)

Mrs. L. Broadley CC	Mr. B. Lovegrove CC
Mr. N. Chapman CC	Mr. P. Morris CC
Mr. G. Cooke CC	Mr. P. Rudkin CC
Dr. S. Hill CC	Mr. A. Thorp CC
Mr. N. Holt CC	Mrs B. Seaton CC
Mr. A. Innes CC	Mr. C. A. Smith CC

In attendance

Mr. J. Boam CC – Lead Member for Adults and Communities
Mr. Kash Bhayani (for Fiona Barber) – Healthwatch Leicester and Healthwatch Leicestershire

1. Appointment of Chairman.

RESOLVED:

That it be noted that Mrs. K. Knight CC be appointed Chairman for the period ending with the date of the Annual Meeting of the County Council in 2026, iin accordance with Rule 6(a) of the Overview and Scrutiny Procedure Rules (Part 4E of the County Council's Constitution).

2. Appointment of Deputy Chairman.

It was moved by Ms. K. Knight and seconded by Mr. A. Innes:

"That Mr. P. Morris be appointed Deputy Chairman for the period until the next Annual Meeting of the Council."

It was moved by Mr. C. Smith and seconded by Mrs. B. Seaton:

"That Mr. N. Chapman be appointed Deputy Chairman for the period until the next Annual Meeting of the Council."

The Chairman informed members that both candidates have been duly proposed and seconded. In accordance with item 4 of Standing Order 27 a secret ballot would therefore take place.

The Chief Executive announced the results of the ballot, as follows:

5 votes for Mr. P. Morris, 4 votes for Mr. N. Chapman and 3 abstentions.

The motion that "Mr. P. Morris be appointed Deputy Chairman for the period until the next Annual Meeting of the Council" was therefore carried.

3. Minutes of the meeting held on 3 March 2025.

The minutes of the meeting held on 3 March 2025 were taken as read, confirmed and signed.

4. Question Time.

The Chief Executive reported that one questions had been received under Standing Order 35.

1. Question asked by Mr. Adam Stares

"At this Committee's meeting on 20 January 2025, point 48 (iv) noted that the Adults & Communities department had a target of reducing costs by £4million in 2025/26, but that this would not come at the "expense of services provided"

Has the department identified these savings and is it on track to reach this target within the constraint of not cutting the services that are provided to service users?"

Reply by the Chairman

The demand management target of £4m applied to the 2025/26 budget is a consequence of activities undertaken in 2024/25 to effectively manage resources, which resulted in an underspend against the established budget in that year.

Therefore, the overall growth requirement for the following year (2025/26) can be reduced as the expected growth can be met within existing budget. In effect this saving has already been met.

Supplementary Question

"This is good news that actions taken in 2024/25 means that additional cuts are not mandatory this year, but given that demand and costs continue to rise, can I please clarify if, whilst not essential, the Council has considered if it would still be prudent and sensible to continue to seek to make any potential efficiency cuts so that it is in a better position in the future as those costs rise next year again?"

Response by the Chairman

At the request of the Chairman the Director of Adults and Communities responded that it was absolutely prudent and sensible to consider where further efficiencies could be made. There was a process undertaken each year to look at where efficiencies and savings could be made, where areas could be more productive, and those areas were brought forward each year into the next year's Medium Term Financial Strategy.

Mr Stares left the meeting at this point.

5. 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).

6. 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.

7. 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.

   Mrs. Brenda Seaton declared that a close relation (daughter) was employed by the NHS.

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

   There were no declarations of the party whip.

9. Presentation of Petitions under Standing Order 36.

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

10. Performance Report 2024/25 - Position at March 2025

    The Committee considered a joint report of the Chief Executive and Director of Adults and Communities which provided an update of the Adults and Communities Department's performance for the year 2024/25. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

    Arising from discussion, the following points were made:

    i.   It was noted that the Department had a policy in place which staff and managers followed, whereby people waiting for an assessment of need for adult social care support were contacted, usually fortnightly, and kept up to date with progress regarding their assessment. Managers rated the risk to the individual on a Red, Amber, Green (RAG) rating list. Data was reviewed on a monthly basis to consider both the numbers of people waiting, and what activity and contact had been made with individuals. The Director undertook to provide a detailed report on available metrics relating to residents awaiting assessments to a future meeting of the Committee.

    ii. A Member queried the 4% increase in the number of people waiting over six months for an assessment and asked if this was due to the systems currently in place or staffing issues. Members were reassured that no one waiting over six months had a significant level of need or risk, and that delays could be for various reasons, for example, awaiting information from other organisations, or legal processes pending conclusion. These were not due to staffing or systems issues.

iii. A Member referenced two statutory surveys undertaken of people in receipt of social care services (the annual and biennial survey), and the identified drop in social contact being experienced by both service users and carers. It was noted that officers had, in the past, analysed findings around social contact in detail, but surveys had been paused during the Covid pandemic. Starting from 2024 the Department, alongside the Business Intelligence Service, had developed an analysis tool that could delved into attained survey information at a demographic level. For example, on the basis of age, gender, primary support reason, learning disabilities or mental health. A small task and finish group had been set up to commence in June 2025 which would look at these survey results, including looking at social contact.

RESOLVED:

a) That the Performance Report 2024/25 - Position as at March 2025, be noted.
b) That the Director be requested to bring a detailed report to a future meeting of the Committee regarding the Departments current communications approach with people awaiting an assessment of need for adult social care support.

11. Adults and Communities Strategy 2025-2029 Delivering Wellbeing and Opportunity in Leicestershire.

The Committee considered a report of the Director of Adults and Communities, the purpose of which was to present to the Committee the findings of the consultation on the draft Adults and Communities Strategy 2025-2029 "Delivering Wellbeing and Opportunity in Leicestershire 2025-2029". A copy of the report marked 'Agenda Item 11' is filed with these minutes.

Arising from discussion the following points were made:

i. A Member questioned the low number of responses received from the public consultation. It was noted that the consultation had been made available on the Council's website and therefore accessible to all. It had been promoted by the Communications team which had ensured responses were encouraged and promoted to carers. The Director advised that a prior consultation had taken place from late 2019 to July 2020 during the Covid pandemic which similarly yielded 61 formal responses. It was suggested that other forms of direct consultation with the public should be explored for future consultations to try and encourage a greater response.

ii. Members were reassured that prior to the public consultation direct engagement with service users had been undertaken and their feedback had helped to shape the draft Strategy now put forward for consideration.

iii. A Member pointed out a response to the survey, emphasizing the necessity for clarity regarding whom to contact within Adult Social Care, and underscored the importance of effective communication across social care services. The Director indicated that the initial point of contact for individuals was the Customer Service Centre (CSC). Significant efforts had been made to improve process within the CSC which had resulted in an increased response rate and reduced call durations. Furthermore, it was noted that a new tool had been implemented, enabling

individuals to locate their assigned social worker on the Council's website if they had been given a named worker and reference number.

RESOLVED:

a) That the report on the findings of consultation on the draft Adults and Communities Strategy 2025 to 2029 Delivering Wellbeing and Opportunity in Leicestershire be noted;

b) That the comments now made by the Committee be forwarded to the Cabinet for consideration at its meeting on 17 June 2025.

12. <u>Report on Prevention Review Programme - Respite and Short Break Provision.</u>

The Committee considered a report of the Director of Adults and Communities, which provided information on the review of the Council's in-house respite and short break provision and the case for change to deliver best value for the Council. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

Arising from the discussion, the following points were made:

i. It was noted that there were three respite facilities in the County: Wigston, Melton, and a twelve-bedded unit at Hinckley. Alongside residential settings, there were also shared lives services offering overnight short breaks which were geographically spread over the County. It was noted that each of the three units were different in terms of their capability of meeting people's needs, from people requiring limited support, through to complex needs requiring, for example, hoisting, or additional one to one support.

ii. In response to a Member's question on whether the respite service was offered on a need's basis rather than a cost basis, it was explained that any offer of respite would be made following an assessment of a person's needs before cost was considered. The Director explained that the Authority would be responsible for meeting a persons identified unmet needs following an assessment and would look at all options for the best way to meet those needs. Cost was a factor considered as part of this process. The Department had a Fair Outcomes Policy, which detailed how the process would be undertaken and the choices that were available to people. Furthermore, if a person wanted a more expensive provision than could be procured by the Authority, they would have the option to support part of that cost themselves, either through individual support, or through a third party.

iii. As the Authority only had the three respite units, a Member questioned if it would look at partnership working in order to offer more services, particularly in rural locations which were often difficult to reach. The Director explained that a key issue for private sector providers in terms of both respite and short breaks care was financial viability due to the number of voids and vacant beds during periods of low demand, such as during school holidays and weekends. As a result it was a difficult area for providers to manage and make a profit on a commercial basis. It was for this reason the provision of such services tended to be expensive, as overall costs factored in expected vacancy costs.

iv. The Director reported that due to the number of vacancies within the internal service, expansion was not currently being considered. However, if following the review a need for expansion was identified, partnership working would be an option looked at. It was noted that the building of the care units was bespoke, had very high levels of equipment and were very expensive to build, so it was not something that the Council could currently deliver on its own.

v. A Member asked if there was any respite care for people with physical difficulties of working age, as it appeared many had to be placed in elderly residential care which was not appropriate. It was suggested that this seemed to be a gap in the market. It was reported that people with physical disabilities could be supported, but ordinarily the Authority would be looking to the external market to provide such respite care. With the Shared Lives scheme, respite short breaks could be offered to people with physical needs in a shared lives environment, if that was appropriate for that person's needs.

vi. It was acknowledged that a lot of people of working age with a physical disability simply wanted an ordinary break such as a holiday. In such cases it would be more appropriate for them to access a service available outside of the County Council ensuring that any venue could cater to their specific needs. Direct payments were offered to people, for example, to employ a personal assistant to accompany them on a break to support them. There was a range of options for people if they did not need a specialist environment, but if a specialist environment was required, then it was largely in the private residential sector.

vii. In response to a question, it was noted that there was cross referral between the City and County for such services, with strong links and contracts in place. For example, approximately 20% of residential care provision for County residents was in the City, and similarly the City would use facilities in the County. The border was quite fluid in the way people lived and chose to be near family.

RESOLVED:

That the report on the Prevention Review Programme – Respite and Short Break Provision be noted.

13. Home Care for Leicestershire Procurement.

The Committee considered a report of the Director of Adults and Communities the purpose of which was to seek the view of the Committee on the approach to procurement of home care for Leicestershire residents with eligible social care needs. The current Home Care for Leicestershire (HCL) Framework was due to end October 2026, and it was not possible to extend the current Framework beyond that date. A copy of the report marked 'Agenda Item 13' is filed with these minutes.

Arising from the discussion, the following points were made:

i. A Member questioned the tendering process and the approach taken to provide prices to suppliers in advance. It was suggested that this did not provide the Council the opportunity to reduce its costs and ensure it was getting best value. It was reported that some Councils would go out to the markets with a range of prices. However, having undertaken work with an independent organisation the advice had been to find the optimum rate to ensure a quality service could be

secured which ensured staff would be paid a reasonable wage, travel time and mileage was covered, and allowed a provider to adequately train and support their staff. By pitching at a sustainable price, the Council was more likely to secure a reasonably priced, long term sustainable service. It was noted that cheaper offers could often result in lower quality services being procured with less security over the long term which risk impacting service users. In addition, providers would have to score a minimum of the marking system during the tender process, for example, CQC rating.

ii.   The Authority had a quality assurance process. If a provider was non-compliant, the authority could 'breach' the contract, namely suspend new activity, apply sanctions to limit activity, develop and action plan to improve the service, or terminate the contract. It was explained that with the quality assurance process and framework followed, a lot of focussed work and resources went into ensuring providers could improve without necessarily terminating a contract. This ensured greater stability for service users. The approach taken depended on the circumstances of each case.

iii.   Members were reassured that during the tendering process there was a requirement for continuity of care for vulnerable people, with regards to staffing models, rotas and how people were employed.

iv.   Members queried the cost of support by the Quality Team to businesses providing inadequate care. It was reported that the Team was part of the service offered to businesses, so whilst guidance and support was provided, it was the provider's responsibility to implement actions in the plan. Members' general feeling was that quality was key and commercially the Authority should look at a process that penalised underperforming providers, which as a business should be written into any tender, and as the Authority was facing financial restriction it should not pay for another organisations' inadequacies.

RESOLVED:

a) That the report on proposals for the Home Care for Leicestershire Procurement be noted.

b) That the comments now made be forwarded to a future meeting of Cabinet for consideration.

14.   <u>Dates of Future Meetings.</u>

The dates of future meetings of the Committee scheduled to take place on the following dates, all on a Monday at 2.00pm, were noted:

Monday, 1 September 2025
Monday, 3 November 2025

2.00pm to 3.34pm   CHAIRMAN
02 June 2025

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Leicestershire
County Council

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
1 SEPTEMBER 2025

PREPARATION FOR ADULTHOOD REVIEW

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1. In March 2023, the Committee considered a report which provided an update on the actions taken following the recommendations from the Peer Review on the effectiveness of the current pathway to adulthood and the subsequent Corporate Preparation for Adulthood Review (CPfAR).

2. The purpose of this report is to provide the Committee with an update on how the points raised in the report are being addressed as requested by the Committee at its meeting on 3 March 2025.

3. The CPfAR is supported by the Council's Transformation Unit and is a joint review across Children and Family Services (CFS) and Adults and Communities (A&C). This report will focus on progress from an adult social care perspective.

Policy Framework and Previous Decisions

4. The CPfAR aligns with the Council's Preparing for Adulthood (PFA) Strategy.

Background

5. The Peer Review of Pathway to Adulthood examined the effectiveness of the current pathway to adulthood, with a focus on the Young Adult Disabilities (YAD) Team located within the A&C Directorate.

6. The scope for the CPfAR is a broader review of the internal PFA pathway between children's and adult services.

7. The Pathway to Adulthood Project Board is responsible for providing strategic oversight and governance of the project which is sponsored by both the A&C and CFS Departments.

8. The aim of the CPfAR is to:

   - Establish a model that will work with children from birth to adulthood, reducing dependency and maximising independence.
   - Identify and understand the full cohort of children that will need to transition through to adult services.

- Establish if the current County Council model is effective for children and young people where they need to transition.
- Understand if the current model delivers good outcomes for children and young people in line with their aspirations.
- Establish if the current model is fit for purpose or are there alternatives that deliver better financial management.
- Establish if the right level of provision is being provided in line with needs and strengths-based practice.
- Establish the demand data and make recommendations for a clear PFA pathways for those children and young people.

9.   The Council is committed to preparing children and young people for adulthood and providing a good transitional experience whilst considering good financial management.

Preparing for Adulthood

10. PFA is not a singular event but something that should begin at the point a person is born and is a collective responsibility between the parents and the partner organisations. It is critical that any pathway agreed is clear, smooth and addresses all the required skillsets and person's aspirations to be an independent adult.

11. The project has been structured around the following workstreams:

Process Mapping (Process, People & Sytems)
Full end-to-end process mapping, People and system review.

Benchmarking
Benchmark exercise with other authorities
that are high performing, identify good practice

Commissioning
Review current commissioning practices

Data & Finance
Review all data & Finance data

Published Information
Review all published information

Parent/Carer Engagement
Gather the views of parent, carers and Young People

Workstreams Updates

12. Below is an update on each of the workstreams, including summaries of proposed key recommendations.

Process Mapping (Process, People and Systems)

13. The full end to end process mapping for both children's and adults has been completed. A joint workshop was held with workers from both adult and CFS on 24 June 2025 to present the key findings and to gather the views and comments of front line practitioners.

14. The workstream identified several areas of improvement including establishing a criteria to identify young people who are likely to require a transition to adult social care rather than using the Education Health and Care Plan as an indicator, and establish a more efficient process for assessing and assigning cases.

15. Work has commenced to look at digital solutions to improve the current identification method alongside the potential to develop a robust interface to connect the IT systems currently in place across CFS and A&C (Mosaic, Synergy, and Liquidlogic Adult System [LAS]) improving data sharing and continuity of care, with consideration for a unified platform.

16. A full review of demand and resource allocation for the Community Reablement Worker (CRW) role will be conducted, ensuring CRW interventions are consistently recorded in LAS and update performance dashboards to track impact and cost-effectiveness.

17. Work with commissioning teams will be undertaken to co-develop a clear PFA pathway with health services and to promote dual registration of providers and streamline protocols for transferring direct payments between children's and adults' services.

Benchmarking

18. A joint benchmarking framework for children's and adults' services was used to engage with 17 local authorities; which were selected based on proximity and demographic similarity to Leicestershire; as well as the National Benchmarking Forum. Key recommendations are summarised below in paragraphs 19-21.

19. A proactive, joint approach to PFA be adopted from age 14, alongside reviewing and enhancing methods for identifying young people needing transition support. The creation of a comprehensive pathway plan involving all relevant services as well as broadening enablement services to include structured life skills development.

20. Partnering with district councils and social landlords to deliver housing and tenancy education and improve co-ordination with primary mental health services and clarify referral routes to specialist teams.

21. Work to establish a cross-service protocol outlining roles, timelines, and expectations, embedding strength-based practice and explore co-location, shared supervision, and joint cohort meetings to improve frontline integration.

Commissioning

22. A shared understanding of strategic commissioning has been established across CFS and A&C. This includes assessing local needs, aligning priorities and resources, shaping the provider market, and redesigning services to meet demand.

23. A joint workshop was held to explore barriers, challenges, and opportunities within commissioned services. As a result, a joint report outlining key findings and opportunities has been finalised. It includes proposed recommendations aimed at improving integration, efficiency, and outcomes across both service areas as set out below in paragraphs 24-29.

24. Establish a dedicated commissioning function for Education, Inclusion, and Special Education Needs and Disabilities within CFS, engaging stakeholder to co-develop a shared educational vision.

25. Strengthen joint working with Integrated Care Board (ICB) to support smoother transitions, ensuring health representation in complex case planning and improving transparency of health services and funding pathways. Extend wellbeing services to younger cohorts and collaborate with Public Health on preventative strategies.

26. Provider contracts to align with progression and enablement principles. Improve transition pathways from high-cost placements and explore dual registration models for complex care provision.

27. Introduce a person-centred planning model from early years and expand reablement capacity to promote independence. Develop flexible services responsive to evolving needs.

28. Collaborate with District Councils and strategic housing leads to improve housing options and explore use of assessment flats to evaluate independence readiness.

29. Co-produce guidance materials with parents and young people and enhance communication and share positive case studies to promote best practice.

Data and Finance

30. A validated analysis of adult services data has been completed, with a final report capturing key findings and proposed recommendations, as set out below in paragraphs 31-34.

31. There are clear overlaps between the Data and Finance and Process Mapping workstreams, presenting opportunities to align efforts and strengthen the overall approach to transition planning and service delivery.

32. Referrals from CFS to A&C to include comprehensive and accurate information to support effective decision-making. A detailed review be conducted to confirm the YAD service is appropriately resourced for current and future caseloads. Reporting mechanisms to be introduced to compare service packages across Children's and YAD services, supporting financial oversight and strategic planning.

33. Identify potential efficiencies through earlier assessments and proactive engagement with care providers, ensuring NHS contributions are applied to eligible cases and reflected accurately in financial reporting.

34. Progress on the analysis and verification of children's services data has experienced delays, which has impacted the overall project timeline.

Published Information

35. This workstream is currently paused and will resume later in the project, once the final service redesigns have been completed. At that stage, all published materials will be reviewed to ensure that any process changes are clearly documented and accurately reflected in public-facing information.

Parent/Carer Engagement

36. A survey was conducted with parents, carers, young people, and professionals, resulting in 75 responses. The key themes and proposed recommendations have been analysed and documented which will inform the wider project and are summarised below in paragraphs 37-41.

37. Introduce longer handover periods between children's and adult services to support better preparation and understanding of individual needs. Maintain consistent social workers and Personal Assistants throughout the transition period to reduce reassessments and minimise stress for families. Involve transition workers from age 14/15 and provide families with detailed information packs to support early planning.

38. Provide families with a dedicated contact and regular updates to reduce anxiety and improve engagement. Help families and young people understand the legal and financial changes that occur at age 18 to ensure smoother transitions.

39. Improve communication with schools and colleges to ensure timely updates on review meetings and transition planning. Offer multiple ways for families to share feedback - face-to-face, online surveys, and email - to improve accessibility and responsiveness.

40. Create a comprehensive directory of services, contact details, and a glossary of key terms to help families navigate the transition process. Provide booklets or leaflets outlining what to expect during transitions to manage expectations and reduce confusion. Provide earlier information on adult social care charges to support informed financial planning.

41. Increase the availability of suitable placements for individuals with physical disabilities and complex health needs. Develop programmes that support access to part-time employment and work experience as part of the transition to adulthood.

42. The findings have been shared with the Parent Carer Forum, who confirmed that their views and experiences have been accurately represented.

43. Reports and proposed recommendations on the above workstreams will be reviewed by the sponsors/Senior Responsible Owners and will be signed off by the CPfAR Project Board in September 2025.

Equality Implications

44. The proposals outlined in this report have the potential to positively impact children and young people with protected characteristics, particularly those with disabilities, by improving the transition process from children's to adult services.

45. Equality implications will continue to be considered as part of this review and an Equality Impact Assessment will be completed once any agreed changes to the pathway are made.

Human Rights Implications

46. This review will continue to respect the rights of young people as they move into adulthood, particularly around dignity, independence, and being involved in decisions about their lives. Any changes to the pathway should support their right to family life and ensure they are not treated unfairly. Human Rights implications will continue to be considered throughout the duration of this project.

Consultation

47. Consultation with relevant stakeholders will be considered as the project progresses with any approved changes to the pathway are implemented.

Resource Implications

48. The CPfAR has been identified as a savings under development within the 2025 Medium Term Financial Strategy. At present, it is not possible to specify the resource implications, as these will be contingent upon the outcomes of future service design proposals.

49. The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of this report.

Timetable for Decisions

50. The joint reports for all workstreams will be finalised in readiness for presentation to the September CPfAR Board, where formal approval and agreement will be sought.

Conclusions

51. This report has been prepared to provide an update on the progress of the CPfAR. It outlines the significant work undertaken across each of the workstreams.

52. It reflects the strong commitment across A&C and CFS to improving the transitional experience for young people.

53. The timescale for the completion of the final business case for change is scheduled for mid-October 2025. A high-level plan is attached as Appendix A for reference.

54. The Committee is invited to review the progress of the review to date and to raise any questions or comments for consideration.

Background papers

- Preparing for Adulthood Strategy -
  https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2019/2/1/Preparing-for-adulthood-strategy.pdf
- Report to Adults and Communities Overview and Scrutiny Committee: 2 September 2024 – Peer Review of Pathway for Adulthood -
  https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=7818&Ver=4 - item 24
- Report Adults and Communities Overview and Scrutiny Committee: 3 March 2025 –
  Peer Review of Pathway for Adulthood -
  https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=7852&Ver=4

Appendix

High level plan

Officers to Contact

Jon Wilson, Director of Adults and Communities
Adults and Communities Department
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Santokh Dulai, Assistant Director (Operational Commissioning)
Adults and Communities Department
Tel: 0116 305 1039 Email: santokh.dulai@leics.gov.uk

Claire McWilliams, Head of Service
Adults and Communities Department
Tel: 0116 305 3046 Email: claire.mcwilliams@leics.gov.uk

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HIGH LEVEL PLAN

	June	July	Aug	Sept	Oct

Process Mapping

➢ **Adults**

➢ **Children's**

Process Mapping Report/ Opportunities Sign-off	Joint CFS & Adults Opportunities Workshop	Draft Report Opportunities Sign-off AD & HOS

Data

➢ **Adults**

➢ **Children's**

Data analysis, verification, report findings and agree opportunities

Report Finalised

Priority Data	Project Board Direction

Benchmarking

Further Benchmarking	Joint workshop	Final Report

Commissioning

Report review	Finalise Report

Engagement

Parent/Carer steering group

Draft Business Case

Fina Busine Case

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**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
1 SEPTEMBER 2025**

PERFORMANCE REPORT FOR QUARTER 1 2025/26 (APRIL-JUNE)

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

Purpose of the Report

1. The purpose of this report is to present the Committee with an update of the Adults and Communities Department's performance during the first quarter of 2025/26, namely, April to June 2025.

Policy Framework and Previous Decisions

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

Background

3. The metrics detailed in Appendix A to this report are based on the key performance measures of the Adults and Communities Department for 2025/26. 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 Adult and Communities Strategy 2025-2029, '*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 – to Prevent, Reduce, Delay and Meet needs.

4. 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.

5. Where a national average is quoted, including in Appendix A, it will relate to the year 2023/24. The national averages for the most recent year - 2024/25 - will be known when national figures are published by NHS England in December.

6. The majority of metrics set out in Appendix A are reflected in the national Adult Social Care Outcomes Framework (ASCOF) which is a tool that the Department of Health and Social Care and NHS England use to measure how well care and support services do the things that matter to most people. The framework focuses on six main areas: people's quality of life, independence, empowerment, safety, social

connections and continuity and quality of care. These metrics are therefore benchmarked against the national position. However, several metrics do not fit within the ASCOF, in particular those relating to Culture Leicestershire and the Adult Learning Service. These do not have a national average to compare performance with and 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 the first quarter.

Performance Update: April to June 2025

Adult Social Care

7. During the first quarter of 2025/26 the council received 12,800 **contacts**, 7.7% (1,067) fewer than the equivalent three-month period of 2024/25. Two-thirds (8,590) of the contacts were received via telephone or email whilst the numbers received from Health services have steadied over the past 12 months at an average of 4,800 per quarter (approximately four in 10 contacts).

8. Measuring whether someone **lives in their own home** is one way to assess independence. ASCOF 2E measures the proportion of adults aged 18-64 with a learning disability, known to the Council, who live with family or in their own home. Living with family can provide a familiar environment and stability whilst having their own home helps to develop independence and build confidence. At the end of June 2025, the proportion in Leicestershire was 87.1% (1,227 out of 1,408) living with family or in their own home, very similar to 87.2% (1,198 out of 1,374) reported for 2024/25 and above the national average of 81.6%.

9. An area of focus for the collation and reporting of new adult social care metrics, is the time people have to **wait for an assessment** of their need, and services if they are required. NHS England are currently working on definitions for a new metric to this end. In the meantime, local reporting will continue to monitor the number of people awaiting allocation to a member of staff to undertake an assessment. As at the end of June 2025 there were 599 people awaiting an assessment in Leicestershire, a reduction of 73 from 672 at the end of the previous quarter. Furthermore, the number waiting for six months or more at the end of the first quarter was 50, down from 61 at the end of March.

10. **Reablement** 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's Homecare Assessment and Reablement Team (HART) focus on a person's aims and goals whilst working in partnership with other teams such as NHS Community Therapy and Occupational Therapists to produce a reablement plan to help the person maximise their independence. During the first three months of 2025/26 1,100 people benefited from a reablement service for the first time.

11. The ASCOF contains two metrics to measure a local authority's performance in this area – ASCOF 2A: the proportion of people with no continued needs post reablement, and ASCOF 2D: people living at home 91 days following hospital discharge and reablement. For the first of these metrics Leicestershire's performance during the first quarter of 2025/26 (82.8% or 911 out of 1,100) was lower than 88.7% from this time last year, although higher than the latest national

average (79.4%).   The second ASCOF metric shows that 88.3% (596 out of 675) people discharged from hospital to a reablement service between January and March 2025 were living at home 91 days post discharge. This is slightly lower than 90.7% (582 out of 642) but again remains above the latest known national average of 83.8%.

12. **Avoiding permanent placements to residential or nursing care homes** is a good indicator of efforts to maximise independence and delay dependency. Research suggests that where possible, people prefer to stay in their own homes, with support, rather than move into permanent care. For people aged 18-64 there were 15 admissions during the first quarter of 2025/26 giving an early forecast for the full year of 62 - slightly fewer than the 64 during 2024/25. For people aged 65 or over there were 212 admissions during the first quarter giving a current forecast of 881 admissions - less than the previous year (923). However, these are early forecasts based on just one quarter and it is expected that there will be a shift in the projection as the year progresses.

13. **Direct payments** give people needing adult social care support more choice, control, and flexibility by allowing them to arrange and manage their own support tailored to their individual needs and preferences. ASCOF monitors the use of direct payments and at the end of the first quarter 32.7% (1,677 out of 5,135) of people in receipt of a long-term community service were doing so via a direct payment. This is similar to last year (33% or 1,671 out of 5,069) and higher than the latest national average of 25.5% at the end of March 2024.

14. Local authorities are required to carry out two **statutory surveys**: an annual survey of people who use adult social care services, most recently conducted in February 2025, and a biennial carers survey, with the next one scheduled for autumn 2025. The most recent ASCOF metric findings, drawn from the two surveys, are presented in Appendix A and were detailed in the performance report submitted to the Committee on 2 June 2025. Updates to the forthcoming surveys for 2025/26 will be presented to the Committee in due course.

15. A **safeguarding** alert is a contact with the Authority where concerns are raised that an adult is experiencing or is at risk of abuse or neglect. During the first quarter of 2025/26 there were 984 alerts, 88.1% more than the 523 received during the previous year. This increase may reflect the ongoing influence of a recently launched initiative to raise safeguarding awareness among organisations and external partners.

16. 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. Between April and June 2025 there were 308 enquiries, a notable increase on 232 during the comparable period of the previous year. In 2024/25, a new measure was added to ASCOF to track the proportion of completed enquiries resulting in the reduction or removal of an identified risk. During the first quarter of 2025/26, 94.4% (234 out of 248) of enquiries involved an identified risk being reduced or removed, similar to 95.3% (645 out of 677) during the equivalent period of 2024/25.

17. Under the Care Act 2014 Local Authorities must keep care and support plans under general review to ensure the plan remains relevant and responsive to the individual's needs. While the Act does not mandate a strict **annual review**, statutory guidance

and best practice recommend that a full review should take place at least once every 12 months. At the end of the first quarter of 2025/26, 77.1% (4,044 out of 5,245) of people who had been in receipt of services for at least a year had been reviewed in the past 12 months, similar to the position at the same point last year (77.5% or 4,000 out of 5,159), and notably higher than the latest known national average of 58.8%.

Culture Leicestershire

18. There is no national performance framework covering the Culture Leicestershire section of the Adults and Communities Department and as such performance is monitored against locally agreed targets. Appendix A highlights the quarter one milestones to help gauge if performance is on track to meet the targets.

19. The County Council's museum collections record the natural life of Leicestershire and reflect the lives, histories, and interests of people who have made Leicestershire their home. Sites include Melton Carnegie Museum, Bosworth Battlefield, Charnwood Museum, Harborough Museum, the Record Office and the 1620s House and Garden. During the first quarter of 2025/26, there were 41,030 visits to these **heritage sites**. This represents a slight increase compared to the same period last year (39,140) and is broadly in line with the quarter one milestone of 41,590 for the current reporting year.

20. Local authorities encourage the **use of libraries** as they promote free and equal access to knowledge, support lifelong learning, strengthen communities, help reduce social and digital inequalities, and are a statutory provision. During the period April to June 2025[1], there were 196,360 physical visits to Council managed libraries, above the first quarter milestone of 195,000. The total loans figure of 597,930 during the first quarter was similar to the number during the equivalent period last year (599,000) and above the first quarter milestone of 588,280. This increase will be influenced, in part, by the continued uptake of e-loans – 322,580 during the first quarter of 2025/26 which was 43,500 more than the equivalent three-month period last year. Figures in Appendix A show that junior loans were lower than the quarter one milestone (159,100 compared to 187,500). This shortfall may be attributed to ongoing reporting challenges with the new Library Management System, for which work with the supplier is continuing.

21. The Department's **Creative Learning Service** supports schools across the County with a wide range of resources, pupil sessions and professional help to stimulate reading and creative learning across the curriculum. Since the start of the 2024/25 academic year last September there have been 21,600 attendances at Creative Learning Service workshops, similar to the equivalent timeframe of the previous year (22,100), and above the 20,000 milestone for the period.

22. There were 6,520 hours of **volunteering** at libraries, museums and heritage services between April and June 2025, 890 more than 5,630 during the equivalent three-month period last year.

23. The **Leicestershire Adult Learning Service's** performance relates to the proportion of learning aims due to be completed in a given period that were successfully

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[1] *Appendix A highlights a notable increase in visits compared to the same quarter last year, primarily due to the ability to now capture figures relating to visits to the library in Market Harborough*

achieved. The last academic year started in September 2024, and overall performance of 84.8% at the end of June 2025 is slightly lower than the position in the previous year (85.8%), although just above the current target.

Conclusion

24. Quarter one performance for 2025/26 highlights continued progress across Adults and Communities, with most indicators meeting or exceeding national averages and local milestones. Notable gains were made in reducing adult social care waits and increased heritage and library visits.

25. Regular monitoring and analysis will continue, focusing on key activity and performance metrics across the Adults and Communities Department.

Background papers

- Delivering Wellbeing and opportunity in Leicestershire – Adults and Communities Strategy 2025-29

- Adult Social Care Outcomes Framework

- Leicestershire County Council Strategic Plan 2022-26

- Better Care Fund

- Report to Adults and Communities Overview and Scrutiny Committee: 2 June 2025 – Performance Report 204/25

Circulation under the Local Issues Alert Procedure

26. None.

Equality Implications

27. The Adults and Communities Department supports vulnerable people from all diverse communities in Leicestershire. However, there are no specific equality implications to note as part of this performance report.

Human Rights Implications

28. There are no specific human rights implications to note as part of this performance report.

Health Implications

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

Appendices

- Appendix A - Adults and Communities Department Performance Dashboard for Quarter One (April to June) of 2025/26
- Appendix B – Adult Social Care Strategic Approach

Officers to Contact

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Adults and Communities Performance 2025/26
April to June 2025

Performance Rating and Progress

■ (dark green)	Performing **better** than the latest national average or local target
■ (light green)	Performing **similar** to the latest national average or local target
■ (brown)	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	2025/26 Performance	2024/25 Performance
ASCOF 3C1	% of SUs who find it easy to find information	High	66.4% 23/24 Nat. Ave.	◀▶	Survey is annual and will next run in February 2026	61.1%
ASCOF 3C2	% of carers who find it easy to find information	High	59.1% 23/24 Nat. Ave.	▲	Survey is biennial and will next run in October 2025	56.1%

Measure	Description	Aim	Rating	Progress	2025/26 Performance	2024/25 Performance
Local	Hours of Volunteering (Heritage & libraries)	High	5.1k Local Q1 Milestone	▲	6.5k	5.6k

Leicestershire County Council's Strategic Plan 2022-26	**Great Communities** Cultural and historical heritage are enjoyed and conserved

Measure	Description	Aim	Rating	Progress	2025/26 Performance	2024/25 Performance
Local	Heritage visits	High	41.6k Local Q1 Milestone	▲	41.0k	39.1k
Local	Library visits	High	195.0k Local Q1 Milestone	▲	196.4k	155.1k
Local	Total library loans	High	588.3k Local Q1 Milestone	◄►	597.9k	599.0k
Local	Junior loans	High	187.5k Local Q1 Milestone	▼	159.1k	186.2k
Local	E-loans	High	315.0k Local Q1 Milestone	▲	322.6k	279.4k
Local	Total community library issues[1]	N/A	For Information Only	N/A	50.1k	69.5k
Local	Community library children's issues.	N/A	For Information Only	N/A	24.9k	39.0k
Local	Attendances at Creative Learning Service workshops	High	20.0k Local Milestone Jun-25 (Academic year)	◄►	21.6k	22.1k

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	2024/25 Performance	2023/24 Performance
Local	Leicestershire Adult Learning Service (LALS) Success Rate	High	84.0% Local Target 2024/25 (Academic year)	◄►	84.8%	85.8%

[1] *The new Library Management System does not allocate 'online' renewals to the original issuing site, just to 'web'. Therefore, community ran library figures for 2025/26 appear lower in the count as they do not include online renewals.*

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	2025/26 Performance	2024/25 Performance
ASCOF 2E	% of adults with a learning disability living at home or with family	High	81.6% 23/24 Nat. Ave.	◀▶	87.1% (1,227 out of 1,408)	87.2% (1,198 out of 1,374)

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	2025/26 Performance	2024/25 Performance
ASCOF 5A1	% of SUs who had as much social contact as they would like	High	45.6% 23/24 Nat. Ave	▼	Survey is annual and will next run in February 2026	39.6%
ASCOF 5A2	% of carers who had as much social contact as they would like	High	30.0% 23/24 Nat. Ave.	◀▶	Survey is biennial and will next run in October 2025	25.4%
Local	Number of people awaiting a care assessment	Low	<672 Position as at Mar 2025	▲	599 End of June 2025	672 End of March 2025
Local	Number of people awaiting a care assessment for more than six months	Low	<61 Position as at Mar 2025	▲	50 (8.3% of total waiting at end of Mar-25)	61 (9.1% of total waiting at end of Mar-25)

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	2025/26 Performance	2024/25 Performance
ASCOF 2A	% of people who had no need for ongoing services following reablement	High	79.4% 23/24 Nat. Ave	▼	82.8% (911 out of 1,100)	88.7% (3,912 out of 4,408)
ASCOF 2D *BCF*[2]	Living at home 91 days after hospital discharge and reablement	High	83.8% 23/24 Nat. Ave	▼	88.3% (596 out of 675)	90.7% (582 out of 642)
ASCOF 2B	Permanent admissions to care (aged 18-64) per 100,000 pop.	Low	15.2 per 100k pop. 23/24 Nat. Ave	◄►	14.3 per 100k Pop. Forecast 62 Admissions in 25/26	14.7 per 100k Pop. Actual 64 Admissions in 24/25
ASCOF 2C *BCF*	Permanent admissions to care (aged 65+) per 100,000 pop.	Low	566.0 per 100k pop. 23/24 Nat. Ave	▲	572 per 100k Pop. Forecast 881 Admissions in 25/26	599 per 100k Pop. Actual 923 Admissions in 24/25

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[2] The Better Care Fund (BCF) programme supports local systems to successfully deliver the integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers.

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	2025/26 Performance	2024/25 Performance
ASCOF 3D	Adult aged 18+ receiving direct payments	High	25.5% 23/24 Nat. Ave	◀▶	32.7% (1,677 out of 5,135)	33.0% (1,671 out of 5,069)

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

Measure	Description	Aim	Rating	Progress	2025/26 Performance	2024/25 Performance
ASCOF 4A	% of service users who say they feel safe	High	71.1% 23/24 Nat. Ave.	▼	Survey is annual and will next run in February 2026	66.8%
ASCOF 4B	% of safeguarding enquiries where the identified risk was reduced or removed	High	National data not yet published	◀▶	94.4% (234 out of 248)	95.3% (645 out of 677)
Local	% of service users who received their annual review	High	58.8% 23/24 Nat. Ave	◀▶	77.1% (4,044 out of 5,245)	77.5% (4,000 out of 5,159)

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Delivering Wellbeing and Opportunity in Leicestershire
Adults and Communities Department Strategy for 2025 – 2029

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 adaptions 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.

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Leicestershire County Council

**ADULTS AND COMMUNTIES OVERVIEW AND SCRUTINY COMMITTEE
1 SEPTEMBER 2025**

**ADULT SOCIAL CARE STATUTORY COMPLAINTS AND COMPLIMENTS
ANNUAL REPORT 2024-25**

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the Report

1   The purpose of the report is to provide members of the Committee with a summary of the complaints and compliments received in respect of adult social care services commissioned or provided by the Adults and Communities Department during 2024-25. The Annual Report is appended.

2   The Committee is asked to note the report and are invited to make comments.

Policy Framework and Previous Decisions

3   The Committee last received a report on complaints and compliments on 2 September 2024. This report covered the year 2023-24 and the Committee requested that reports continue to be presented on an annual basis.

Background

4   The Department has a long-standing statutory duty to have a complaints process in place for adult social care. The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009, effective from 1 April 2009, introduced a two-stage process with flexible investigation methods and timescales to suit the nature and complexity of the complaint. If the complainant is unhappy with the outcome after stage one, they can ask the Local Government and Social Care Ombudsman (LGSCO) to investigate.

5   The regulations provide a framework for those handling a complaint relating to a local authority's social care functions - this includes directly provided services and independent services provided through commissioning.

6   The actions, omissions, or decisions of the local authority in respect of social care functions are covered. The regulations do not, however, apply more generally to independent providers.

7   People who are paying for their own social care (self-funders) may complain to the local authority, for example, about assessment or failure to assess. Services people have arranged or purchased themselves are not covered but the local authority could be challenged if it commissions those services, for example, by a complaint that it

has commissioned a sub-standard service or is not performance managing contracted services sufficiently.

8   The Adults and Communities Department is contacted on a daily basis by service users, carers and other interested parties to share concerns, request information or seek clarity on care arrangements. These queries are dealt with and resolved at a local level within care teams or through the Directorate without recourse to the formal complaints process. The Complaints Team does, on occasion, also receive queries and concerns that suggest an adult requires immediate support or that raise safeguarding concerns. Such reports are best handled outside of the formal complaints procedure and are referred into the Customer Service Centre or allocated workers for urgent consideration as appropriate in accordance with relevant safeguarding protocols.

9   Under the Complaints' Regulation 13(3), there is a further requirement to produce an annual report that reviews the effectiveness of the complaints and compliments procedures and provides a summary of statistical information. The appended Annual Report fulfils this requirement and presents a summary of the complaints handled in 2024-25.

10   Complaints and compliments about all other aspects of the Adult and Communities Department are reported separately as part of the corporate complaints process.

Key Points

11   Complaint volumes decreased during 2024-25 compared to the previous year (317 compared to 369).

12   For complaints resolved during 2024-25, the proportion where fault was identified decreased from the previous year (143 complaints or 45%, compared to 190 or 50%). The principal factor affecting this was an increase where 'delay' was a primary cause.

13   During the year, the LGSCO assessed or investigated 20 new complaints. This figure compares with 23 investigations started in 2023-24.

14   The LGSCO published Final Decisions on 20 complaints during the year. Fault was found in 12 instances.

15   Resolution of complaints has remained steady, with 33% of complaints resolved within 10 working days (35% in 2022-23) and 65% resolved within 20 working days.

16   Throughout 2024-2025, 92% of cases are responded to within the statutory maximum time allowed (65 working days).

17   A total of 38 complaints were referred to a senior manager for review during the year if a complainant remained unhappy with an initial response provided to them. This was a reduction on the 2023/24 figure (44). Timeliness of responses at this stage decreased with 50% completed within 20 working days.

18   The most common complaint theme was around quality of work. This category includes home and residential care.

19	There have been good examples this year of how systemic learning has been identified and implemented. In 143 cases where complaints were upheld, clear actions were highlighted by Investigating Managers to improve future performance.

20	Whilst the report understandably focuses on complaints, adult social care services did receive 278 compliments during 2024-25. This continues to add balance to the annual report and recognises the good work that is also taking place across the Department. The majority of compliments highlight the professionalism, support, and empathy shown by the service during difficult times, examples of which are included in the Appendix.

21	There is good evidence of learning from complaints at a local level with upheld complaints having clearly articulated actions to improve wider performance over and above resolving the individual issues.

Recommendations

22	The Committee is asked to:

a)	Note the Adult Social Care Complaints Annual Report, covering the period 1 April 2024 to 31 March 2025

b)	Provide comment and feedback on the content and analysis within the report

Equality and Human Rights Implications

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

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

Circulation under the Local Alert Issues Procedure

25	None.

Appendix

Adult Social Care Statutory Complaints and Compliments: Annual Report 2024-25

Officers to contact

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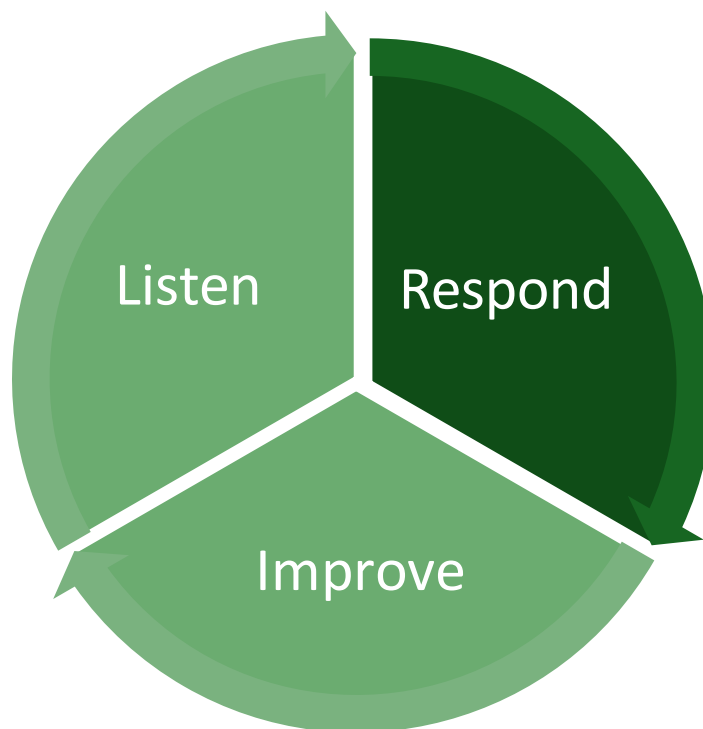Tel: 0116 305 7454
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Leicestershire County Council

Adult Social Care Statutory Complaints and Compliments Annual Report

2024 – 2025

Listen

Respond

Improve

Business Services
Corporate Resources Dept

Contents

1. Purpose and Context of Report

1.1. Purpose & Scope

The purpose of this report is –

- To report on Leicestershire County Council's (LCC) adult social care complaints and compliments activity from 1 April 2024 to 31 March 2025.
- To set out future developments and planned improvements.
- To meet the Council's statutory duty requiring the production of an annual report each year.[1]

Annual reports

(1) Each responsible body must prepare an annual report for each year which must—

(a) specify the number of complaints which the responsible body received;

(b) specify the number of complaints which the responsible body decided were well-founded;

(c) specify the number of complaints which the responsible body has been informed have been referred to—

(i) the Health Service Commissioner to consider under the 1993 Act; or

(ii) the Local Commissioner to consider under the Local Government Act 1974; and

(d) summarise—

(i) the subject matter of complaints that the responsible body received;

(ii) any matters of general importance arising out of those complaints, or the way in which the complaints were handled;

(iii) any matters where action has been or is to be taken to improve services as a consequence of those complaints.

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

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

1.2.　　Background Context

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

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

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

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

Analysis of information about complaints received during 2024 -25 gives Adult Social Care an opportunity to reflect on the quality of the services it provides and consider how well it listens and responds to service users.

2. Adult Social Care Complaints Procedure

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

Adults Statutory Complaints Procedure

Stage 1	Stage 2	
Up to 40 working days to respond from date of receipt	Up to 20 working days to respond from date of receipt	LGSO
Local Investigation Reffered to Service Manager for invesitgation	Head of Service review of stage 1 and further investigation	
Independent Investigation Complaints Team Commission independent resource		

Local policy refers to one stage, with up to 65 working days to respond to the complainant, in line with legislation. Some councils, including Leicestershire, offer an internal review. Therefore, the schematic shows two stages, one for investigation and an escalation stage of review should the complainant remain dissatisfied. Both should occur within the 65 working day timeframe. If the complainant remains dissatisfied after the council's handling, they may escalate the complaint to the Local Government and Social Care Ombudsman

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

During 2024-25, no independent investigations were commissioned.

3. Complaints and compliments recorded in 2024-25

3.1 Complaint Volumes

Graph 1: Adult Social Care Complaints recorded over last 3 years

Table 1 : Adult Social Care Complaints Received
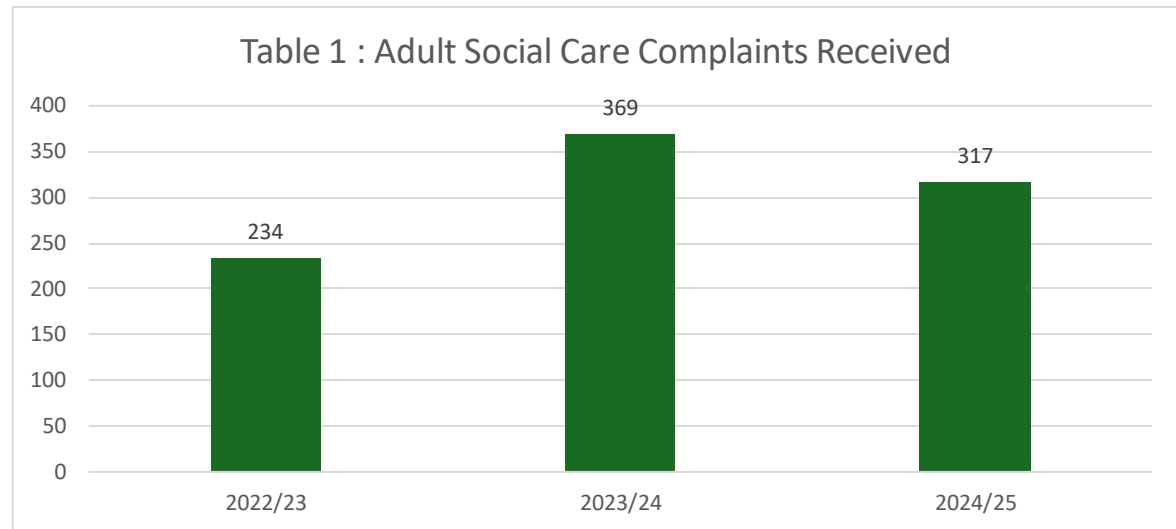
As illustrated above, the total number of social care complaints responded to this year decreased (14%). This slight decrease shows the continued demand for the service, however, is also reflective of the continued work completed by the service to manage demand.

3.2 Complaints by Theme

Graph 2: adult social care complaints by theme
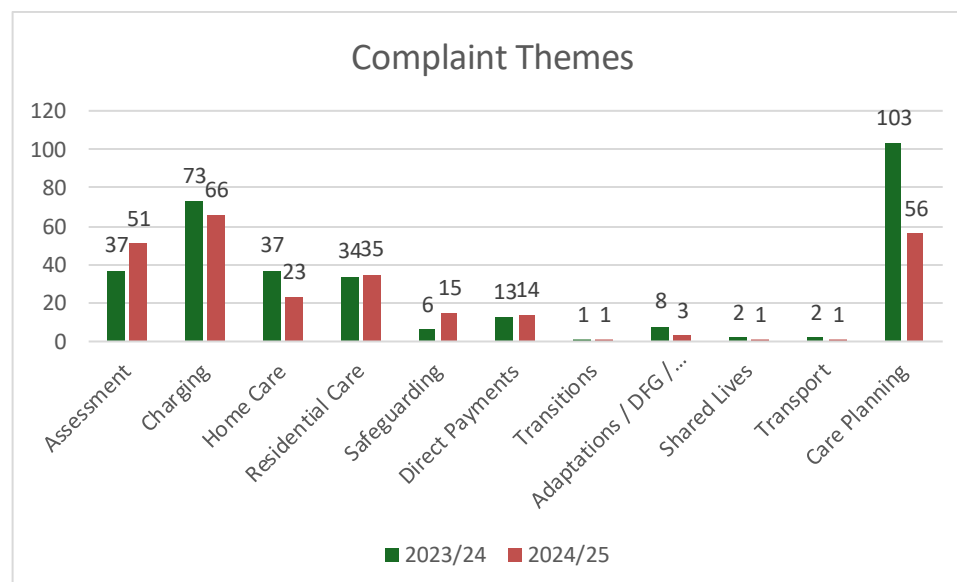
Complaint Themes

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

For 2024/25 the largest segment of complaints is also the broadest category around Charging. This equates to 25% of the overall volume.

Complaints were mostly about poor communication, disputing invoices and charges & delays in completing financial assessments. This is reflected in the uphold rate as complaints about delay are always more likely to be upheld.

Complaints regarding Assessment increased throughout the year (19% of the overall volume). The main theme to these complaints were again delays and communication.

Positively, there has been a significant decrease in care planning complaints (46%). This again is reflective of the continued good work completed by the service to improve service offering and shows learning from previous complaints to reduce volumes in this category.

3.3   Primary cause of complaints.

The Complaints team also undertake analysis of each complaint to try to understand any significant factors. This can help prioritise areas for the department to focus on improving.

Graph 3: Complaint causes for Complaints resolved last 2 years.

Causes of Complaints

Cause	2024/25	2023/24
Accuracy/Clarity of information	46	36
Delay in providing service	136	156
Customer care/conduct	104	162
Poor communication	168	141
Professional judgement / Decision	140	169
Our Policy	12	1
Quality of our work	182	198
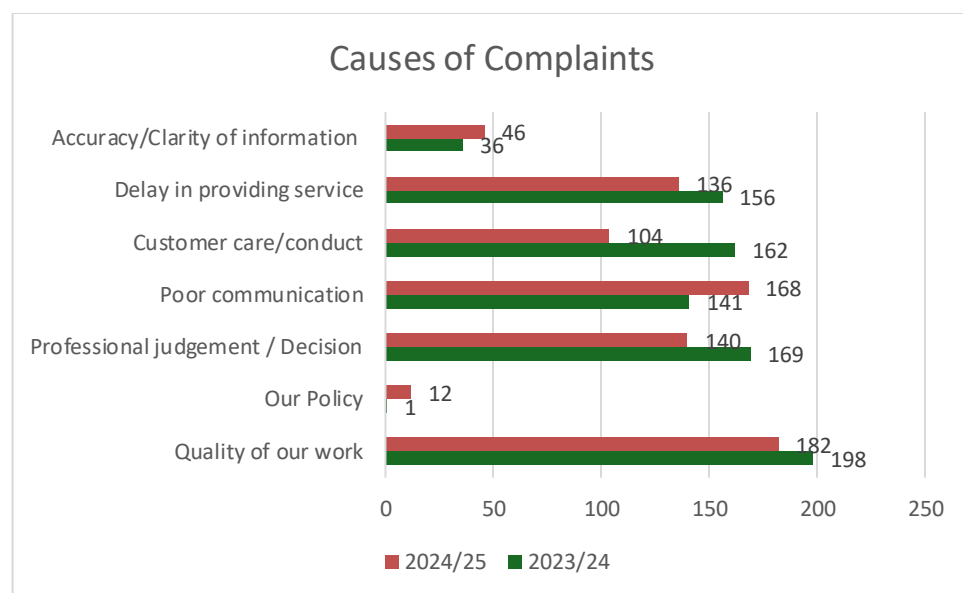
Recording allows for multiple causes to be selected. So, if a complaint features "delay" as well as "Customer Care" then both will be selected. It follows that the data above will not match the overall number of complaints resolved.

Quality of Work remains the most frequently identified topic within complaints. This category includes quality of home and residential care.

There has been a reduction in the number of complaints related to customer care/conduct (35%). This supports above comments regarding the service learning from previous complaints and improving the service offering.

3.4   Joint Complaints

The Health and Social Care complaints regulations place a duty on Local Authorities to work together with health partners in responding jointly to complaints[2]. Leicestershire County Council accordingly has a joint complaint handling protocol, supported by a multi-agency group, which sets out common guidelines and approaches to this.

Members include Leicester City Council, the Integrated Care Board (ICB), University Hospitals Leicester (UHL) and the Leicestershire Partnership Trust (LPT).

During the year 2024-25, one complaint was considered using the Joint Complaints protocol. No difficulties were experienced this year with partnership working.

3.5   Compliments received 2023-24

Graph 4 below shows the long-term trend in compliments recorded.

Adult Social Care Compliments Recorded

Year	Compliments
2022-2023	121
2023-2024	313
2024-2025	278
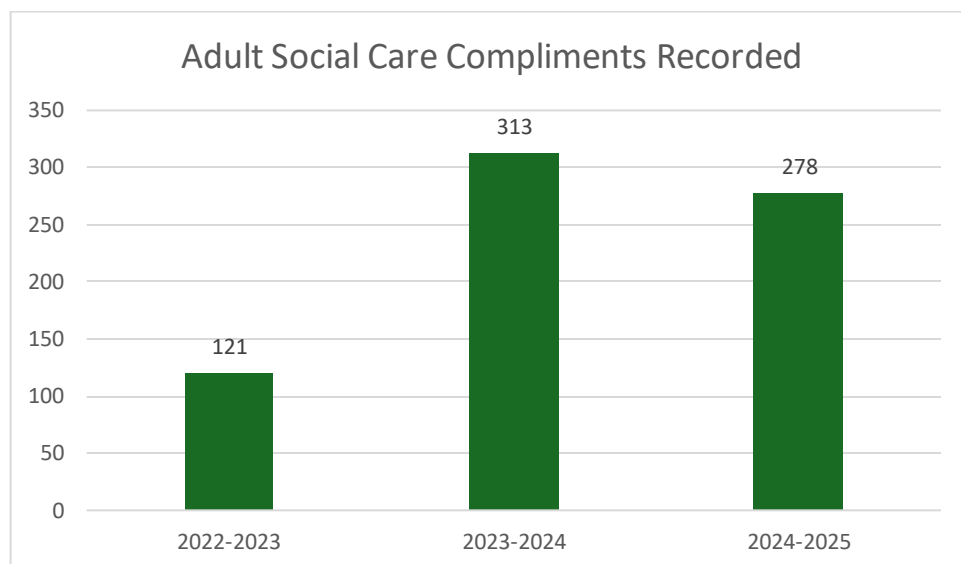
There has been a decrease in compliments recorded during 2024-25. The Complaints Team can only record compliments which are received directly via our online compliments form, or shared when received directly into the service. As many compliments are received directly by the service, the above data may not be truly reflective of the overall amount received.

It is always important to recognise the good work that is being delivered by the department and to provide balance within the complaints annual report. The complaints' team encourages the service to ensure any positive feedback is shared for central recording to improve the accuracy of this data.

A small selection of the compliments received can be found in Appendix A.

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[2] Statutory Instrument 2009 no. 309 (9)

4. Complaints resolved 2024-25

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

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

4.1   Responsiveness to complaints

Graph 5: Adult Social Care Performance at Stage 1
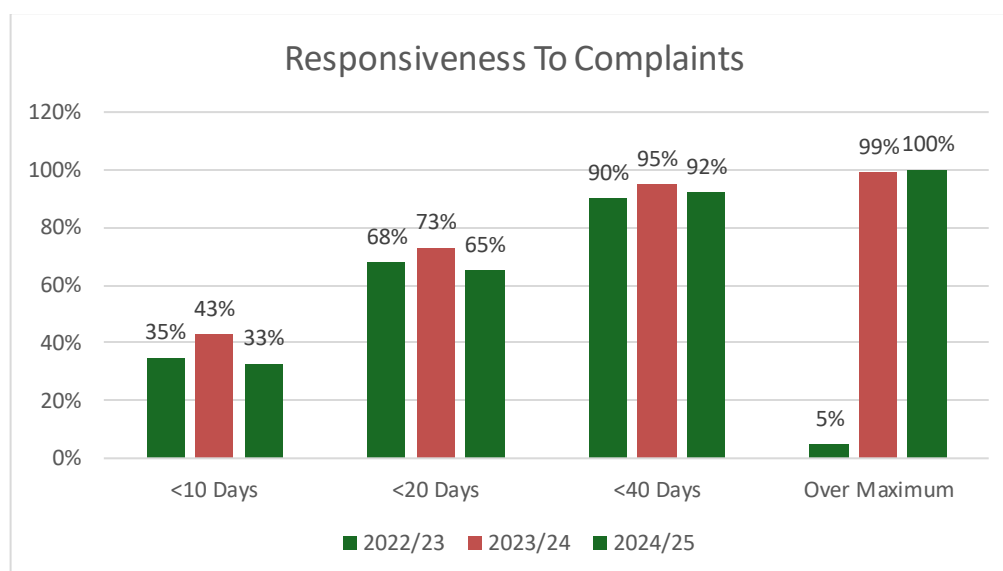
The above graph shows a slight decrease in response timescales at stage 1. 65% of all complaints were responded to within 20 working days and 92% within the statutory timescale of 65 working days.

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

Adult Social Care Performance at Review Stage

38 complaints requested escalation to the Council during the year and were reviewed by a senior manager. This is a slight increase from 2023/34 (29).

The increase in the number of escalations requested is reflected in the response timescales. Whilst 90% of complaints at review stage were responded to with the statutory timescales, we did see a decrease in the number of complaints responded to within 20 working days.

Graph 6: Adult Social Care complaints reviewed by Senior Managers

Time Taken For Senior Manager Reviews

	<10 Days	<20 Days	<40 Days	Over Maximum
2022/23	18%	55%	77%	5%
2023/24	66%	90%	100%	0%
2024/25	32%	51%	90%	9%

Legend: ■ 2022/23 ■ 2023/24 ■ 2024/25
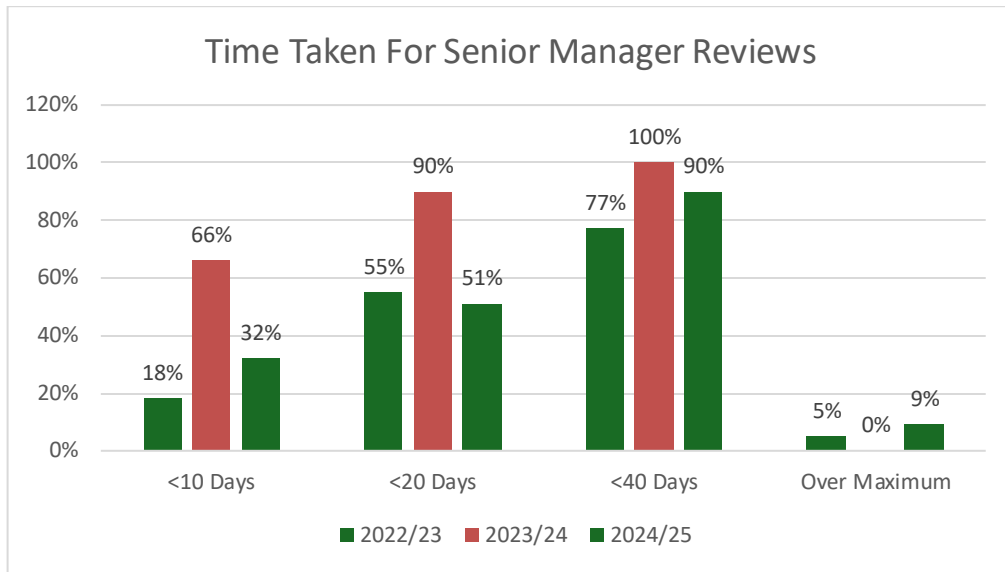
4.2   Complaint Outcomes

Graph 7: Adult Social Care complaints recorded by outcome.

Complaint Outcomes

- FAULT FOUND 42%
- NO FAULT FOUND 29%
- NO FINDING 12%
- WITHDRAWN 4%
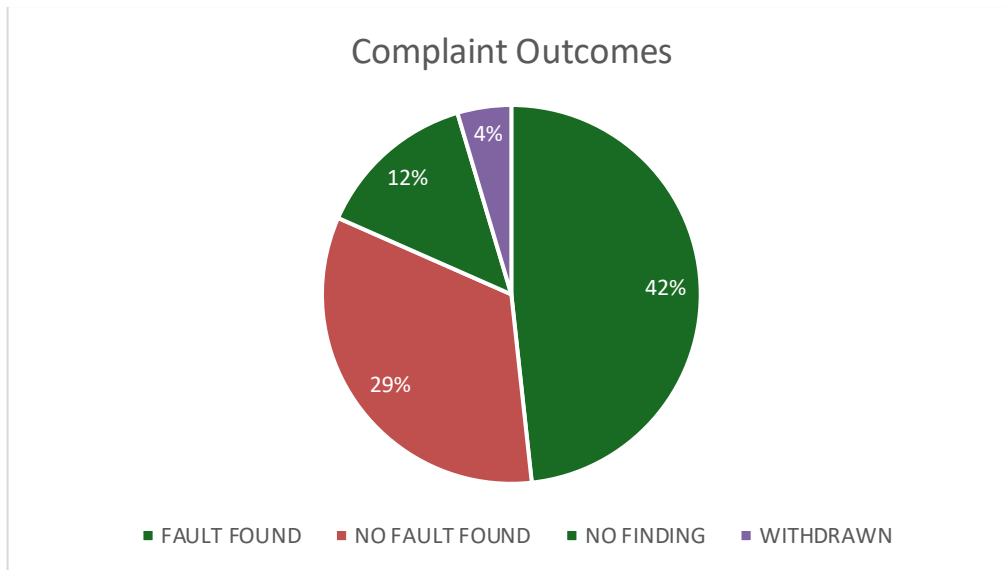
Graph 6 above shows that 42% (143) complaints were upheld. This is a slight decrease on the previous year (50%). Prompt acceptance and ownership of any mistakes can help prevent costly complaint escalation including to Senior Managers and the Local Government and Social Care Ombudsman.

5. Learning from Complaints

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

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

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

5.1   Corrective action taken.

All the 143 complaints where fault has been found have been reviewed by the Complaints Team to ascertain what action the relevant department has taken, both in remedying the fault, and any wider learning to avoid such issues occurring in the future.

Remedial action typically consists of both individual redress (e.g., apology, carrying out overdue work) and wider actions that may affect many. 42% of complaints upheld resulted in clear actions that should improve service for other residents.

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

- Refresher training on processes regarding financial assessments

- Refresher training on safeguarding procedures

- Complaints training delivered to the service

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

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

6. Local Government Ombudsman

6.1 New complaints received by the Ombudsman 2024-25

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

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

The Local Government and Social Care Ombudsman opened enquiries on 25 complaints during the year. This represents approximately 7% of the overall complaints.

5.1 Complaints resolved by the Ombudsman 2024-25

The Ombudsman made decisions on twenty cases during the year with fault being found in 12 cases. In cases where fault had been found, these mainly related to delays in completing financial assessments, or failure to meet care needs.

There were no decisions issued as Public Reports.

For the remaining thirteen complaints

- In five cases the Ombudsman decided not to investigate, either because there was no evidence of any fault, or the matter had already been appropriately addressed by the Council.

- In eight cases, the Ombudsman, after detailed investigation, was satisfied with the actions the Council had taken.

The Ombudsman also monitors remedies being carried out by the Council where fault has been found and remedial actions proposed. Failure to carry out remedies within agreed timeframes is recorded as non-compliance and can lead to public reports being issued. All of the above cases were recorded as compliant (100%).

6. Monitoring the Process

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

1. Complaints advice and support

2. Production of Performance Reports

3. Liaison with the Local Government and Social Care Ombudsman

4. Quality assurance of complaint responses

5. Complaint handling training for operational managers

6. Scrutiny and challenge to complaint responses

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

Quarterly performance reports are produced and delivered at Senior Leadership Team (SLT) and on-going work is being completed with Lead Practitioners to improve the quality of complaints data available for a wider understanding of causes of complaints and improved learning.

8.Final Comments

There has been a slight decrease in complaint volumes this year following a significant increase last year.

It is clear that a significant factor is keeping up with demand. There are specific issues noted with timeliness of completing financial assessments but also clear that these are known issues and service improvement work is already taking place.

Some of the complaints concerned delivery of care by providers and in these instances, complaints data is routinely shared with our Quality and Improvement team who work closely with providers in making improvements as required.

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

Appendix A: Sample of compliments received 2023-24

- o Thank you for all your recent help and support in organising the move to supported accommodation.

- o Thank you to the team of girls that helped my husband following his discharge from hospital.

- o Thank you, J, for being helpful, supportive, and easy to talk to. I appreciate your recent guidance.

- o Thank you, H, for all your support, compassion and professionalism which made a difficult time much easier for the family.

- o Thank you to the OT Lightbulb Team for the ramp instillation, you can't believe how much it has changed my life. Thank you very much.

- o Had great fun at Oadby library and lovely activities as well as very helpful and friendly staff, thank you.

- o Thank you, H, for always being extremely polite, patient and efficient. Your explanations and letters have always been clear and concise

- o Great service from CSW Home First

- o Thank you to S and G for the high level of support they both provided during a particularly stressful time for me personally

- o Thank you to J for being very efficient, effective and patient when dealing with us during a difficult time.

- o S has helped us with our debts but also supporting us through stressful event by helping us to report to right the people and as well as helping us

- o Thank you, C, for all your support, care and kindness in how you have dealt with the assessment.

- o Thank you to S for being helpful easy to talk to, very caring and understanding of the situation regarding my dad.

Agenda Item 11

Leicestershire County Council

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE 1 SEPTEMBER 2025

LEICESTERSHIRE COUNTY COUNCIL MUSEUM POLICY REVISION AND ACCREDITATION

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1   The purpose of this report is to invite the Committee to comment on the draft Museum Access Policy 2021-2025 and Collections Development Policy 2021-2025 which require approval this year.

2   The report also informs the Committee on the Museum Accreditation returns which have been submitted to Arts Council England (ACE).

Policy Framework and Previous Decisions

3   Accreditation supports the 'Great Communities' outcome in the County Council's Strategic Plan 2022-2026; "helping to ensure that cultural and historical heritage and the natural environment are enjoyed and conserved".

4   The Committee last commented on these policies in March 2021, as part of the previous revision process. The revised policies were subsequently approved by Cabinet on 19 November 2021.

Background

5   The current Museum Access and Collections Development policies expire in November 2025 and are under review. The policies are a key requirement of the UK Museum Accreditation Standard.

6   The County Council has five accredited museum sites. These are Bosworth Battlefield Heritage Centre, 1620s House and Garden at Donington-le-Heath, Charnwood Museum (in partnership with Charnwood Borough Council), Harborough Museum (in partnership with Harborough District Council) and Melton Carnegie Museum.

7   The Access Policy sets out the County Council's Museum Service commitments to create a culture where people of all backgrounds and experiences feel appreciated and valued, providing access for everyone in terms of its sites, programming and collections.

8   The Collections Development Policy sets out the vision and purpose for the County Council's Museum Service and how it will deliver against these through its collections, acquisitions, disposals and collections care.

9   These two policies form the basis of the Collections Development Framework, which also contains procedural guidance and action plans used by the Museum Service to guide its activity, ensure consistency, transparency, effective use of resources and adherence to museum ethics.

The Accreditation Standard

10   The UK Museum Accreditation Scheme is administered by ACE. The scheme encompasses the nationally agreed standards for UK museums. The standards ensure all museums are sustainable, focused and trusted and inspire the confidence of the public, funding organisations and governing bodies.

11   Accreditation normally lasts for five years and museums are required to maintain the standard throughout that period. Should a museum experience a significant change during the accreditation period, the terms and conditions of the standard require the organisation to notify ACE, so they can carry out a significant change review which could result in a change to the museums' accreditation status.

12   The Accreditation Standard links directly to 'Spectrum', the UK Collections Management standard, and the Museum Association 'Code of Ethics'.

13   Spectrum gives advice on the practices museums follow to manage their collections. There are nine primary procedures and a UK museum has to demonstrate it meets all nine as part of the Accreditation Scheme. They cover daily activities such as moving objects around and updating locations records and occasional activities, like updating insurance cover.

14   The Code of Ethics for Museums sets out the key ethical principles and supporting actions museums should take to ensure an ethical approach to their work. All museums are bound by national laws and international conventions relevant to museums and the code of ethics supports this legal framework and sets a standard for museums. The standard is made up of three principles which apply to museums and those that work in and with them, are summarised in the paragraphs below:

   a)   Public engagement and public benefit:
        • Actively engage and work in partnership with existing audiences and reach out to new and diverse audiences.
        • Treat everyone equally, with honesty and respect.
        • Provide and generate accurate information for and with the public.
        • Support freedom of speech and debate.
        • Use collections for the public benefit – for learning, inspiration and enjoyment.

   b)   Stewardship of collections:
        • Maintain and develop collections for current and future generations.
        • Acquire, care for exhibition and loan collections with transparency and competency in order to generate knowledge and engage the public with collections.

- Treat museum collections as cultural, scientific or historic assets, not financial assets.

c) Individual and institutional integrity:
  - Act in the public interest in all areas of work.
  - Uphold the highest level of institutional integrity and personal conduct at all times.
  - Build respectful and transparent relationship with partners organisations, governing bodies, staff and volunteers to ensure public trust in the museum's activities.

15   Gaining the standard is an endorsement that a museum is professionally run, sustainable and trustworthy. It also provides access to certain funding streams, including National Portfolio Organisation funding from ACE, which the County Council's museums and libraries are currently in receipt of.

16   The Accreditation Scheme is administered by ACE and award decisions are made by an Accreditation Panel. The possible decision outcomes are: Full accreditation (current status); Provisional accreditation; Remove accreditation; or, Exclude from accreditation, due to deliberate non-compliance.

17   The Accreditation Standard is split into three sections and museums are required to have appropriate plans and policies in place. Below is a summary of each section:

a) Section 1 - Organisational Health - A clear statement of purpose; appropriate constitution; satisfactory structure for governance and management of the museum; forward plan/business plan; financial sustainability; secure occupancy of all premises containing collections; risk assessment of security arrangements; a clear emergency plan.

b) Section 2 – Managing Collections - A description of collections held; scope, size and status of individual collections; an approved Collections Development Policy; an approved documentation policy; evidence the museum follows Spectrum documentation procedures; an approved Collections Care and Conservation Policy; a Collections Care and Conservation Plan.

c) Section 3 – Users and their Experiences - An approved Access Policy, which covers methods used to interpret collections and provide public access to collections, buildings and information; an Access Plan; evidence of non-users and the methods by which data is gathered; evidence that user feedback informs the development of the museum; a plan for developing a range of users; evidence of stimulating learning and discovery activities; evidence of effective marketing and promotion.

Museum Access Policy

18   The current and revised Access policies are attached as Appendices A and B respectively to this report.

19   The purpose of the Access Policy (Appendix B), as set out in Section 3 (paragraphs 3.1-3.3), "is to state the commitment to increasing access to services and resources

by identifying ways to provide an accessible, engaging, innovative, sustainable, relevant and responsive service of the highest quality".

20 The service vision statement adopted in 2024: "Create space to spark imagination, celebrate communities and enhance wellbeing" (Section 1, paragraph 1.2) has been included.

21 The policy scope (Section 2, paragraphs 2.1-2.6) covers museum venues, collections, learning programmes and resources, visitor services and communications.

22 Section 4 of the policy recognises there are many barriers to access and makes a commitment to maximise access and uphold the statutory requirements.

23 The policy defines eight key barriers to access, these being: Attitudinal, Cultural, Economic, Geographic, Cognitive, Physical, Sensory and Technological (paragraph 4.1). The term 'Cognitive' has replaced the term 'Intellectual' used in the 2021–2025 version of the policy.

24 Section 6 (paragraphs 6.1-6.17) includes policy statements for each of the eight key barriers which set out how the service will seek to minimise or eliminate their impact. Many of these actions reflect ongoing activity, for example, under Economic Access, "Bosworth Battlefield and 1620s House and Garden at Donington-le-Heath take part in Heritage Open Days each year with free access". Some are pieces of work under development, or not yet achieved at all museum venues. For example, under Sensory Access: "provide quieter spaces with less sensory engagement for those who need it".

25 Section 7 references the key policies, legislation and guidance the services uses to inform and support best practice delivery in this area.

26 The current policy expires in November 2025 and the revised policy is proposed to run until 2030.

Collections Development Policy

27 The current and revised Collections Development policies are attached as Appendices C and D respectively.

28 The purpose of the Collections Development Policy is to set out how the County Council's museums will collect, care for and make accessible the collections it holds.

29 In order for users of the service, and potential donors and depositors to have a better understanding of the collections, the variety of natural and human activities are grouped into themes. The collections are stored, cared for, managed and retrieved by type under the following thematic approaches to the life of the County.

30 Below is a brief overview of each collection theme. A more detailed description of each theme is provided in Section 3 of the policy under 'An Overview of Current Collections' (Appendix D).

Natural Life

31   The collections, primarily of specimens and information, reflect the landscape, flora and fauna of the county. They demonstrate the changing natural environment of Leicestershire and its place in the rest of the world over time, comprising two main groups of botany and zoology.

Archaeology

32   The collections provide evidence of human activity in what is now Leicestershire. They cover all periods of time from the prehistoric to the modern, some half a million years. Collections include both finds and documentary archives from excavations, fieldwalking, metal detecting and chance finds across the county.

Home and Family Life

33   The collections reflect domestic life now and in the past. Alongside changes in domestic and personal technology they record important aspects of family life including rites of passage, family structures and entertainment. Objects include games, toys, sporting equipment and the ephemera and objects related to things like festivals and special occasions, shopping and holidays all fall within this collection.

Working Life

34   Collections reflect local trades and industries, partly through tools and equipment, focussing on the work of traditional craftspeople, such as the blacksmith, wheelwright, farmer and food producers. They also reflect the commercial life of the County's market towns in the 19th and 20th centuries.

35   More recent collecting has concentrated on local businesses, manly small and innovative concerns producing a unique local product, through the acquisition of finished products, ephemera and images.

36   Collections include larger manufacturing industries of the 19th and 20th centuries and reflect the growth and decline of the industrial era and focus on engineering, transport and travel, coal mining and other extractive industries.

Cultural Life

37   Collections reflect the cultural interests of the people of Leicestershire and its centres of skills development for the creative industries. The collections form two main parts: the art collection and the fashion collection.

38   The art collection consists of sculpture, works on paper and easel paintings which reflect the artist's record of the changing landscape and built environment of the county; portraits of local people and their working and social lives and traditional pursuits particularly in the field of country sports.

39   The fashion collection reflects fashionable and occupational dress of adult men and women from the middle of the 18th century to the present day.

40   Leicestershire is a predominantly rural county with specialist centres of manufacturing, trade, learning, innovation and cultural and sporting activity. Each museum site reflects the particular nature of the area and the communities they serve. These is also reflected in the focus of collecting through these sites.

41   Section 4 of the policy 'Themes and Priorities for Future Collecting' details priorities for future collecting and any types of collection that will not be accepted. Collections are primarily acquired through gift/donation. In exceptional circumstances, and when external funding can be secured, items may be purchased, for example, archaeological objects that become available for acquisition through the procedures laid down in the Treasure Act 1996.

42   The policy ensures that the museum service operates in accordance with all relevant legislation, in particular the provisions of UNESCO 1970 Convention on the Protection of Cultural Property (paragraph 8.6); UK laws concerning the treatment of biological and geological material (paragraph 10.1); The Treasure Act 1996 (paragraph 11.2); and the statement of principles in relation to "Spoilation of Works of Art", 1999 (paragraph 13.1).

43   The policy outlines how the service reviews its collections (Section 5) both on an ongoing basis and a project basis. In the event these reviews recommend rationalisation, the policy sets how the museum seeks approval to dispose of individual objects, groups of objects or large collections and ensures disposal is undertaken in accordance with approved standards and best practice.

44   The current policy expires in November 2025 and revised policy is proposed to run until 2030.

Partnerships

45   Charnwood Museum is delivered in partnership with Charnwood Borough Council (CBC) and CBC officers with operational responsibility for the museum have provided relevant information in support of the return for Charnwood Museum.

46   Harborough Museum is delivered in partnership with Harborough District Council (HDC) and the Market Harborough Historical Society. HDC officers have contributed to the return for Harborough Museum.

Consultation

47   This paper provides an opportunity for the Committee to comment on both the Access Policy and Collections Development Policy. Comments will be used to inform the policy, and Cabinet approval will be sought in October 2025.

48   Officers from CBC and HDC have been consulted on the revised policies and are supportive.

49   A co-creation workshop was held with Museum Service volunteers, participants and staff in 22 May 2025 as part of the review of the Collections Development Policy. The key comments from the workshop related to where the focus for proactive contemporary collection should be and the themes of Home and Family Life, Cultural Life and Working Life were identified.

50   In addition, the workshop made recommendations of how this might be achieved. For Family Life they wished to see Leicestershire's contemporary family life reflected in the collections, including domestic and personal technology, popular culture, toys and games. For Cultural Life, they wished to see local people and communities and those who make significant contribution to life in Leicestershire with a series of commissioned portraits (photographic and other media). For Working Life, they wished this to reflect local service, manufacturing and distribution economies including local technological and creative industries.

51   These conclusions are reflected in the revised policy and will form part of the Collections Development Plan, which is under development.

2025 Accreditation returns

52   In December 2024, the County Council's five accredited museums received notification from ACE to submit accreditation returns for each museum by 1 August 2025. A decision on these returns is expected within six months of the submission date.

53   If the above museums have their accreditation status renewed, accreditation is expected to last until 2030, unless there are any significant changes that require reassessment before this date.

54   The service has responded to a series of questions via an online portal and submitted the following additional documentation and evidence to support the application.

55   The Collections Development Policy: 2021 - 2025 and Access Policy: 2021- 2025 were submitted as part of the return. If the revised policies are approved by Cabinet in October, they will replace the versions submitted.

56   Published corporate information was provided including the County's Council's Constitution, Statement of Accounts and Adults and Communities Strategy 2025-2029.

57   Local plans and procedures included: Staff structure charts; Collections Management Framework; forward plans for each museum site; security assessments for all museum sites; marketing and communications plan; Targeted Audience Engagement Plan 2022–2027; Creative Learning Services Museum Learning Offer and Plan.

Resource Implications

58   There are no additional financial resource implications to deliver this work.

59   The Director of Corporate Resources and the Director of Law and Governance have been consulted on the contents of this report.

Timetable for Decisions

60   Final versions of the Museum Access Policy 2021-2025 and Collections Development Policy 2021-2025' will be presented to Cabinet for approval on 28 October 2025.

Conclusions

61   The Committee are invited to comment, as part of the consultation process, on the revised policies and to note that accreditation returns for the Council's five museums have been submitted to Arts Council England.

Background papers

Leicestershire County Council Strategic Plan 2022-2026
https://www.leicestershire.gov.uk/sites/default/files/field/pdf/faq/2022/4/12/Appendix-B-LCC-Strategic-Plan-2022-26.pdf

Report to Adults and Communities Overview and Scrutiny Committee: 8 March 2021 – Museum Accreditation – Review of Last Period of Submission (2015-19) and Preparations for Next Submission (2022-2026)
https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=6461&Ver=4

Report to the Cabinet: 19 November 2021 – Updated Policies for Leicestershire County Council's Museum Service
https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=6448&Ver=4

Accreditation Scheme Standard
https://www.artscouncil.org.uk/sites/default/files/download-file/Accreditation_Standard_Nov2018_0.pdf

Spectrum Collections Management Standard
https://collectionstrust.org.uk/spectrum/

Circulation under the Local Issues Alert Procedure

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

Equality Implications

63   An Equalities Impact Assessment has been completed for the Access Policy and was reviewed by the Adults and Communities Departmental Equalities Group. No areas of concern have been identified, but based on the feedback, paragraph 5.8 has been updated to include a reference to the services' audience data strategy, which ensures equalities data is used to inform decision making and a statement on the use of AI will be reflected in the final version of the policy.

64   There are no equalities issues in relation to the Collections Development Policy.

Human Rights Implications

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

Other Relevant Impact Assessments

66   Charnwood Museum is delivered in partnership with CBC and Harborough Museum is delivered in partnership HDC and Market Harborough Historical Association. Relevant officers from the partner authorities have contributed to the accreditation return and been consulted on the revised policies.

Appendices

Appendix A: Museum Access Policy 2021-2025
Appendix B: Draft Museum Access Policy 2025-2030
Appendix C: Collections Development Policy 2021-2025
Appendix D: Draft Collections Development Policy 2025-2030

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APPENDIX A

Leicestershire County Council
Communities & Wellbeing Service
Heritage and Museums

Museum Access Policy

2021-2025

Contents

Museum Access Policy

1. Introduction

Leicestershire County Council's Museum Service wants to create a culture where people of all backgrounds and experiences feel appreciated and valued, providing access for everyone regardless of ability, age, gender, cultural or social background, sexual orientation, faith, language, location or wealth. We are committed to achieving equality of opportunity in our service delivery by removing or minimising barriers that prevent people engaging with our buildings, collections, website, social media channels, learning programmes, events, volunteer opportunities, and engaging with our staff.

We want to see a Leicestershire with a rich history that values its heritage, engages its communities, welcomes those who visit the county, and works together to ensure a future for the past. We will do everything that we can to achieve this, whilst recognising the limitation of our buildings and resources to offer the broadest and most engaging access for all our users for the benefit of everyone.

2. Scope

The policy covers provision at Bosworth Battlefield Heritage Centre, 1620s House and Garden at Donington le Heath, Harborough Museum, Charnwood Museum, Melton Carnegie Museum, our collection facilities, our website and other online activities, and in other venues where we deliver outreach programmes e.g. schools, universities and community venues. The policy relates to access for our users and does not cover access in relation to staff, volunteers, freelancers, or contractors.

3. Purpose

The purpose of this policy is to state our commitment to increasing access to our services and resources by identifying ways to provide an accessible, engaging, innovative, sustainable, relevant, and responsive service of the highest quality.

4. Definition of Terms

When we refer to access, we mean the opportunity to engage with our service through our buildings, collections, content, events, and expertise. We have listed the key barriers to access below, with an example to illustrate how they could be experienced.

- **Attitudinal -** e.g. Some people may feel museums are not relevant to them and our service does not reflect their lived experiences.
- **Intellectual -** e.g. Some people may find our stories, and the way that we tell them, difficult to understand.
- **Cultural -** e.g. Some people may feel that our collections do not reflect their communities, social and cultural heritage, or interests.
- **Economic -** e.g. Some people may not be able to afford to visit our sites or have access to the internet.

- **Geographic -** e.g. Some people may not be able to visit our sites due to their location.
- **Physical/sensory -** e.g. Some people with physical disabilities, limited mobility, hearing or visual impairment may not be able to access our sites, activities, websites, or social media channels.
- **Technological -** e.g. Some people may not have access to the internet and therefore are excluded from our digital content.

5. Responsibilities

The Museum Service reviews performance, policies, and procedures through the County Council's governance and reporting structure. Cabinet is responsible for the executive functions and decisions of the Council. The Adults and Communities Overview and Scrutiny Committee scrutinises the executive functions and decisions of the County Council in respect of the Adults and Communities Department. Together they help ensure the Museum Service, the Department and the Council meet their obligations under the Equality Act (2010) through doing everything reasonably possible to make the service accessible to the widest range of people and improve lives through culture.

The Head of Service is responsible for ensuring service managers work with their teams and colleagues to maximise access by addressing the barriers outlined above.

It is the responsibility of all County Council employees and volunteers to behave in ways that promote equality and are non-discriminatory. This also applies to the way they behave to members of the public in the delivery of services and through the development and maintenance of sites to be as accessible as possible.

Our service carries out regular evaluation with audiences and consults stakeholders on any proposed changes to services. We are committed to improving our understanding of our non-users to help ensure the broadest possible access to our facilities, services, and collections.

Leicestershire County Council has a Corporate Equalities Policy and Action Plan, this is disseminated through Departmental Equality Groups, which focus on addressing areas for improvement and reviewing Equalities and Human Rights Impact Assessments (EHRIA). We will complete an EHRIA for any new provision and changes to existing provision.

6. Policy Statements

We are committed to maximising access and will uphold the statutory requirements of the Equality Act (2010). We will do this in a number of ways, including, but not limited to:

Physical access
Physical access to museums makes an important contribution to people's health and wellbeing and we will take all reasonable steps to ensure our venues and the buildings we operate are accessible. We work in historic buildings and landscapes which means we are committed to putting in place measures to mitigate this.

We will do this by:

- Providing accessible seating throughout our galleries.
- Ensuring our sites and facilities are wheelchair accessible.
- Providing alternative engagement opportunities when access is difficult.
- Providing high quality online content for those who cannot leave their homes.

Sensory access

We will consider sensory needs when developing our services and designing our buildings and strive to provide alternative methods of engagement for those with additional sensory access requirements.

We will do this by:

- Providing services in alternative formats.
- Considering sensory requirements in the design of our buildings, exhibitions and engagement.
- Striving to consult on sensory requirements with users and non-users and working with specialist organisations.
- Providing quieter spaces with less sensory engagement for those who need it.
- Providing access to handling collections at our sites, in schools and community venues.
- Providing training for staff and volunteers.

Intellectual access

We recognise that not everybody thinks, learns and understands in the same way and we will try to provide a variety of ways to provide access to the programmes and information we provide which cater for a range of audiences and needs.

We will do this by:

- Providing signage and information that is accessible to a broad range of visitors.
- Using best practice standards and guidelines (including the Museums Style Guide and MENCAP guidelines) to ensure the text we use in exhibitions, educational resources, publications, websites and social media channels meet the needs of our intended audiences.
- Providing a varied learning programme for schools, SEN schools and SEN units in mainstream schools.
- Ensuring our guides, front of house staff and volunteers receive training and resources to support them to tailor information to meet the needs of different audiences.
- Using technology and interactivity and providing information in other formats to help people engage with our displays and exhibitions.
- Evaluating our interpretation to make sure that we are communicating effectively.
- Consulting with specialist user groups and organisations to make sure that we are doing things in the right way.
- Working in a collaborative way with specific groups to make sure that our stories are told in ways that are engaging and effective.

Attitudinal access

We will strive to remove barriers to our service created due to a lack of understanding, misconceptions or bias.

We will do this by:

- Engaging with a range of communities and groups to understand potential barriers, including those where there are low levels of engagement.
- Fully embedding our corporate values of Positivity, Trust & Respect, Flexibility, Openness & Transparency.
- Providing training that supports our staff and volunteers to effectively communicate and engage with different types of user.
- Ensuring our activities and platforms do not use negative stereotypes or reinforce misconceptions.

Cultural access

We recognise that our museums, collections and stories that we tell may not reflect the cultural experiences, heritage and interests of all the communities of Leicestershire and therefore we will strive to reflect our communities better.

We will do this by:

- Evaluating and identifying areas where we can improve the relevance of our museums, collections and the stories we tell, to communities who are not currently well represented.
- Working in a collaborative way with specific groups and communities to remove cultural barriers and make sure that our museums, collections and stories we tell are more representative.
- Ensuring our staff and volunteers receive training and resources to support them to identify and overcome cultural barriers to accessing our services.
- Consulting with specialist user groups and organisations to make sure that we are doing things in the right way.

Economic access

We recognise that entry charges and geographic location can prevent some audiences from accessing our sites, so we will ensure we offer a variety of programmes, activities and price points to make it easier for these audiences to engage with us.

We will do this by:

- Offering a variety of prices within our retail and refreshment offers.
- Offering a range of prices for our programming of events and activities.
- Providing community offers.
- Offering free activities and resources on site and online.
- Further developing online formal learning sessions for schools that cannot afford transport to our sites.

Geographic access

We will make the most of our existing network of buildings and acknowledge some sites will be difficult for some of our audiences to access in person. We will seek to provide offers that allow audiences to engage in different ways.

We will do this by:

- Providing a varied and engaging touring exhibition programme, that may include venues outside the service, so our objects and stories are available in different locations.
- Loaning objects and exhibitions to other museums and galleries nationally and internationally, and receiving loans from other museums and galleries, enabling Leicestershire residents to see things that they would not normally be able to see.
- Providing quality online experiences and resources which enable people across the world to engage with our collections and stories.
- Continuing to develop our digital learning programme for schools, colleges and universities.
- Working alongside colleagues in other LCC departments, other authorities and agencies to explore all the opportunities to continuously improve transport links and access to our museums and sites.

Technical access

New technologies are providing new ways for us to interpret our sites and collections, tell our stories and engage with our audiences. However, we recognise lack of access to technology, poor content and systems and applications that do not meet access standards create new barriers for audiences and we are committed to avoiding this.

We will do this by:

- Making our websites and mobile applications accessible, in accordance with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
- Ensuring that our onsite WiFi provision allows our users to engage with our digital interactives and content on their own specialist devices if required.
- Aiming to make access to our own specialist and technical expertise and resources fully available to all, including those who cannot access our digital offer, through home visits, on-site meetings, activities and events, postal and phone-based engagement.
- Sharing our technological learning and practice with other heritage and community organisations.

7. Related policies, legislation, and guidance

Government

- The Equality Act 2010 https://www.gov.uk/government/publications/inclusive-communication/accessible-communication-formats

- Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.

Leicestershire County Council

- Leicestershire County Council's Equality Strategy 2020-24 Action Plan 2020-21 https://leics.sharepoint.com/sites/intranet/AboutUs/Pages/Equality-Strategy.aspx
- Working together for the benefit of everyone, Leicestershire County Council's Strategic Plan 2018-22 https://leics.sharepoint.com/sites/intranet/AboutUs/Pages/Our-Vision-and-Priorities.aspx
- International WCAG 2.1 AA accessibility standard https://www.leicestershire.gov.uk/about-the-council/equality-and-diversity/equalities-policy-statement

Museum and Heritage Service

- Collections Management Framework
- Collections Development Policy

Guidance

- Autism East Midlands Environmental Audit
- Kids in Museum Audit
- Association for Accessible formats https://www.ukaaf.org/

8. Review Date

To be reviewed by 30th November 2025.

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APPENDIX B

Leicestershire County Council
Culture Leicestershire

Museum Access Policy

2025-2030

Contents

Section 1

Introduction

1.1   Leicestershire County Council museums form part of the Council's wider cultural offer, which includes Leicestershire Libraries. Together as Culture Leicestershire we have a shared vision, with a distinct mission and purpose as museums.

Vision

1.2   Create space to spark imagination, celebrate communities & enhance wellbeing

Mission

1.3   Work to shape Leicestershire as a place with a rich and distinctive history that values its heritage, engages its communities, welcomes those who visit the county and works together to ensure a future for the past.

Purpose

1.4   The purpose of Leicestershire Museums is to safeguard the future of the rich and irreplaceable natural and human heritage of Leicestershire and to provide an accessible, engaging, innovative, sustainable and responsive service of the highest quality.

Section 2

Scope

2.1   The policy covers user access to all our sites and services.

2.2   Our Heritage and Museum sites are Bosworth Battlefield Heritage Centre, 1620s House and Garden at Donington le Heath, Harborough Museum, Charnwood Museum, Melton Carnegie Museum.

2.3   Our collection facilities are The Collections Resources Centre; The Eastern Annexe (County Hall); Unit 1, Stephenson's Court; Unit 8 Riverside Court, Measham; Snibston Colliery Park.

2.4   Our microsites, social media platforms and other online activities.

2.5   Our outreach activity delivered in other venues e.g. schools, universities and community venues.

2.6   The 'Culture to You' service, delivered in peoples in homes has a separate policy.

Section 3

Purpose

3.1 The purpose of this policy is to state our commitment to increasing access to our services and resources by identifying how we will provide an accessible, engaging, innovative, sustainable, relevant, and responsive service of the highest quality.

3.2 Leicestershire County Council invests in creating a culture where people of all backgrounds and experience feel appreciated and valued. It is committed to achieving equality of opportunity in service delivery, volunteering and employment.

3.3 Discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, maternity and pregnancy, race, religion or belief, sex and sexual orientation (or any other unjustifiable criterion) will not be tolerated.

Section 4

Definition of Terms

4.1 When we refer to access, we mean the opportunity to engage with our service through our buildings, collections, content, events, and expertise. We have listed the key barriers to access below, with an example to illustrate how they could be experienced.

- **Attitudinal -** e.g. Some people may feel museums are not relevant to them and our service does not reflect their lived experiences.
- **Cultural - e.g. Some people may feel that our collections do not reflect their communities, social and cultural heritage, or interests.**
- **Economic -** e.g. Some people may not be able to afford to visit our sites or have access to the internet.
- **Geographic - e.g. Some people may not be able to visit our sites due to their location.**
- **Cognitive -** e.g. Some people may find our stories, and the way that we tell them, difficult to understand.
- **Physical-** e.g. Some people with physical disabilities, limited mobility, hearing or visual impairment may not be able to access our sites, activities, websites, or social media channels.
- **Sensory -** e.g. Some people may experience sensory discomfort when visiting our sites and might need alternative information or need to experience them in an alternative way.
- **Technological -** e.g. Some people may not have access to the internet and therefore are excluded from our digital content.

Section 5

Responsibilities

5.1   The Museum Service reviews performance, policies, and procedures through the County Council's governance and reporting structure. Cabinet is responsible for the executive functions and decisions of the Council.

5.2   The Adults and Communities Overview and Scrutiny Committee scrutinises the executive functions and decisions of the County Council in respect of the Adults and Communities Department. Together they help ensure the Museum Service, the Department and the Council meet their obligations under the Equality Act (2010) and the associated Public Sector Equality Duty.

5.3   This will include removing and/ or minimising disadvantages, taking steps to meet the needs of different people and encouraging people from protected groups to participate in society.

5.4   The Head of Service is responsible for ensuring service managers work with their teams and colleagues to maximise access by addressing the barriers outlined above.

5.5   The council requires all its employees to behave in ways that promote equality and are non-discriminatory. This applies to the way they behave to members of the public in the delivery of services and to other employees in the course of their work. We provide front of house welcoming training and follow best practice guidelines from Visit England.

5.6   Employees should participate actively in measures introduced by the council to ensure that there is equality of opportunity and non-discrimination.

5.7   Should employees, through the course of their employment, be found to have caused or encouraged discrimination, this will be regarded as a particularly serious offence, rendering them liable to disciplinary action.

5.8   Our service carries out regular evaluation with audiences and consults stakeholders on any proposed changes to services. We are committed to improving our understanding of our non-users to help ensure the broadest possible access to our facilities, services, and collections. We are developing an audience data strategy which will improve our ability to make informed decisions, based on robust audience data.

5.9   Leicestershire County Council has a Corporate Equalities Policy and Action Plan, this is disseminated through Departmental Equality Groups, which focus on addressing areas for improvement and reviewing Equality Impact Assessments (EIAs). These may be carried out on council services to assess how services are provided to individuals and different sections of the community. An EIA may highlight areas for improvement and set out those improvements could be achieved. We will seek out all funding opportunities to make improvements where they are identified.

Section 6

Policy Statements

6.1   We are committed to maximising access and will uphold the statutory requirements of the Equality Act (2010). We will do this in a number of ways, including, but not limited to:

Attitudinal access

6.2   We will strive to remove barriers to our service created due to a lack of understanding, misconceptions or bias.

6.3   We will do this by:

- Engaging with a range of communities and groups to understand potential barriers, including those where there are low levels of engagement.
- Ensuring our choice of language is inclusive, accessible and appropriate
- Working with communities on Cocurated projects.
- Fully embedding our corporate values of Positivity, Trust & Respect, Flexibility, Openness & Transparency.
- Providing training that supports our staff and volunteers to effectively communicate and engage with different types of visitor.
- Ensuring our activities and platforms do not use negative stereotypes or reinforce misconceptions.
- Our sites are breast feeding friendly.

Cultural access

6.4   We recognise that our service and the stories that we tell may not reflect the cultural experiences, heritage and interests of all the communities of Leicestershire and therefore we will strive to reflect our communities better. We want to be a relevant and welcoming place for everyone.

6.5   We will do this by:

- Evaluating and identifying areas where we can improve the relevance of our museums, collections and the stories we tell, to communities who are not currently well represented.
- Working in a collaborative way with specific groups and communities to remove cultural barriers and make sure that our museums, collections and stories we tell are more representative.
- Ensuring our staff and volunteers receive training and resources to support them to identify and overcome cultural barriers to accessing our services and providing welcoming spaces.
- Consulting with specialist user groups and organisations to make sure that we are doing things in the right way.

Economic access

6.6   We recognise that entry and activity charges can prevent some audiences from accessing of our service, so we will ensure we offer a variety of

programmes, activities and price points to make it easier for these audiences to engage with us.

6.7   We will do this by:

- Charnwood Museum, Harborough Museum and Melton Carnegie Museum are free to enter.
- Bosworth Battlefield has a temporary exhibition space.
- Bosworth Battlefield and 1620s House and gardens at Donington le heath take part in Heritage Open Days each year with free access.
- Offering a variety of prices within our retail and refreshment offers.
- Offering a range of prices for our programming of events and activities.
- Providing community offers.
- Offering free activities and resources on site and online.
- Delivering sessions in schools through Creative Learning Services.
- Creating a flexible 'pay as you go' offer on resources for schools.
- Museums are free for self-led visits for schools' groups.
- Access to collections at stores are free by appointment.

Physical access

6.8   Physical access to our service makes an important contribution to people's health and wellbeing and we will take all reasonable steps to ensure our venues and the buildings we operate are accessible. We work in historic buildings and landscapes which means we are committed to putting in place measures for those that cannot access fully the buildings.

6.9   We will do this by:

- Providing accessible seating throughout our galleries.
- Ensuring our sites and facilities are wheelchair accessible where possible.
- Providing alternative engagement opportunities when access is difficult.
- Providing high quality online content for those who cannot leave their homes.
- Engage in projects such as 'Culture to You' where collections go out to homes.

Sensory access

6.10   We will consider sensory needs when developing our services and designing our buildings and strive to provide alternative and additional methods of engagement for those with sensory access requirements.

6.11   We will do this by:

- Providing services in alternative formats.
- Considering sensory requirements in the design of our buildings, exhibitions and engagement.
- Striving to consult on sensory requirements with users and non-users and working with specialist organisations.

- Providing quieter spaces with less sensory engagement for those who need it.
- Providing access to objects suitable for handling at our sites, in schools and community venues.
- Providing training for staff and volunteers.

Cognitive access

6.12 We recognise that not everybody thinks, learns and understands in the same way and we will try to provide a variety of ways to provide access to the programmes and information we provide which cater for a range of audiences and needs.

6.13 We will do this by:

- Providing signage and information that is accessible to a broad range of visitors.
- Using best practice standards and guidelines (including the Museums Style Guide and MENCAP guidelines) to ensure the text we use in exhibitions, educational resources, publications, websites and social media channels meet the needs of our intended audiences.
- Providing a varied informal and formal learning programme for schools.
- Providing lifelong learning events such as author talks and family learning events such as theatre performances and trails.
- Using technology and interactivity and providing information in other formats to help people engage with our displays and exhibitions.
- Consulting with specialist user groups and organisations to make sure that we are doing things in the right way.
- Working in a collaborative way with specific groups to make sure that our stories are told in ways that are engaging and effective.
- Providing information to researchers and access to the collections.
- Providing information in different languages where possible.

Geographic access

6.14 We will make the most of our existing network of buildings and acknowledge some sites will be difficult for some of our audiences to access in person. We will seek to provide offers that allow audiences to engage in different ways.

6..15 We will do this by:

- Providing a varied and engaging temporary exhibition programme so our objects and stories are available in different locations.
- Online exhibitions and content through our microsites.
- Loaning objects to other museums and galleries nationally and internationally, and receiving loans from other museums and galleries, enabling Leicestershire residents to see things that they would not normally be able to see.
- Providing quality online experiences and resources which enable people across the world to engage with our collections and stories.

- Continuing to develop our learning programme for schools, colleges and universities.

Technical access

6.16 New technologies are providing new ways for us to interpret our sites and collections, tell our stories and engage with our audiences. However, we recognise lack of access to technology, poor content and systems and applications that do not meet access standards create new barriers for audiences and we are committed to avoiding this.

6.17 We will do this by:

- Making our websites and mobile applications accessible, in accordance with the Public Sector Bodies Accessibility Regulations 2018 (Websites and Mobile Applications) (No. 2).
- Ensuring that our onsite Wi-Fi provision allows our users to engage with our digital interactives and content on their own specialist devices if required.
- Commitment to increasing access to our expertise and resources for those that cannot access our digital offer. This could include activities and events, written and phone based engagement, face to face visit
- Sharing our technological learning and practice with other heritage and community organisations.
- Offering a range of communication methods, including print, phone and face to face interaction, in addition to digital and online means.
- Providing choice of platforms to engage with our services which use caption videos ALT Text and subtitles.

Section 7

Related policies, legislation, and guidance

7.1 **Government**

- The Equality Act 2010 (2023 update)
  https://www.legislation.gov.uk/uksi/2023/1425/introduction/made
- Accessible communication formats
  https://www.gov.uk/government/publications/inclusive-communication/accessible-communication-formats
- Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
  https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps

7.2 **Leicestershire County Council**

- Leicestershire County Council's Equality, Diversity and Inclusion Strategy 2024--2028 https://www.leicestershire.gov.uk/sites/default/files/2024-10/equality-diversity-and-inclusion-strategy-2024-2028.pdf

- Working together for the benefit of everyone, Leicestershire County Council's Strategic Plan 2024-2026 https://www.leicestershire.gov.uk/sites/default/files/2025-01/LCC-Strategic-Plan.pdf
- International WCAG 2.1 AA accessibility standard https://www.leicestershire.gov.uk/about-the-council/equality-and-diversity/equalities-policy-statement

7.3 **Museum and Heritage Service**

- Collections Management Framework
- Collections Development Policy

7.4 **Guidance**

- Autism East Midlands Environmental Audit
- Kids in Museum Audit
- Museums assessed and content on www.accessable.co.uk
- Association for Accessible formats https://www.ukaaf.org/
- Expertise advice from SENsory Atelier
- Arts Council Investment Principles https://www.artscouncil.org.uk/lets-create/strategy-2020-2030/investment-principles
- Access policy – Collections Trust

Section 8

Policy Review Date

8.1 To be reviewed by 30 November 2030.

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A

Leicestershire County Council Communities and Wellbeing

MUSEUMS COLLECTIONS DEVELOPMENT POLICY 2021-2025

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

Name of governing body: Leicestershire County Council

Date on which this policy was approved by governing body: 19 November 2025

Policy review procedure:

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

Date at which this policy is due for review: November 2025

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

1. Relationship to Other Relevant Policies / Plans of the Organisation:

1.1. The museum's statement of purpose is:

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

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

Leicestershire Museums ('the Museum') form part of the Communities & Wellbeing Service alongside Libraries, Archives, Adult Learning and Creative Learning Services, and is part of the Adults and Communities Directorate in Leicestershire County Council.

The service is solely responsible for Bosworth Battlefield, Melton Carnegie Museum and the 1620s House and Garden at Donington-le-Heath.

Charnwood Museum and Harborough Museum are delivered in partnership with the relevant borough and district councils and other organisations.

The Museum houses its collections at the Collections Resources Centre, Barrow upon Soar, the Eastern Annexe of County Hall, Glenfield, designated collections spaces on the Snibston site in Coalville, Unit 1 Stephenson's Court, Coalville and Riverside Court in Measham.

The Museum's acquisition policy is -

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

We do this by working closely with the Museum Services of Leicester City Council, Rutland County Council and the many independent museums across Leicestershire. *

* (The agreement reached with Leicester City Museum Service (LCMS) in 1999 on the sharing of museum collections, following local government re-organisation, specified certain areas of specialism for the LCMS, and LCCMS respectively. This means the County Service does not acquire material in those areas being developed by LCMS, and vice versa. In effect, these limits collecting by mutual agreement and is supported by robust access arrangements for the joint use of certain collections. In November 2017 Leicester Arts and Museums and Leicestershire County Council Museums agreed that the active process of collections sharing had reached a conclusion. This conclusion however, allows for the future transfer of any objects, parts of objects, material, and information between the two Services by mutual agreement.)

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

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

1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.

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

1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

1.7. The museum will not undertake disposal motivated principally by financial reasons.

1.7.1 If, after following the Themes and Priorities for Rationalisation and Disposal (see Section 5) and the Disposal Procedures (see Section 15), any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections.

2. History of the Collections

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

Leicester Museum developed from the middle of C19[th] with the support of the Town and later (from 1922) City Council and the Leicester Literary and Philosophical Society. In the 1930s a Schools Loans collection was created as a significant part of Service delivery. In the 1940s some rationalisation of collections transferred material from the main collections to School Loans and also out of the service to other UK museums which had sustained losses due to war time bombing.

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

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

Active collecting continued throughout this period and the collections grew in size and the curatorial departments increased in numbers of staff and focus of specialisation.

From 1983 a separate collection group was formed to reflect the new partnership arrangements that created the new Harborough Museum in Market Harborough. (The new museum collection was formed around the founding collection of the Market Harborough Historical Society ownership of which is retained by the Society)

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

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

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

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

In 1999 LMARS re-named its collecting areas on a thematic basis, re-forming the previous curatorial specialisms into commonly understood concepts of Natural Life, Home and Family Life, Working Life, Cultural Life and Sporting Life with Archaeology as a process driven collection that underpins all of the other themes.

The Harborough Museum Collection continues to be developed under its own collections title.

In 2014 Harborough Museum became part of a new culture hub on the first floor of the Symington Building as a result of a redevelopment project by Harborough District Council, Leicestershire County Council supported by the Market Harborough and The Bowdens Charity.

In 2015 Leicestershire County Council took the decision to close Snibston Discovery Museum, objects on display were returned to their 'home location' storage spaces, (including stores within the Eastern Annexe of County Hall) returned to lenders or loaned to other museums and heritage bodies.

In 2016 Donington-le-Heath Manor House was transformed into The 1620s House and Garden, a curatorially-led project to re-interpret the house and its gardens in a more focussed way.

3. An Overview of Current Collections

3.1 Natural Life
Collections primarily of specimens and information which reflect the landscape, flora and fauna of the county. They demonstrate the changing natural environment of Leicestershire and its place in the rest of the world over time, comprising two main groups of botany and zoology. They include supporting archives about individual collectors, groups, societies and institutions that help tell the history and development of the study of natural science. These collections are linked to environmental information, species and site records (much in digital formats). They include type and voucher specimens, microscopy, a comprehensive historic and contemporary book collection, some comparative specimens for reference, educational and display purposes.

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

Zoology Areas of excellence
- Important reference collections of Leicestershire (Leicester and Rutland) insects, from the 1800s to the present day and supporting reference collection of insects taken in the UK (England, Scotland, Ireland and Wales).

3.2   Archaeology

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

The collections include both finds and documentary archives resulting from excavations, fieldwalking, metal detecting and chance finds across the county.

The Finds Archive comprises a variety of archaeological materials, including human and animal remains.

The Documentary Archive comprises information relating to the discovery, recovery and conservation of, and research into, the finds, together with archaeological fieldwork archives and published reports.

The collections are supported by a library of selective reference works.

Areas of excellence:
- Lower Palaeolithic stone tools
- The Hallaton Treasure
- Coal mining before the Industrial Revolution
- The Bosworth Collection. The collection contains material traditionally associated with the battle as well as over 5000 artefacts collected during the Bosworth Battlefield Survey. Other material includes objects from an important Roman temple site.

3.3   Home and Family Life

The Home and Family Life collections reflect domestic life now and in the past. Alongside changes in domestic and personal technology the collections also record important aspects of family life including rites of passage, family structures and entertainment.

Objects including festivals and special occasions, games, toys, sporting equipment and the ephemera and objects related to things like shopping and holidays all fall within the collecting sphere of Home and Family Life.

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

Areas of excellence
- The Palitoy toy company collection
- The Ladybird book collection
- The home craft collection of objects exploring historic female creativity in the home

3.4 Working Life

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

The collection has focussed on the work of traditional craftspeople such as the blacksmith, wheelwright, farmer and food producers and secondly on the commercial life of the County's market towns in the 19th and 20th centuries.

The core of the collection is a representative selection of hand tools and products from the area's traditional crafts, mainly dating from the 19th and early 20th centuries. More recent collecting has concentrated on local businesses, mainly small and innovative concerns producing a unique local product.

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

They represent the history of coal mining and the local mining communities. The story also draws on the Archaeology collections to tell the earliest story of coal mining with the nationally important collection of Tudor and later artefacts from the Lounge Opencast Sites.

The focus of the coal mining collections is a comprehensive set of artefacts used by Leicestershire miners in the 20th century, many of which are directly associated with the collieries of the North West Leicestershire Coalfield.

Several Leicestershire-based businesses played an important role in transport technology; for example, Brush Electrical Engineering-built steam and diesel locomotives, tramcars, and bus bodies. Our collections include the only standard-gauge Brush steam locomotive in existence.

Our collections also reflect Leicestershire's contribution to aircraft design and production. They include five Auster aircraft and objects related to Sir Frank Whittle's work at Power Jets Ltd which perfected Britain's first jet engine at Lutterworth and the World's first jet engine factory at Whetstone.

Leicestershire's significant contribution to the development of tourism is reflected in objects which form part of the Thomas Cook Collection.

Working Life, Areas of Excellence
- The Leicestershire Clock Collection made by local craftsmen in the period 1720 – 1820 including the Deacon Family clock making workshop from Barton in the Beans, with many original 18th century tools and benches.
- Historic horse drawn vehicles including the Beaumanor Coach of 1740
- The Thomas Cook collection
- N.C.B. Era coal mining artefacts
- Leicestershire Aircraft design and manufacture
- Brush Electrical Engineering

3.6   Cultural Life

The cultural life collections reflect the artistic and cultural interests and aspirations of the people and institutions of the county in terms of Visual Art and Fashion. The collections are currently formed in two main parts: the Art Collection and the Fashion Collection.

The Art collection consists of works on paper and easel paintings which reflect the artist's record of the changing landscape and built environment of the county; portraits of local people, their working and social lives and the traditional pursuits of local people particularly in the field of country sports.

The Fashion collections reflect fashionable and occupational dress of adult men and women from the middle of the eighteenth century to the present day.

Areas of excellence
- Symington collection of corsetry, foundation-wear and swimwear
- NEXT archive and collection
- International Fashion Design
- The paintings and drawings of John Ferneley Snr and his family

3.7   Reflecting Leicestershire Life at our Market Town Museums

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

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

3.7.1 Harborough Museum is a formal partnership with the Harborough District Council and the Market Harborough Historical Society, whose collection of local history items and antiquities is the foundation of the museum. Consideration is given to the collecting policies of other museums in this area including Lutterworth, Fleckney, Foxton, Hallaton, Desborough and Rothwell. Consideration is also given to the collecting policies of the Accredited museums in Northamptonshire.

The Harborough Collections reflect the history and development of the town and surrounding villages and include local manufacturers, retailers, farmers and food producers.

The collections also reflect local domestic and social life and record the contribution of local individuals.

Life in and around Market Harborough are reflected in three ways:

- through the (founding) collection of the Market Harborough Historical Society *

- the LCC Harborough Collection (denoted by the LEIMH (pre 1997) or M.H. accession prefix)

- objects from the area that are accessioned within the working life, natural life, home and family life, cultural life and archaeology collections

*The Market Harborough Historical Society has ownership of its own collection and appoints an Honorary Curator to liaise with collections teams to ensure its care and management.

The Harborough Museum collects material relating to the landscape and communities of Market Harborough and the parishes in its surrounding area:

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

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

The changing lives of the area's geographic and cultural communities from the earliest times to the present are also told within the galleries and enhanced through

specific collecting and recording projects. The Museum leads on the collecting and recording of material associated with fox hunting and its related trades, crafts, and roles and its social and cultural life in partnership with the Museum of Hunting Trust.

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

The Collections also reflect life in the town of Loughborough including its changing communities and their faiths, its principal industries and the University.

3.8.   Heritage Sites and Landscapes

3.8.1   The 1620s House and Garden at Donington le Heath is a late Medieval manor house with Tudor and early Stuart additions. The contents of the building are a mixture of accessioned, un-accessioned historic and replica objects which tell the story of the lifestyle of the people who lived there during the early C17th.

3.8.2   Bosworth Battlefield interprets the landscape and events of the decisive battle of the Wars of the Roses on 22nd August 1485; the end to the Plantagenet dynasty and the beginning of the Tudor period.

3.9   The Hunting Collection

Because of Melton's unique position both as a centre for fox-hunting and as a pivotal location in the evolution of fox-hunting as an organised sport, special consideration needs to be afforded to the scope and content of the hunting collections which are developed in association with the Museum of Hunting Trust. The Museum of Hunting Trust came into being in 1989 however, Leicester and Leicestershire Museums had been collecting material relating to local fox hunting almost from its founding in the 1840s. All the objects which relate to the history of fox hunting are accessioned items in the County Council's collections.

The hunting collections reflect the aspirations of the Museum of Hunting Trust by covering, at a representative level only, the broad scope of hunting and its opposition in the UK. This provides a national context against which the more detailed local collections can be set.

These are specific to the 'Leicestershire' hunts (which straddle the county boundary) and represent all facets of the sport, its social milieu and its impact on the landscape of Leicestershire and its neighbouring counties.

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

- The role hunting has played in Leicestershire society and economic history, particularly in the Melton area; the families that spent the season there and the celebrities they entertained.

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

It is important for this collection to be set in a wider, national context. To this end, collecting objects and information relating to different forms of hunting practised elsewhere in the UK is included in the remit.

This is for illustrative purposes only, to provide a synoptic view of hunting nationally, not to acquire in great detail further study collections from beyond the 'county' hunt boundaries.

The Museum of Hunting Trust will support collecting in these areas and will facilitate the acquisition of key items which will develop the national identity of the collections. These acquisitions will become part of the county council collections.

3.10 The 'Reserve' Collection

The 'Reserve' is a collection of original historic objects originally established for use as 'handling' and loan material during the 1930s and has been continuously added to since then. It originated from the 'Leicestershire Museum Education Service' whose remit was broader than that of the County. It is now used to support displays, exhibitions and loan requests.

4. Themes and Priorities for Future Collecting

4.1 Natural Life

The focus of collecting over the next 5 years will be limited due to a lack of curatorial specialism in this area, however volunteer organisations and individuals who work closely with the museum will on occasion:

- add new species recorded in the county
- reflect the continuing activities of local societies, institutions and individuals.

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

4.2 Archaeology

The focus of collecting over the next five years will be:

- Archives from professional and amateur fieldwork in Leicestershire that meet the standards laid down in '*The Transfer of Archaeological Archives to Leicestershire Museums*'.
- Objects from Leicestershire that become available for acquisition through the procedures laid down in the Treasure Act 1996, subject to curatorial assessment of significance.
- Digital elements of archaeological archives (including photographs etc) will be deposited with Archaeology Data Service (ADS) which acts as a digital storage organisation for most local authority archaeological archives.

The collections will not accept:
- archives and collections from living creators, extant bodies and trading businesses that do not meet the minimum standards laid down in '*The Transfer of Archaeological Archives to Leicestershire Museums*'.
- archives and collections no part of which derives from Leicestershire.
- objects that lack a provenance or were found outside Leicestershire.
- human remains lacking explicit scientific justification for their retention in an archaeological archive.

4.3 Home and Family Life

The focus of collecting over the next five years will be:

- To add to the Palitoy collection in particular objects from the early production period.
- New domestic and personal technologies.
- The home and family lives of people who are currently underrepresented in our collections including LGBTQ+ people, people living with disabilities and people of black and minority ethnic heritage. Where possible collections will be developed via co-curated projects with these communities.
- Contemporary collecting will be linked to targeted community engagement and participation. Where possible our approach will be through collaborative and co-curated projects representing the views and voices of local people as part of the collecting process.

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

4.4 Working Life

The focus of collecting/recording over the next five years will be:

- Leicestershire's innovation and diversification from traditional working life.
- Leicestershire's creative industries.
- Selected objects which develop the Thomas Cook collection.

- Contemporary collecting will be linked to targeted community engagement and participation. Where possible our approach will be through collaborative and co-curated projects representing the views and voices of local people as part of the collecting process.

We will not collect vehicles and/or large industrial machinery.

4.5 Cultural Life

The focus of collecting over the next five years will be:

Fashion and clothing created and worn by people who are currently under-represented in our collections via co-curated projects with these communities including

- People of black and minority ethnic heritage
- LGBTQ+ people
- People living with disabilities
- Menswear
- Contemporary collecting will be linked to targeted community engagement and participation. Where possible our approach will be through collaborative and co-curated projects representing the views and voices of local people as part of the collecting process.

Fine Art Collection
- Commission local artists to produce works that record, reflect or comment on specific aspects of Leicestershire life.

The Collections will not accept wedding or civil partnership outfits that are not connected with a ceremony conducted in Leicestershire.

5. **Themes and Priorities for Rationalisation and Disposal**

Please note Section 1.3 (page 3): By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

5.1 The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process

5.3 A programme of collections review and rationalisation ensures that our collections are accessible, well looked after and fit for use. Where gaps in the collections (usually in

terms of representation of our communities) are identified, targeted collecting will be planned to fill them. This review and rationalisation also informs our recommendations to dispose of material no-longer relevant to our collections or Service offer.

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

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

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

Outline plan for the review and rationalisation of specific collections areas 2021-25	
Coal mining and other working life objects	
Fashion Collection	Women's C19th and C20th clothing
Archaeology	De-selection of bulk material where this has not occurred prior to deposition, timbers (including Hemington River crossing and Lounge mining etc)
Natural Life Spirit Collection	
Subject library collections	

6. Legal and Ethical Framework for Acquisition and Disposal of Items

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

7. Collecting Policies of Other Museums

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

7.2 Specific reference is made to the following museums/organisations:

We maintain regular contact with, Rutland County Museum and Leicester Museums and Galleries and with independent museums in Leicestershire.

We continue to participate in the specialist network of Arts Council England's Museum Development (East Midlands) managed by Leicestershire County Council.

7.3 The agreement reached with Leicester Museums and Galleries in 1999 on the sharing of museum collections described certain areas of specialism for the LMGS, and LCCMS respectively. This means the County Service does not acquire material in those areas being developed by LMGS, and vice versa. In effect, this limited collecting by mutual agreement and is supported by robust access arrangements for the joint use of certain collections. In November 2017 Leicester Museums and Galleries and Leicestershire County Council Museums agreed that the active process of collections sharing had reached a conclusion. This conclusion however, allows for the future transfer of any objects, parts of objects, material, and information between the two Services by mutual agreement.

8. Acquisition Policy

8.1 The policy for agreeing acquisitions is:

The Museum's acquisition policy is

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

General Restrictions

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

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

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

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

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

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

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

8.1.5 Acquisition

Acquisition is the permanent addition of an item or collection into the Museum collections through the transfer of legal title by gift or sale

Items may be acquired through:

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

- Transfer from like institutions.
- Deposits of archaeological archives on indefinite loan by the owners or their legitimate agents (such as The Church of England) where those organisations are prevented from donating objects in their ownership.

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

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

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

8.1.6 Curatorial Selection

Curatorial, Conservation and Collections Management staff consider acquisitions to the collections with reference to our acquisition policy and to needs of our museums. This group may consult others outside the organisation to give opinion as required.

The remit of the Curatorial, Conservation and Collections Management Teams is to:

- Provide an overview of acquisitions across the Service so everyone has a picture of what is coming into the Service and why.
- Develop and review a Collections Development Strategy to support the Acquisitions and Disposals Policy, which is part of the Collections Development Policy.
- Manage a range of issues relating to collections and their management (e.g. standards for storage and conservation) as necessary.
- Support documentation procedures and develop strategies for managing these.
- Ensure the profile of collections, their requirements and management is maintained in the Service and outside.
- Initiate and carry out fundraising initiatives for the acquisition of key objects when necessary.
- The Senior Curator and Collections and Conservation Manager support curatorial decisions on the routine acceptance of objects for the collections and decide on acceptance or rejection of less clear-cut offers of gift.
- The Collections and Learning Manager advises on acquisitions to the collection which may have implications beyond the responsibility of the Senior Curator and Collections and Conservation Manager.
- The Senior Curator and Collections and Conservation Manager make recommendations for rationalisation and/or disposal that are presented to senior officers and elected members for a final decision.

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

The collection covers the human experience from the pre-historic Palaeolithic period (around 500,000 years ago) to the present day and is predominantly of material directly associated with Leicestershire.

8.1.8   Policy review procedure

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

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

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

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

9   Human Remains

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

10   Biological and geological material

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

11 Archaeological Material

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

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

12. Exceptions

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

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

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

13. Spoliation

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

14. The Repatriation and Restitution of Objects and Human Remains

14.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 15.5 will be followed but the remaining procedures are not appropriate.

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

15. Disposal Procedures

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

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

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

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

15.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

15.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

15.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.

15.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

15.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

15.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means

the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

15.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

15.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

Disposal by exchange

15.13 The museum will not dispose of items by exchange.

Disposal by destruction

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

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

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

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

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

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Leicestershire County Council Culture Leicestershire

MUSEUMS COLLECTIONS DEVELOPMENT POLICY 2025-2030

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

Name of governing body: Leicestershire County Council

Date on which this policy was approved by governing body:

Policy review procedure:

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

Date at which this policy is due for review: 2030

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

Section 1 - Relationship to Other Relevant Policies/Plans of the Organisation:

1.1   The museum's statement of purpose is:

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

Our Vision: To create space to spark imagination, celebrate communities & enhance wellbeing.

Our Mission: Work to shape Leicestershire as a place with a rich and distinctive history that values its heritage, engages its communities, welcomes those who visit the county and works together to ensure a future for the past.

Leicestershire Museums ('the Museum') form part of the Culture Leicestershire Service alongside Libraries, Archives, and Creative Learning Services, and is part of the Adults and Communities Directorate in Leicestershire County Council.

The service is solely responsible for Bosworth Battlefield, Melton Carnegie Museum and the 1620s House and Garden at Donington-le-Heath.

Charnwood Museum and Harborough Museum are delivered in partnership with the relevant borough and district councils and other organisations.

The Museum houses its collections at the Collections Resources Centre, Barrow upon Soar; the Eastern Annexe of County Hall, Glenfield; collections spaces on the Snibston site in Coalville; Unit 1 Stephenson's Court, Coalville and Unit 8 Riverside Court in Measham.

1.2   The Museum's acquisition policy is:

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

We do this by working closely with the Museum Services of Leicester City Council, Rutland County Council and the many independent museums across Leicestershire.*

*(The agreement reached with Leicester City Museum Service (LCMS) in 1999 on the sharing of museum collections, following local government re-organisation, specified certain areas of specialism for the LCMS, and LCCMS respectively. This means the County Service does not acquire material in those areas being developed by LCMS, and vice versa. In effect, this limits collecting by mutual agreement and is supported by robust access arrangements for the joint use of certain collections. In November 2017 Leicester Arts and Museums and Leicestershire County Council Museums agreed that the active process of collections sharing had reached a conclusion. This agreement allows for the future transfer of any objects, parts of objects, material, and information between the two Services by mutual agreement.)

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

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

1.5   Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.6   The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Arts Council England (ACE) Museum Accreditation Standard (2018). This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, financial resources, storage and care of collection arrangements.

1.7   The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

1.8   The museum will not undertake disposal motivated principally by financial reasons.

1.9   If, after following the Themes and Priorities for Rationalisation and Disposal (see Section 5) and the Disposal Procedures (see Section 15), any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections.

Section 2 - History of the Collections

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

2.2 Leicester Museum developed from the middle of C19th with the support of the Town and later (from 1922) City Councils and the Leicester Literary and Philosophical Society. In the 1930s a Schools Loans collection was created as a significant part of service delivery. In the 1940s some rationalisation of collections transferred material from the main collections to School Loans and also out of the service to other UK museums which had sustained losses due to war time bombing.

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

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

2.5 Active collecting continued throughout this period and the collections grew in size and the curatorial departments developed focussed specialisms and increased numbers of staff.

2.6 From 1983 a separate collection group was formed to reflect the new partnership arrangements that created the new Harborough Museum in Market Harborough. The new museum collection was formed around the founding collection of the Market Harborough Historical Society ownership of which is retained by the Society.

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

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

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

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

2.11 In 1999 LMARS re-named its collecting areas on a thematic basis, re-forming the previous curatorial specialisms into commonly understood concepts of Natural Life, Home and Family Life, Working Life, Cultural Life and Sporting Life with Archaeology as a process driven collection that underpins all of the other themes.

2.12 The Harborough Museum Collection continues to be developed under its own collections title.

2.13 In 2014 Harborough Museum became part of a new culture hub on the first floor of the Symington Building as a result of a redevelopment project by Harborough District Council, Leicestershire County Council supported by the Market Harborough and The Bowdens Charity.

2.14 In 2015 Leicestershire County Council took the decision to close Snibston Discovery Museum, objects on display were returned to their 'home location' storage spaces, returned to lenders or loaned to other museums and heritage bodies.

2.15 In 2016 Donington-le-Heath Manor House was transformed into The 1620s House and Garden, a curatorially-led project to re-interpret the house and its gardens in a more focussed way.

2.16 Since 2019 Leicestershire County Council has been investigating the viability of co-locating the museum collections, Creative Learning Services and the archive collections in a partial redevelopment/new development on the County Hall site at Glenfield.

2.17 As part of Culture Leicestershire, this policy has been co-created with representatives from local communities who were invited to an interactive session to brief them about the policy and record their feedback about what our collecting priorities should be for the period of this policy. This consultation will inform our new Collections Development Plan.

2.18 From 2025 there will be a programme of work to co-locate museum collections from some of our smaller stores into the Eastern Annex Collections Centre.

Section 3 - An Overview of Current Collections

3.1 <u>Natural Life</u>

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

microscopy, a comprehensive historic and modern reference library, some comparative specimens for reference, educational and display purposes. The collections are linked to environmental information, species and site records (much in digital formats) and has strong connections to Leicestershire & Rutland's Environmental Records Centre.

Botany Areas of Excellence
- British non-flowering plants (lichens and bryophytes)
- Records and personalia of significant Leicestershire naturalists and collectors (including Pulteney, Bloxham, Berkeley, Sowter, Ballard, Fletcher, Hesselgreaves, Hering, Iliffe)
- Leicestershire flowering plants, ferns, slime moulds and fungi.
- Microscope slides of historic collections of algae

Zoology Areas of excellence- Important reference collections of the Vice County of Leicestershire & Rutland (VC55) insects, from the 1800s to the present day and supporting reference collection of insects taken in the UK.

3.2 Archaeology

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

The collections include both finds and documentary archives resulting from excavations, fieldwalking, metal detecting and chance finds across the county.

The Finds Archive comprises a variety of archaeological materials, including human and animal remains.

The Documentary Archive comprises information relating to the discovery, recovery and conservation of, and research into, the finds, together with archaeological fieldwork archives and published reports.

Areas of excellence:
- Lower Palaeolithic stone tools
- The Hallaton Treasure
- Coal mining before the Industrial Revolution
- The Bosworth Collection. The collection contains material traditionally associated with the battle as well as over 5000 artefacts collected during the Bosworth Battlefield Survey. Other material includes objects from an important Roman temple site.

3.3 Home and Family Life

The home and family life collections reflect domestic life now and in the past.

Alongside changes in domestic and personal technology the collections also record important aspects of family life including rites of passage, family structures and entertainment.

Objects including games, toys, sporting equipment and the ephemera and objects related to things like festivals and special occasions, shopping and holidays all fall within this collection.

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

Areas of excellence
- The Palitoy toy company collection
- The Ladybird book collection

3.4 Working Life

This collection reflects local trades and industries, partly through collections of tools and equipment, focussing on the work of traditional craftspeople such as the blacksmith, wheelwright, farmer and food producers. It also reflects the commercial life of the County's market towns in the 19th and 20th centuries.

More recent collecting has concentrated on local businesses, mainly small and innovative concerns producing a unique local product, through the acquisition of finished products, ephemera and images.

The collections also include the larger manufacturing industries of the C19th and C20th and reflect the growth and decline of the industrial era and focus on engineering, transport and travel, coal mining and other extractive Industries.

Areas of Excellence
- C18th – C19th Leicestershire clock makers - including the contents of the Deacon Family clock making workshop.
- Horse-drawn vehicles (including the Beaumanor Coach of 1740)
- The Thomas Cook collection
- N.C.B. Era coal mining artefacts
- Leicestershire aircraft design and manufacture
- Brush Electrical Engineering

3.5 Cultural Life

The cultural life collections reflect the cultural interests of the people of Leicestershire and its centres of skills development for the creative industries. The collections form two main parts: the art collection and the fashion collection.

The art collection consists of sculpture, works on paper and easel paintings which reflect the artist's record of the changing landscape and built environment of the county; portraits of local people, their working and social lives and traditional pursuits particularly in the field of country sports.

The fashion collections reflect fashionable and occupational dress of adult men and women from the middle of the eighteenth century to the present day.

Areas of excellence
- Symington collection of corsetry, foundation-wear and swimwear
- NEXT archive and collection
- The paintings and drawings of John Ferneley Snr and his family

3.6 Reflecting Leicestershire Life at our Market Town Museums

Leicestershire is a predominantly rural county with specialist centres of manufacturing, trade, learning, innovation and cultural and sporting activity. Each museum site reflects the particular nature of the areas and communities which they serve and these are in turn reflected in the focus of collecting through these sites, objects collected to reflect life in these areas enters the collections within the thematic groups listed above.

3.7 The exception to this is the Harborough Museum Collection. The museum is a formal partnership with the Harborough District Council and the Market Harborough Historical Society, whose collection of local history items and antiquities is the foundation of the museum*. Consideration is given to the collecting policies of other museums in this area including Lutterworth, Fleckney, Foxton, Hallaton, Desborough and Rothwell. Consideration is also given to the collecting policies of the Accredited museums in Northamptonshire.

*The Market Harborough Historical Society has ownership of its own collection and appoints an Honorary Curator to liaise with collections teams to ensure its care and management.

3.8 The Harborough Collections reflect the history and development of the town and surrounding villages, local domestic and social life and record the contribution of local individuals and communities of Market Harborough and the parishes in its surrounding area.

Market Harborough and Surrounding Parishes			
Arthingworth	Ashley	Billesdon	Blaston
Brampton Ash	Braybrooke	Bringhurst	Caldecot
Church Langton	Clipston	Cottingham	Cranoe
Desborough	Dingley	Drayton	East Carlton
East Farndon	East Langton	Fleckney	Foxton
Glooston	Goadby	Great Bowden	Great Easton
Great Oxendon	Gumley	Hallaton	Harrington
Haselbech	Horninghold	Husbands Bosworth	Illston
Kelmarsh	Kibworth Harcourt	Kibworth Beauchamp	Lamport
Laughton	Little Bowden	Lubenham	Lutterworth
Maidwell	Marston Trussell	Medbourne	Middleton
Mowsley	Naseby	Nevill Holt	North Kilworth

Noseley	Rockingham	Rolleston	Rothwell
Rushton	St Mary in Arden	Saddington	Shangton
Sibbertoft	Slawston	Smeeton Westerby	South Kilworth
Stoke Albany	Stonton Wyville	Sulby	Sutton Bassett
Swinford	Theddingworth	Thorpe Langton	Tur Langton
Walcote	Walton & Kimcote	Welford	Welham
West Langton	Weston by Welland	Wilbarston	Wistow

3.9   Melton Carnegie Museum exhibits the changing nature of rural Leicestershire and the relationship of the countryside with the market town. It reflects agriculture, local food production (particularly Stilton cheese making and pork pie production) animal husbandry and countryside management and diversification.

The Museum leads on the collecting and recording of material associated with fox hunting and its related trades, crafts, and roles and its social and cultural life.

3.10 The Hunting Collection

Because of Melton's unique position both as a centre for fox-hunting and as a pivotal location in the evolution of fox-hunting as an organised sport, special consideration needs to be afforded to the scope and content of the hunting collections which have been developed in association with the Museum of Hunting Trust. All the objects which relate to the history of fox hunting are accessioned items in the County Council's collections.

The collection reflects, at a representative level only, the broad scope of hunting and its opposition in the UK. This provides a national context against which the more detailed local collections can be set.

These are specific to the 'Leicestershire' hunts (which straddle the county boundary) and represent all facets of the sport, its social milieu and its impact on the landscape of Leicestershire and its neighbouring counties.

3.11 Charnwood Museum is a partnership with Charnwood Borough Council and reflects the communities, working life and natural life of the area. The objects relating to the area are drawn out of the established collecting themes.

3.12 Heritage Sites and Landscapes

The 1620s House and Garden at Donington le Heath is a late Medieval manor house with Tudor and early Stuart additions. The contents of the building are a mixture of accessioned, un-accessioned historic and replica objects which tell the story of the lifestyle of the people who lived there during the early C17th.

Bosworth Battlefield interprets the landscape and events of the decisive battle of the Wars of the Roses on 22nd August 1485; the end to the Plantagenet dynasty and the

beginning of the Tudor period. Displays include material from the Battlefield Research Project (see 3.2 Archaeology Collections Areas of Excellence).

3.13 The 'Reserve' Collection

The 'Reserve' is a collection of historic objects originally established for use by the Museum Education Service as handling loan material for schools during the 1930s and has been continuously added to since then. It is now used to support displays, exhibitions and loan requests. Some of the original loans boxes have been retained as evidence of the service's early activities.

Section 4 - Themes and Priorities for Future Collecting

4.1 Natural Life

The focus of collecting over the next five years will be limited due to a lack of curatorial specialism in this area, however volunteer organisations and individuals who work closely with the museum will on occasion:

- add new species recorded in the county
- reflect the continuing activities of local societies, institutions and individuals.

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

4.2 Archaeology

The focus of collecting over the next five years will be:

- Archives from professional and amateur fieldwork in Leicestershire that meet the standards laid down in '*The Transfer of Archaeological Archives to Leicestershire Museum (2024)*'.
- Objects from Leicestershire that become available for acquisition through the procedures laid down in the Treasure Act 1996 and the Treasure (Designation)(Amendment) Order 2023, subject to curatorial assessment of significance and availability of financial resources including external funding.
- Digital elements of archaeological archives (including photographs etc) will be deposited with Archaeology Data Service (ADS) which acts as a digital storage organisation for most local authority archaeological archives.

The collections will not accept:

- archives and collections from living creators, extant bodies and trading businesses that do not meet the minimum standards laid down in '*The Transfer of Archaeological Archives to Leicestershire Museums (2024)*'.
- archives and collections no part of which derives from Leicestershire.
- objects that lack a provenance or were found outside Leicestershire.
- human remains lacking explicit scientific justification for their retention in an archaeological archive.

4.3 <u>Home and Family Life</u>

The focus of collecting over the next five years will be:

- The home and family lives of people who are currently underrepresented in our collections. Contemporary collecting will be linked to targeted community engagement and participation. Where possible our approach will be through collaborative and co-curated projects representing the views and voices of local people as part of the collecting process.

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

4.4 <u>Working Life</u>

The focus of collecting/recording over the next five years will be:

- Leicestershire's innovation and diversification from traditional working life.
- Leicestershire's small businesses and creative industries.
- Contemporary collecting will be linked to targeted engagement and participation with businesses, employees, trade unions etc. Where possible our approach will be through collaborative and co-curated projects representing the views and voices of local people as part of the collecting process.

We will not collect vehicles and/or large industrial machinery.

4.5 <u>Cultural Life</u>

The focus of collecting over the next five years will be:

Fashion Collection
- Clothing created and worn by people who are currently under-represented in our collections. Contemporary collecting will be linked to targeted community engagement and participation. Where possible our approach will be through collaborative and co-curated projects representing the views and voices of local people as part of the collecting process.

The Collections will not accept wedding or civil partnership outfits that are not connected with a ceremony conducted in Leicestershire.

Art Collection
- Commission local artists to produce works that record, reflect or comment on specific aspects of Leicestershire life.

Section 5 - Themes and Priorities for Rationalisation and Disposal

5.1 Please note Section 1, paragraph 1.3: By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound

curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

5.2 The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well-managed collection.

5.3 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process

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

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

5.6 OUR COMMITMENT:

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

5.7 Policy Points
- The Service undertakes to review its collections in the light of the requirements of its communities, partner and supporting organisations, local and regional heritage networks and the objectives of the county council.
- Collection rationalisation, as well as targeted collecting, will be undertaken to ensure the collections are relevant and fit for use.
- The approved procedures for disposal of objects, or groups of objects from the museum and related collections MUST be adhered to in all circumstances.
- Significant acquisitions and all disposals will be proposed by the professional Head of Service and considered by the Director under delegated responsibilities. If there are any significant community sensitivities associated with the proposed disposals it will be referred to Cabinet Lead Member, and if necessary Cabinet. They will also maintain an overview of museum collecting activity and instigate disposal procedures where necessary.

Outline plan for the review and rationalisation of specific collections areas 2025-30

Coal mining and other working life objects	Previously identified duplicate, incomplete, irrelevant objects or those in poor condition.
Fashion Collection	Women's clothing from 1940 to 1970.
Archaeology	De-selection of bulk material where this has not occurred prior to deposition. Timbers (including Hemington River crossing and Lounge mining etc)
Natural Life Spirit Collection	Review and rationalisation of Spirit Collection currently in the care of Leicester City Museums service relating to their plans to relocate.
Subject library collections	Focus on coal mining library at Snibston.
General	Collections containing hazardous materials

Section 6 - Legal and Ethical Framework for Acquisition and Disposal of Items

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

Section 7 - Collecting Policies of Other Museums

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

7.2 Specific reference is made to the following museums/organisations:

We maintain regular contact with Rutland County Museum and Leicester City Arts and Museums and with independent museums in Leicestershire.

We continue to engage with Arts Council England's Museum Development Midlands, giving us the ability to access the regional museums network.

7.3 The agreement reached with Leicester City Museum Service (LCMS) in 1999 on the sharing of museum collections, following local government re-organisation in 1997, specified certain areas of specialism for the LCMS, and LCCMS respectively. This means the County Service does not acquire material in those areas being developed by LCMS, and vice versa. This limits collecting by mutual agreement and is supported by robust access arrangements for the joint use of certain collections. In November 2017 Leicester City Arts and Museums and Leicestershire County Council Museums agreed that the active process of collections sharing had reached a conclusion. This agreement allows for the future transfer of any objects, parts of objects, material, and information between the two Services by mutual agreement.

Section 8 - Acquisition

8.1   The policy for agreeing acquisitions is:

The Museum's acquisition policy is

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

8.2   <u>Authorisation Procedure</u>

Items offered to the service are considered by museum The Collections & Conservation and Curatorial teams. Decisions are made on the basis of relevance to the acquisition policy, significance, ability of the service to preserve the object in the long term and that the item is not already represented in the collection. If necessary, recommendations on the decision to acquire an object or collection are put to the Collections and Learning Manager.

Acquisition falls within the scheme of delegation to the Head of Service, otherwise Cabinet Lead Member or Cabinet approval is required (e.g. high value or sensitive items).

The position regarding rights (including copyright) should be clarified, the preferred option being a transfer of relevant rights to the Service where the owner of the object also owns those rights.

If the item is offered for sale on the open market, the funding to support its purchase must be in place, including grant monies, and approval by an appropriate authority (normally the Head of Service) obtained before the purchase is finalised.

8.3   <u>General Restrictions</u>

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

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

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

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

- Acquisition does not contravene any legal, ethical or local laws or regulations.
- The item should fall within the 'Collecting the Life of the County' rationale.
- The item is best acquired by this Service rather than another. In deciding this, the Service will take account of the collecting policies of other national and in particular local and East Midlands museums collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of

interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.
- The ownership of the item should be clearly established.
- There should be a clear reason why the Service needs the item.
- The Service has the knowledge, professional care and management skills, space and financial resources to ensure the object's future.
- The Service can house the item and store it to an appropriate standard.
- Given the object's condition the Service can conserve or preserve the item within an acceptable timescale and allow access to it to an appropriate professional standard.

8.4   Acquisition

Acquisition is the permanent addition of an item or collection into the Museum collections through the transfer of legal title by gift or sale. Items may be acquired through:

- Agreed gifts (donation) and bequests (usually via an executor).
- Purchase from reputable dealers and auctioneers, organisations or individuals who either have legal title, or are acting on behalf of parties that have legal title.
- Collecting by staff, contractors or associates to support research, excavation, interpretation or similar activities.
- Transfer from like institutions.
- Deposits of archaeological archives on indefinite loan by the owners or their legitimate agents (such as The Church of England) where those organisations are prevented from donating objects in their ownership.

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

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

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

8.5   Curatorial Selection

Curatorial, Conservation and Collections Management staff consider acquisitions to the collections with reference to our acquisition policy and to needs of our museums. This group may consult others outside the organisation to give opinion as required.

The remit of the Curatorial, Conservation and Collections Management Teams is to:

- Provide an overview of acquisitions across the Service so everyone has knowledge of what is coming into the Service and why.
- Develop and review a Collections Development Plan to support the Acquisitions and Disposals Policy, which is part of the Collections Development Policy.
- Manage a range of issues relating to collections and their management (e.g. standards for storage and conservation) as necessary.
- Support documentation procedures and develop a plan for managing these.
- Ensure the profile of collections, their requirements and management is maintained in the Service and outside.
- Initiate and carry out fundraising initiatives for the acquisition of key objects when necessary.
- The Senior Curator and Collections and Conservation Manager support curatorial decisions on the routine acceptance of objects for the collections and decide on acceptance or rejection of less clear-cut offers of gift.
- The Collections and Learning Manager advises on acquisitions to the collection which may have implications beyond the responsibility of the Senior Curator and Collections and Conservation Manager.
- The Collections and Conservation Manager and Documentation Officer make recommendations for rationalisation and/or disposal after discussion with the wider Museum Teams. These are presented to senior officers and, when relevant, elected members for a final decision.

8.6 <u>Period of time and/or geographical area to which collecting relates</u>

The collection covers the human experience from the pre-historic Palaeolithic period (around 500,000 years ago) to the present day and is predominantly of material directly associated with Leicestershire.

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

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

Section 9 - Human Remains

9.1 As the museum holds or allows within this policy the acquisition of human remains over 100 years old, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005. This is in line with the museum service's Human Remains Policy 2025.

Section 10 Biological and geological material

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

Section 11 - Archaeological Material

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

11.2 In England, Wales and Northern Ireland these procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009 and Treasure (Designation) (Amendment) Order 2023).

Section 12 - Exceptions

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

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin.

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

Section 13 - Spoliation

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

Section 14 -The Repatriation and Restitution of Objects and Human Remains

14.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all

ethical implications and available guidance. This will mean that the procedures described in 16.5 will be followed but the remaining procedures are not appropriate.

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

Section 15 - Disposal Procedures

15.1   All disposals will be undertaken with reference to the Spectrum primary procedures on disposal.

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

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

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

15.5   The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

15.6   A decision to dispose of a specimen or object, whether by transfer, gift, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

15.7   Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.

15.8   If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

15.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

15.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

15.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

15.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.

Disposal by exchange

15.13 The museum will not dispose of items by exchange.

Disposal by destruction

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

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

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

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

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

Leicestershire County Council

**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
1 SEPTEMBER 2025**

**OVERVIEW OF COMMUNITY LIFE CHOICES
(DAY SERVICES)**

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1. The purpose of this report is to provide the Committee with an overview of the provision of the Community Life Choices (CLC) framework. The framework includes day services and personal assistants.

Policy Framework and Previous Decisions

2. Services highlighted in this report contribute to the County Council's Strategic Plan 2022 to 2026, in particular the strategic outcome Safe and Well. The proposals are also integral to the delivery of the ambitions for Adult Social Care which are detailed in the Adults and Communities Strategy 2025-2029, 'Delivering Wellbeing and Opportunity in Leicestershire'.

3. On 7 June 2021, the Committee received a report which outlined the proposals for the procurement of the CLC framework. The report also outlined the proposal to close the Council's in-house day services, in favour of using external CLC providers.

4. On 22 June 2021, the Cabinet received a report outlining the procurement and recommissioning for CLC services.

5. On 1 November 2021, the Committee received a report with an update on the procurement of commissioned CLC services and consultation feedback received on the proposed changes to the provision of in-house CLC services.

6. On 14 December 2021, the Cabinet agreed the changes to the Council's in-house CLC services.

7. On 7 November 2022, the Committee received an update on the provision and procurement of commissioned CLC services and the progress in supporting existing service users to transfer from in-house CLC services to appropriate alternative services.

Background

8. The current CLC framework began on 29 November 2021 and has been extended three times. The framework is due to expire on 30 August 2026. A further report will

be presented to the Committee in November 2025 to outline proposals for the procurement of services from August 2026.

9. The primary purpose of the CLC framework is to enable people to develop and maintain physical, intellectual, emotional and social skills through provision of meaningful activity and to support and maintain the health and wellbeing of carers.

10. Individuals access services following an assessment of their care and support needs and a determination of their eligibility for care and support as per the Care Act 2014. Where a person is deemed to have eligible unmet needs for support there is a statutory duty on the Council to consider the most appropriate way for the Council to meet those needs, taking into account the individual's preferences. This is achieved by an allocated worker who will firstly develop a Support Plan, in consultation with the individual and their family, friends and/or advocate. The Support Plan will identify their needs and a set of outcomes to demonstrate how those needs can be met. The worker will then select, from the framework providers, a list of potential providers who are able to meet the individual person's outcomes as identified in the Support Plan. Following this the person is supported to make a choice out of the list of potential providers.

11. As of June 2025, there are 689 people receiving a service via the CLC framework. The table shows the number of adults receiving CLC services over the last five years.

Users of CLC	Aug-20	May-21	Jun-22	Jun-23	Jun-24	Jun-25
Aged 18-64	558	515	534	551	556	605
Aged 65+	144	128	117	101	96	84
Total	**702**	**643**	**651**	**652**	**652**	**689**

12. The CLC framework currently has 25 providers. These are a combination of day services and personal assistants (PAs). The CLC framework has a total of 58 different day services and nine PA services.

13. CLC services support people with a variety of needs, which are categorised into lots:

    - Learning Disabilities and/or Autism;
    - Profound and Multiple Learning Disability (PMLD);
    - Physical and Sensory Disabilities;
    - Mental Health;
    - Older Adults;
    - Dementia;
    - Additionally, there is a separate lot for PAs.

14. The CLC framework is a closed framework and new providers are not able to join. However, the framework has been re-opened at intervals over its duration. The most recent re-opening occurred from 27 April 2022 to 6 June 2022, after which four providers joined.

15. Expenditure on CLC services purchased directly by the Council in the financial year 2024/25 was £8.6m. A key consideration for future commissioning will be how the

Council can ensure a cost effective and financially sustainable service whilst continuing to offer choice to people in the support that they receive.

16. Some people choose to receive their support via a Direct Payment (DP) and this may include, but is not limited to, CLC providers. If someone is eligible for a personal budget, they have the option of receiving this money as a DP, allowing them to arrange their support directly with the person or organisation they want to use instead of the council arranging services for them. In these circumstances, the person is in charge of their own support and has choice and flexibility around how this is delivered. Some people choose to receive a DP and purchase support directly from a provider.

Day Services

17. Day services are community-based services that offer support, meaningful activities, social engagement and opportunities to develop independent skills. People do not live in day services, nor do they stay overnight.

18. The CLC framework includes a variety of day services. This includes building-based day services, allotments, cafes, farms, training academies, dance schools and workshops, as well as activities such as drama, sewing, crafts, music, gardening and exercise.

19. CLC services support people with a wide range of skills and activities, including independent living skills, such as shopping, meal planning and food preparation, health and fitness, IT skills, travelling independently and nutrition.

20. Services also support people with community-based skills and activities, such as gardening and working on an allotment, farm-based activities, including taking care of animals and taking part in leisure and sport, such as bowling, going to the cinema, dance classes, supporting people to go swimming and fitness and other exercise sessions.

21. Opportunities include access to training and employment support, such as woodwork and other workshop-based activities making products to sell, including wooden planters, bird boxes, restoring benches, cakes, hanging baskets and tubs. Some activities lead on to qualifications in subjects such as English and Maths, as well as vocational subjects, such as food hygiene, computer skills, training in specific trades, for example, gardening and animal care, and work experience in services, such as cafes and garden nurseries, and accessing voluntary work.

22. Where a person needs transport to access CLC services, this is commissioned separately to CLC provision and is co-ordinated by the Council's supported transport service. Transport is only paid for to the nearest location that can meet the person's needs.

Personal Assistants (PAs)

23. PAs support people with care and support needs who live independently in their own home. PAs can support people with a range of tasks, including personal care, household tasks, leisure and social activities, shopping, accessing the community and participating in hobbies.

24. PAs further support people to develop a wide range of skills, including maintaining a home, budgeting and finance, enabling people to access paid and unpaid work or attend university and college courses and supporting physical activity, healthy eating and shopping for nutritious food, which has resulted in improved health and fitness in people.

25. There are different ways in which PAs are commissioned. Some PAs are self-employed, while others are directly employed by the person using their DP. However, some PAs are employed by providers who are responsible for their recruitment and employment on behalf of the person in need of support.

26. While self-employed PAs are favoured by some due to the flexibility they offer, some people do not wish to directly employ a PA, or it may not be suitable for them to receive PA support this way due to a range of factors relating to the management of finances. In these circumstances, an agency employed PA may be more suitable.

27. There are nine PA providers on the CLC framework. Some of these providers are solely PA providers, whereas others provide both PA and day services. There are no self-employed PAs on the framework.

Commissioning and Bandings

28. There are six different payment band rates, which reflect different levels of need. The below table includes a summary of each band and the rates.

Building Based/Community Based (rates for 2025/26 financial year)		
	Half Day 3 hours a day	Full Day 6 hours a day
Band A (Remote support, including activity packs)	£16.18	£32.36
Band B (Medium level of support)	£26.22	£52.44
Band C	£39.21	£78.42
Band D	£78.70	£157.40
Band E - Additional Hourly 1:1 support (to be used in addition to B and C or Band D only)	£17.14 per hour	
Band F – Community 1:1 support (Including Personal Assistant)	£21.47 per hour/pro rata for part hours	

29. The table below includes a breakdown of the number of people receiving support at each banding. Some people receive support across multiple bandings.

	June 2025
Band A	1
Band B	47
Band C	324
Band D	169
Band E	132

Band F	178

30. Some people choose to receive a DP and purchase support directly from a provider. This may include, but is not limited to, CLC providers.

Timetable for Decisions

31. A report relating to the re-commissioning of CLC will be shared with the Committee on 3 November 2025. A further report will then be presented to Cabinet in early 2026 seeking approval to commence procurement of a new CLC framework.

Background papers

- Leicestershire County Council Strategic Plan 2022-26 - https://www.leicestershire.gov.uk/sites/default/files/field/pdf/faq/2022/4/12/Appendix-B-LCC-Strategic-Plan-2022-26.pdf
- Delivering Wellbeing and opportunity in Leicestershire – Adults and Communities Strategy 2025-29 - https://resources.leicestershire.gov.uk/adult-social-care-and-health/our-approach/policies-and-strategies
- Report to the Adults and Communities Overview and Scrutiny Committee: 7 June 2021 – Procurement of Community Life Choices Services https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=6462&Ver=4
- Report to the Cabinet: 22 June 2021 - https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=6444&Ver=4
- Report to the Adults and Communities Overview and Scrutiny Committee: 1 November 2021 – Update on the Provision of Community Life Choices Services (Day Services) https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=6464&Ver=4
- Report to the Cabinet: 14 December 2021 – Provision of Community Life Choices Services (Day Services) https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=6449&Ver=4
- Report to the Adults and Communities Overview and Scrutiny Committee: 7 November 2022 - Update on the Provision of Community Life Choices Services (Day Services) https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=6842&Ver=4

Equality Implications

32. There are no equality implications arising from this report although the provision of services described in the report meet one of the strands of the Council's general equality obligations set out in the Public Sector Equality duty to advance equality of opportunity between people who share and people who do not share a relevant protected characteristic. An Equality Impact Assessment will be completed as part of the procurement process.

Human Rights Implications

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

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Agenda Item 13

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
1 SEPTEMBER 2025

DRAFT LEICESTERSHIRE AND RUTLAND SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2024-2025

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

Purpose of report

1.   The purpose of this report is to seek the views of the Committee on the draft Annual Report of the Leicestershire and Rutland Safeguarding Adults Board (LRSAB) for 2024-2025, attached as Appendix A to this report.

2.   The Annual Report is the report of the Independent Chair of the LRSAB who must publish an annual report on the effectiveness of safeguarding adults in the local area. This is a statutory requirement under the Care Act 2014.

Policy Framework and Previous Decisions

3.   The LRSAB is a statutory body established as a result of the Care Act 2014. The main purpose of the Safeguarding Adults Board (SAB) is to ensure effective, co-ordinated multi-agency arrangements for the safeguarding of adults with care and support needs.

4.   The Committee considered the Strategic Plan of the Leicester, Leicestershire and Rutland Safeguarding Adults Boards for 2020-2025 at its meeting on 7 September 2020. The Strategic Plan 2025-2031 has been published and is included as Appendix B to this report and also includes the Business Plan for 2025-2027.

Background

5.   SABs have three core duties. They must:
   • Develop and publish a Strategic Plan setting out how they will meet their objectives and how their member and partner agencies will contribute;
   • Publish an Annual Report detailing how effective their work has been;
   • Commission Safeguarding Adults Reviews for any cases which meet the criteria for these.

6.   The Annual Report relates to the second of these duties.

7.   The LRSAB brings together organisations from the statutory, voluntary and independent sectors across the counties of Leicestershire and Rutland to oversee the multi-agency approach to safeguarding adults with care and support needs. The

local safeguarding adults arrangements are led by the statutory safeguarding partners – the Leicester, Leicestershire and Rutland Integrated Care Board, Leicestershire Police, Leicestershire County Council and Rutland County Council – and an Independent Chair in accordance with the Care Act 2014. As it shares several partners with the Leicester SAB, the LRSAB publishes a joint strategic plan and business plan and shares joint meetings, a number of subgroups and an Independent Chair with the Leicester SAB.

Annual Report 2024-2025

8.   The Annual Report provides details of the performance of the local approach to safeguarding adults in line with the requirements of the Care Act 2014.

9.   The key purpose of the Annual Report is to assess the impact of the work undertaken in 2024-2025 on service quality and on safeguarding outcomes for adults with care and support needs in Leicestershire and Rutland. Specifically, it evaluates performance against the priorities that were set out in the Leicester, Leicestershire and Rutland Safeguarding Adults Boards' Business Plan 2023-2025.

10. The key messages from the LRSAB for Leicestershire are:

- The proportion of safeguarding alerts becoming safeguarding enquiries (also known as the conversion rate) in Leicestershire fell from 46% in 2023-2024 to 36% in 2024-2025, in part due to the greater increase in alerts (+68%) compared to enquiries (+32%). A "safeguarding concern" (known locally as an alert) is made to raise concerns that an adult is experiencing, or at risk of abuse or neglect. A concern may arise because of a disclosure, an incident, or other signs or indicators. A concern can be raised by anyone including the person at risk, family, friends, professionals, and other members of the public. Where concerns require further investigation under Section 42 of the Care Act 2014, a "safeguarding adults enquiry" is initiated. This enables concerns to be addressed promptly, minimising risk. Leicestershire was in the top quartile in 2023-2024 national data. The national data for 2024-2025 has not yet been published; Leicestershire is expecting that the 36% for this year will bring it closer to the national average. Locally, it is comparable to Leicester City and Rutland.

- A new feature of the work undertaken by the SAB is to oversee and include rough sleeping within its assurance role.

- New Leicester, Leicestershire and Rutland safeguarding adults' resources for members of the public have been launched, which were co-produced with the Leicester City Making It Real group. The Making it Real Group is made up of people who draw on social care or who care for someone who does, as well as people who work in social care. By working with people with lived experience, the SABs have produced user-friendly and accessible resources. They are available via the following link – Leaflets webpage.

- It is evident that the Self-Neglect business priority, in place for 2023-2025, achieved a good level of assurance and so it has not been carried over to the 2025-2027 Business Plan. It is acknowledged, though, that self-neglect is a prevalent type of abuse recorded in Safeguarding Adults Reviews (SARs) nationally. Additionally, the local work completed in 2024-2025, with the

publication of the [Responding to Self-Neglect (including Hoarding) Guidance](), represents a significant procedural change. It will take some time for the new process and guidance to become embedded. In 2025-2026, an audit on the new Self-Neglect guidance will be completed once it has been in place for a year. The audit will test if the new guidance is embedded and what difference it is making.

- Mental Capacity has been an ongoing theme in multi-agency audits and SARs, both nationally and locally. A lot of work has been completed around this theme. While the business priority will not be carried forward to 2025-2027, the work on this theme will continue because it is acknowledged that Mental Capacity Act learning and development is a process and not about a one-off learning event. Additional bespoke training courses have been commissioned for 2025-2026 to address themes identified in local SARs. An audit on the Mental Capacity Act, following up from one completed in 2023-2024, will be completed in 2025-2026. The aim is to understand what change there has been since the last audit and subsequent work across the partnerships.

- Training on Domestic Abuse in older adults and safeguarding adults, the third business priority for 2023-2025, will continue across the partnership within individual agencies. Additionally, there was a presentation on the learning from the Research Project completed by Durham University, and supported by the SABs, and the local response and picture at Safeguarding Matters Live (online briefing for multi-agency practitioners) in July 2025. The whole event was focused on Domestic Abuse and Safeguarding.

- One SAR was published in 2024-2025, SAR "Godavari", which is referred to in the Annual Report. During 2024-2025, the LRSAB received four new referrals for consideration of a SAR. Three cases met the criteria for a SAR and reviews have been commenced. One case did not meet the criteria for a SAR.

Proposals/Options

11. The Committee is asked to consider the draft Annual Report for the LRSAB appended to this report and to make any comments. These comments will be considered and addressed prior to the final report being published, if required.

Consultation

12. The Annual Report is produced as a summary of the work of the SAB which has been carried out in relation to safeguarding and prevention. The report will be published later in September 2025 on the LRSAB website – https://lrsb.org.uk/sab-annual-reports-and-business.

13. All members of the Board have had opportunities to contribute to and comment on earlier drafts of the Annual Report.

Resource Implications

14. There are no resource implications arising from this report, as this is a retrospective report covering April 2024 to March 2025.

15. The LRSAB operates with a budget to which partner agencies contribute.

16. SAB partners have, along with safeguarding partners for safeguarding children, agreed to share the operating costs of the Safeguarding Children Partnership and SAB for Leicestershire and Rutland. Costs are shared between the Local Authorities, Police and Integrated Care Board.

17. As part of this agreement, the County Council contributed £46,375 to the SAB in 2024-2025. This is 30% of the total funding for the SAB (£154,808). This matches the contribution from 2023-2024.

18. Expenditure has increased this year by £16,711. Staffing costs increased because of the agreed Local Government pay award (as the staff are hosted by the Local Authority). Expenditure on SARs decreased due to the number of reviews already being in an advanced stage and alternative methodologies being used, as appropriate. Costs have risen and the SAB spent a little more than it received from partners' contributions. The shortfall was made up from reserves. Although costs have increased, despite budget constraints, the SAB has still achieved an increased training programme linked to the Mental Capacity Act Business Priority and launched new safeguarding adults' resources.

19. As of 1 April 2025, the SAB's reserve funds stand at £117,721. This amount has been held due to a foreseen increase in costs and has meant that partners have not been asked for an increase in contributions; however, this surplus will eventually be used and therefore all partners will be expected to ensure that the LRSAB is self-sufficient.

20. The County Council also hosts the Safeguarding Partnerships Business Office that supports the SAB and the Safeguarding Children Partnership.

Timetable for Decisions

21. This report seeks comments from this Committee prior to presenting the report to Cabinet on 12 September 2025.

22. Subject to consideration by the Cabinet, the Annual Report will be published by the end of September 2025 and presented at the meeting of Leicestershire's Health and Wellbeing Board on 25 September 2025 (to highlight safeguarding matters relevant to the work of the Health and Wellbeing Board and support effective partnership working).

Background papers

23. Report to the Adults and Communities Overview and Scrutiny Committee on 2 September 2024: "Leicestershire and Rutland Safeguarding Adults Board Annual Report 2023/24".

Circulation under the Local Issues Alert Procedure

24. None.

Equality Implications

25.   The LRSAB seeks to ensure that a fair, effective and equitable service is discharged by the partnership to safeguard adults with care and support needs. At the heart of the work is a focus on any individual or group that may be at greater risk of safeguarding vulnerability. The Annual Report includes a summary analysis of the characteristics of the subjects of SARs.

Human Rights Implications

26.   There are no Human Rights implications arising from this report.

Crime and Disorder Implications

27.   The LRSAB works closely with Community Safety Partnerships in Leicestershire to scrutinise and challenge performance in community safety issues that affect the safeguarding and wellbeing of individuals and groups, for example domestic abuse and Prevent. The LRSAB also supports Community Safety Partnerships in carrying out Domestic Abuse Related Death Reviews, previously called Domestic Homicide Reviews, and acting on their recommendations.

Health Implications

28.   Safeguarding is everyone's responsibility. Health and care needs can be linked to safeguarding risk for adults and children and the health and care system can support the prevention of, identification of and response to safeguarding risk.

Appendices

- Appendix A – Draft Leicestershire and Rutland Safeguarding Adults Board Annual Report 2024-2025

- Appendix B – Leicester, Leicestershire and Rutland Safeguarding Adults Boards Strategic Plan 2025-2031, including the 2025-2027 Business Plan

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Safeguarding
Adults Board
LEICESTERSHIRE & RUTLAND

Leicestershire & Rutland

Safeguarding Adults Board Annual Report - 2024-25

A Message from the Independent Chair

It is a privilege to introduce the Annual Report for Leicestershire and Rutland Safeguarding Adults Board (L&R SAB) for 2024/2025.

The Report highlights the work that the Board has been engaged with over the year. I am grateful to all partners for their ongoing contribution to the Board. The work of the SAB is delivered through several subgroups chaired by partners.

It is important to lead the L&R SAB in the delivery of priorities as part of the continuous learning journey for all engaged in adults' safeguarding and the well-being of the residents of Leicestershire and Rutland.

The Report provides information about how partners have continued to provide care and support to people and respond to the changing safeguarding needs and risks that occur alongside the ever-changing demands and pressures upon their organisations, which is evidenced in the data and information provided. A new feature of the work undertaken by the SAB is to oversee and include rough sleeping within its assurance role.

Self-Neglect and Mental Capacity have remained a significant focus this year and addressing the issues they raise for people and communities. Continued development was supported by the multi-agency audits to ensure continual improvements in understanding and responses to these challenging areas of safeguarding.

Following research with Durham University, referred to in previous Annual Reports, the SAB partners are delivering to improve the responses to older people who suffer from domestic abuse, to ensure this is recognised and responded to within a safeguarding context to keep people safe where possible and receive the support they require.

It is important we continue to learn from Safeguarding Adults Reviews (SARs), and you will note that we published SAR Godavari, referred to later in this Report. Along with the second National Analysis of Safeguarding Adults Reviews (2019-2023), the SAB has considered the evidence and impact of the learning to prevent abuse and neglect. Actively hearing the voice of those involved in safeguarding and implementing effective learning from this is critical to the Board's assurance function.

Finally, I would like to thank the Board Manager, Gary Watts, and the Team for efficiently and effectively managing the business of the Board.

I would also like to acknowledge the work of the staff and managers across all statutory, voluntary and community partners who have been committed to working together to keep people safe in Leicestershire and Rutland.

Seona Douglas
Independent Chair, Leicestershire and Rutland

Local Context
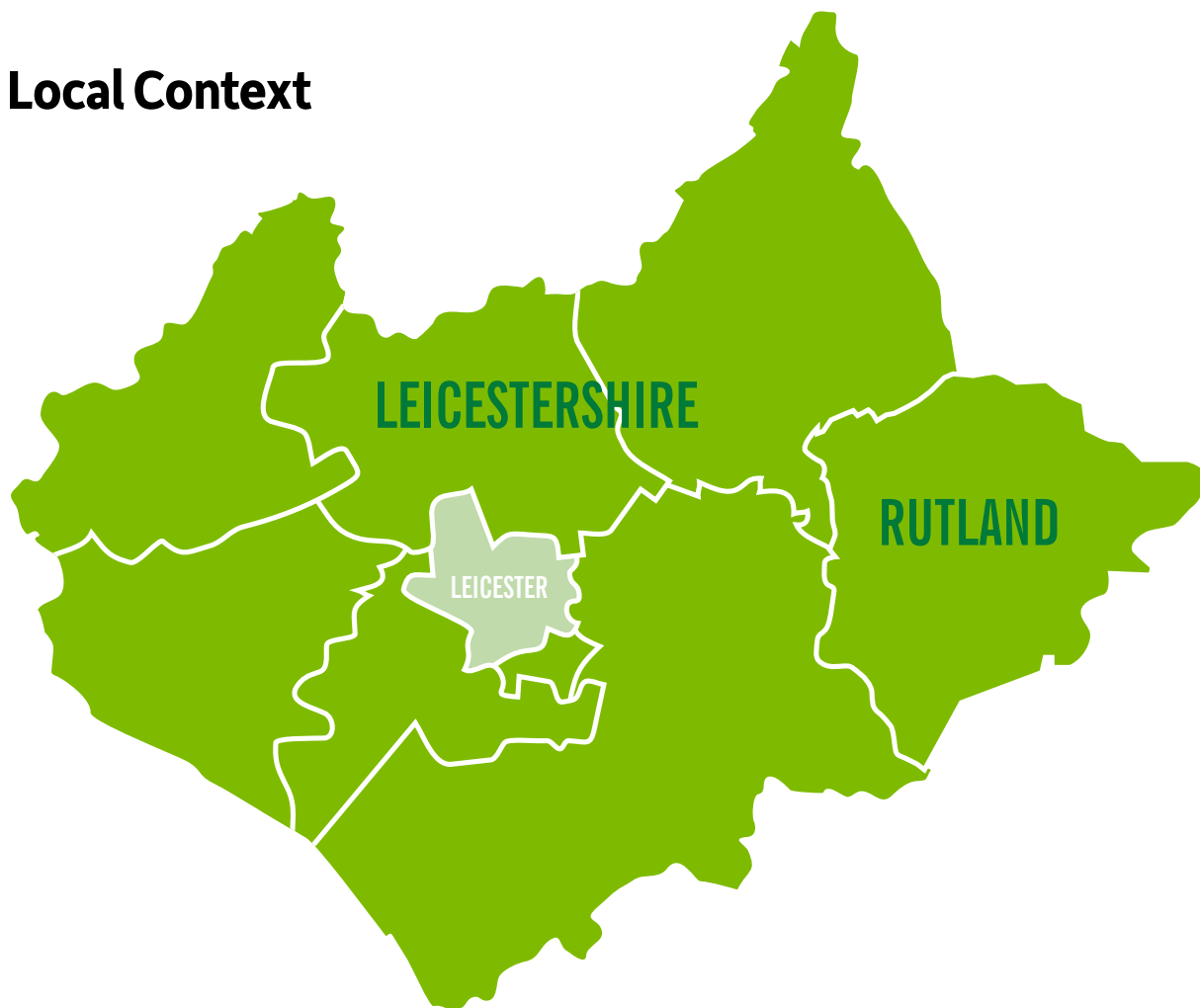
The sources of information for this section are the local Joint Strategic Needs Assessments (JSNAs), which analyse the health needs of populations.[1]

Leicestershire

Leicestershire, not including Leicester City, is made up of seven council areas: Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Melton Borough Council, North West Leicestershire District Council and Oadby & Wigston Borough Council.

The Leicestershire Joint Strategic Needs Assessment (JSNA) 2022-2025,[2] specifically the Demography chapter published in August 2024,[3] states that:

- The total population of Leicestershire in 2023 was 734,015, an increase of 1.5% since 2022. There were approximately 8,475 more females (371,245) than males (362,770).

- In 2023 Charnwood was estimated to have the largest population (188,010) of the Leicestershire districts, followed by Hinckley and Bosworth (114,970). Melton had the smallest population (53,237).

- Compared with England, the population of Leicestershire is older, with higher proportions of the population aged 40-64 (32.5% in the county compared with 31.8% in England) and 65 and over (21.0% compared with 18.7% for England).

- Overall, the Leicestershire population is weighted towards older adults (those aged 50-64) with a considerable proportion in the 65+ age bands as a result of increased birth rate in the post-war period.

- The majority of the county population (87.5%) belongs to the white ethnic group (including the white Irish ethnic group). This equates to 623,429 people. The next largest ethnic group in Leicestershire is the Asian ethnic group (8.2%), followed by the mixed or multiple ethnic group (2.2%) and the black ethnic group (1.1%).

- According to the 2019 Indices of Deprivation, Leicestershire is not deprived overall; the county is ranked 137th out of 152 upper tier authorities in England for Multiple Deprivation, where 1st is the most deprived. However, pockets of significant deprivation exist; four neighbourhoods in the county fall within the most deprived decile in England. These areas can be found in Loughborough and Coalville.

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2 **https://www.lsr-online.org/leicestershire-2022-2025-jsna**
3 **Leicestershire Joint Strategic Needs Assessment 2022-25, Demography** (August 2024), pages ii-v.

Rutland

The Rutland Joint Strategic Needs Assessment (JSNA) 2022-2025,[4] specifically the Demography and Growth chapter published in May 2023,[5] states that:

- According to the 2021 Census, the total population of Rutland in 2021 was 41,049, an increase of 9.8% since 2011. This rate of increase is well above the national increase of 6.6%.

- There were approximately 1,095 fewer females (19,977) than males (21,072).

- In 2021, 4.0% of the population were aged 0-4 (1,639 people), 17.7% were aged 5-19 (7,273 people), 53.0% were working age (21,747 people aged 20-64) and 25.3% were older than 65+. This includes 3.5% of the total population that was aged 85 and over (1,447 people).

- Overall, the Rutland population is weighted towards older adults (those aged 50 plus) with 25.3% in the 65+ age bands compared to 18.4% in England.

- The vast majority of the county population (94.8%) belong to White ethnicities, including White British and White Irish. This equates to 38,909 people. The next largest ethnic group in Rutland is Mixed or Multiple Ethnic Group, which constitutes 1.8% of the population, followed by Asian with 1.5%, Black, with 1.3% and Other Ethnic Group with 0.5%.

- Rutland is ranked 303rd out of 317 local authorities in England for Multiple Deprivation, where 1st is the most deprived. Though there are pockets of rural and other elements of deprivation in areas of the county. One neighbourhood in the county falls within the 50% most deprived in England.

The Safeguarding Adults Board

The **Care Act 2014** stipulates that each local authority must set up a Safeguarding Adults Board (SAB). The main objective of a Safeguarding Adults Board is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area.

The three core duties of a Safeguarding Adults Board, outlined by the **Care and Support Statutory Guidance**, are to:

- Publish a strategic plan for each financial year that sets how it will meet its main objective and what the members will do to achieve this.

- Publish an annual report detailing what the SAB has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy as well as detailing the findings of any safeguarding adults reviews and subsequent action.

- Conduct any safeguarding adults review in accordance with Section 44 of the Care Act 2014.

The work of the Safeguarding Adults Board is informed by the six key principles which underpin all adult safeguarding work, as set out in the Care and Support Statutory Guidance:

- Empowerment

- Prevention

- Proportionality

- Protection

- Partnership

- Accountability.

The Leicestershire & Rutland Safeguarding Adults Board brings together organisations across the counties of Leicestershire and Rutland to oversee the multi-agency approach to safeguarding adults with care and support needs. The Safeguarding Adults Board:

- Sets how organisations should work together to safeguard adults with care and support needs

- Provides multi-agency training and development resources to support good safeguarding

- Tests how well organisations are working together and the difference this is making

- Reviews serious safeguarding incidents to identify improvements needed

- Uses learning and feedback to improve and develop how agencies work together to safeguard adults.

Ministerial Guidance

In a joint letter, dated 20th May 2024, the Minister for Housing and Homelessness and the Minister for Social Care required that Safeguarding Adults Boards should also:

- Aim to make specific reference to rough sleeping and homelessness in their strategic plans and reports

- Act as an active presence in system-wide governance discussions

- Designate a named board member for rough sleeping

- Commission safeguarding adults reviews in cases of deaths involving rough sleeping (where the criteria outlined in the Care Act 2014 are met)

- Promote workforce literacy around understanding safeguarding, relevant legislation, perceived stigma, multiple disadvantage, and the roles and responsibilities of various stakeholders in supporting individuals rough sleeping.

Following this guidance, both Leicestershire County Council and Rutland County Council have designated a named board member for rough sleeping.

Governance and Structure

The local safeguarding adults arrangements are led by the statutory safeguarding partners – the Leicester, Leicestershire and Rutland Integrated Care Board (ICB), Leicestershire Police, Leicestershire County Council and Rutland County Council – and Independent Chair in accordance with the Care Act 2014.

The Independent Chair for Leicestershire and Rutland is jointly appointed by the Leicester Safeguarding Adults Board. The Independent Chair has a critical role to lead collaboratively, give advice, support and encouragement but also to offer constructive challenge and hold partner agencies to account and ensure that interfaces with other strategic functions are effective whilst also acting as a spokesperson for the Safeguarding Adults Boards.

The Board partner agencies from the statutory, voluntary and independent sectors come together to seek assurance that the persons thought to be at risk stay safe, are effectively safeguarded against abuse, neglect, discrimination, are treated with dignity and respect and enjoy a high quality of life.

The Safeguarding Adults Board members are made up of several organisations across Leicestershire and Rutland. A notable addition this year is a named board member for rough sleeping from each Local Authority. The full membership of the partnership can be found on the Safeguarding Adults Board website: **https://lrsb. org.uk/sab-membership-list**

The engagement of all partners, at a Board and subgroup level, is monitored to ensure full representation and engagement in working to ensure prevention and protection of people at risk of harm, which is at the heart of the Safeguarding Adults Board's work. Details of attendance at Board meetings across 2024-2025 and the governance of the Board and its subgroups are available at **Appendix 1**.

The Leicestershire & Rutland Safeguarding Adults Board is funded by contributions from the safeguarding partners. Further information about finance and the budget is available at **Appendix 2**.

This is the statutory annual report of the Leicestershire & Rutland Safeguarding Adults Board outlining the work it has carried out during 2024-2025. For more information on how the Board works, please visit **https://lrsb.org. uk/adults**

Safeguarding Data

A "safeguarding concern" (known locally as an alert) is made to raise concerns that an adult is experiencing, or at risk of abuse or neglect. A concern may arise because of a disclosure, an incident, or other signs or indicators. A concern can be raised by anyone including the person at risk, family, friends, professionals, and other members of the public.

Where concerns require further investigation under Section 42 of the Care Act 2014, a "safeguarding adults enquiry" is initiated. This enables concerns to be addressed promptly, minimising risk.

Leicestershire

Safeguarding Enquiries and Alerts

	2023-2024	2024-2025
Total number of concerns (alerts) raised	1732	2909
Total number of enquiries	796	1052
Conversion rate of concerns to enquiries	46%	36%

Enquiries by Age

	Number of enquiries in 2024-2025*
18-64	340
65+	602

* The numbers do not equal total enquiries, as there can be more than one enquiry in the year per person. This is a count of people.

Concerns (Alerts) and Enquiries by Ethnicity

	Concerns (Alerts) 2024-2025	Enquiries 2024-2025
White	90.1%	91.8%
Asian	2.9%	2.9%
Black	0.9%	1.0%
Mixed	0.4%	0.6%
Other ethnic group	0.5%	0.5%
Not known	5.3%	3.2%

Concluded Enquiries by Types of Abuse, as defined by the Care Act 2014 Statutory Guidance

(more than one type of abuse can be recorded against enquiries so percentages will not add up to 100%)

	2023-2024	2024-2025
% of completed enquiries which record – Physical Abuse	28%	31%
% of completed enquiries which record – Domestic Abuse	11%	8%
% of completed enquiries which record – Sexual Abuse	6%	8%
% of completed enquiries which record – Psychological Abuse	25%	22%
% of completed enquiries which record – Financial or Material Abuse	24%	22%
% of completed enquiries which record – Modern Slavery	<1%	<1%
% of completed enquiries which record – Discriminatory Abuse	<1%	<1%
% of completed enquiries which record – Organisational Abuse	5%	5%
% of completed enquiries which record – Neglect and Acts of Omission	35%	39%
% of completed enquiries which record – Self-Neglect	2%	5%

Top 5 locations that abuse took place in 2024-2025

	Percentage in 2024-2025
Own home	44.9%
Care home residential	36.3%
Home of the person allegedly causing harm	6.1%
Care home – nursing	4.0%
Other	3.9%

Making Safeguarding Personal

	2023-2024	2024-2025
% of incidents risk removed	30%	30%
% of incidents risk reduced	67%	66%
% of incidents risk remained	3%	5%
% of Making Safeguarding Personal outcomes achieved *fully or partly	95%	95%

In 2023-2024, there was a big change in Leicestershire's figures due to adjustments in recording and the process for recording alerts and enquiries.

For alerts, they were previously capturing any concern for welfare contacts in the figures (it was 5005 in 2022-2023), but this was thought to be incorrectly inflating the numbers of people who were being considered through a safeguarding lens, rather than through the provision of information or where care and support was required.

Leicestershire are now capturing only those contacts when safeguarding adults' issues are indicated. Despite this change the number of alerts rose from 1732 in 2023-2024 to 2909 in 2024-2025. This increase may be influenced by the recent promotion of safeguarding awareness across organisations, and external agencies in Leicestershire.

For enquiries, halfway through 2023-2024, the internal process was changed to open all enquiries after initial screening, which has caused an increase in enquiries reported. The number of enquiries increased from 796 in 2023-2024 to 1052 in 2024-2025.

The proportion of safeguarding alerts becoming safeguarding enquiries (also known as the conversion rate) fell from 46% in 2023-2024 to 36% in 2024-2025, in part due to the greater increase in alerts (+68%) compared to enquiries (+32%).

Leicestershire was in the top quartile in 2023-2024 national data. The national data for 2024-2025 has not yet been published; Leicestershire are expecting that the 36% for this year will bring them closer to the national average. Locally, they are comparable to Leicester City and Rutland.

It is notable that almost twice as many enquiries are in relation to the over 65 age group. Most of both alerts and enquiries are about people from a white ethnic background. Most of the reported abuse is taking place in people's own home (44.9%) or in residential care homes (36.3%).

The most common category of abuse in 2024-2025 remained neglect and acts of omission. Leicestershire expects this to be in line with other Local Authorities across the country, as this was the case in 2023-2024.

In safeguarding enquiries, where the individual (or their representative) was asked for their desired outcomes, these desired outcomes were fully or partly achieved in 95% of cases.

Safeguarding Enquiries and Alerts

	2023/2024	2024/2025
CONCERNS	1732	2909
ENQUIRIES	796	1052
CONVERSION RATE	46%	36%

Most Enquiries for type of Abuse in **2024-2025 Neglect and Acts of Omission**
39%
2023-2024 **35%**

Desired outcomes were fully or partly achieved in **95%** of cases

Concerns (Alerts) and Enquiries by Ethnicity

	Concerns (Alerts)	Enquiries
WHITE	90.1%	91.8%
ALL OTHER	4.7%	5%
NOT KNOWN	5.3%	3.2%

Location that the most abuse took place in 2024-2025
OWN HOME 44.9%

"I would like to say that I found the carers very friendly and chatty, and that is important to me, as I am that kind of person."

"I have got the most special care workers. All very kind and thank them for all they do."

"The carers who visit me daily and support me to live independently are unfailingly polite and cheerful. I look forward to their visits and really appreciate their patience and help."

"Adult Social Care and Help Home First put me in touch with so many avenues of help."

Feedback from people who use Leicestershire services

Rutland

Safeguarding Enquiries and Alerts

	2023-2024	2024-2025
Total number of concerns (alerts) raised	458	487
Total number of enquiries	51	79
Conversion rate of concerns to enquiries	11%	16%

Enquiries by Age

	Number of enquiries in 2024-2025
18-64	15
65+	46

Concerns (Alerts) and Enquiries by Ethnicity

	Concerns (Alerts) 2024-2025	Enquiries 2024-2025
White	84%	90%
Asian	<1%	0%
Black	<1%	0%
Mixed	<1%	0%
Other ethnic group	<1%	2%
Not known	14%	8%

Concluded Enquiries by Types of Abuse, as defined by the Care Act 2014 Statutory Guidance
(more than one type of abuse can be recorded against enquiries so percentages will not add up to 100%)

	2023-2024	2024-2025
% of completed enquiries which record – Physical Abuse	14%	26%
% of completed enquiries which record – Domestic Abuse	3%	21%
% of completed enquiries which record – Sexual Abuse	3%	0%
% of completed enquiries which record – Psychological Abuse	3%	15%
% of completed enquiries which record – Financial or Material Abuse	22%	21%
% of completed enquiries which record – Modern Slavery	0%	0%
% of completed enquiries which record – Discriminatory Abuse	0%	0%
% of completed enquiries which record – Organisational Abuse	3%	13%
% of completed enquiries which record – Neglect and Acts of Omission	51%	56%
% of completed enquiries which record – Self-Neglect	0%	3%

Making Safeguarding Personal

	2023-2024	2024-2025
% of incidents risk removed	21%	74%
% of incidents risk reduced	79%	15%
% of incidents risk remained	0%	0%
% of Making Safeguarding Personal outcomes achieved *fully or partly	88%	85%

The number of alerts has slightly increased from 458 in 2023-2024 to 487 in 2024-2025, whilst the number of enquiries has risen from 51 in 2023-2024 to 79 in 2024-2025. The conversion rate of concerns to enquiries stands at 16%. This figure is lower than the national conversation rate; however, is indicative of Rutland's preventative approach to adult safeguarding. Reporting is encouraged for lower-level concerns so that supportive and preventative interventions can be provided.

The reason for increases in alerts and enquiries has been a result of quality concerns within the local care home sector, particularly relating to medication errors. Rutland have also seen an increase in domestic abuse concerns, which has contributed to the overall increase in concerns and enquiries.

Towards the end of 2022-2023, Rutland started recording, where appropriate, more than one category of abuse against enquiries, whereas previously they would only record one. This approach to recording was embedded throughout 2023-2024 and 2024-2025. It is reflected in several types of abuse seeing an increase in recording and provides a true reflection of the abuse that occurred.

The highest category of abuse remains neglect and acts of omission. Following increases in financial abuse, with consecutive rises from 2021-2022 to 2022-2023 to 2023-2024, there has been a proportionate decrease in 2024-25. Enquiries categorised as domestic abuse have increased in 2024-2025, which is indicative of awareness raising campaigns and work undertaken internally to respond to concerns of elder abuse.

"Risk remained" in 0% of cases in 2024-2025 and the percentage of Making Safeguarding Personal outcomes achieved was 85%.

Safeguarding Enquiries and Alerts

	2023/2024	2024/2025
CONCERNS	458	487
ENQUIRIES	51	79
CONVERSION RATE	11%	16%

Most Enquiries for type of Abuse in **2024-2025 Neglect and Acts of Omission**

51%

2023-2024 **56%**

Making Safeguarding Personal outcomes achieved was

85%

Concerns (Alerts) and Enquiries by Ethnicity

	Concerns (Alerts)	Enquiries
WHITE	84%	90%
ALL OTHER	<2%	2%
NOT KNOWN	14%	8%

Enquiries by Age

2024/2025

18-64	15
65+	46
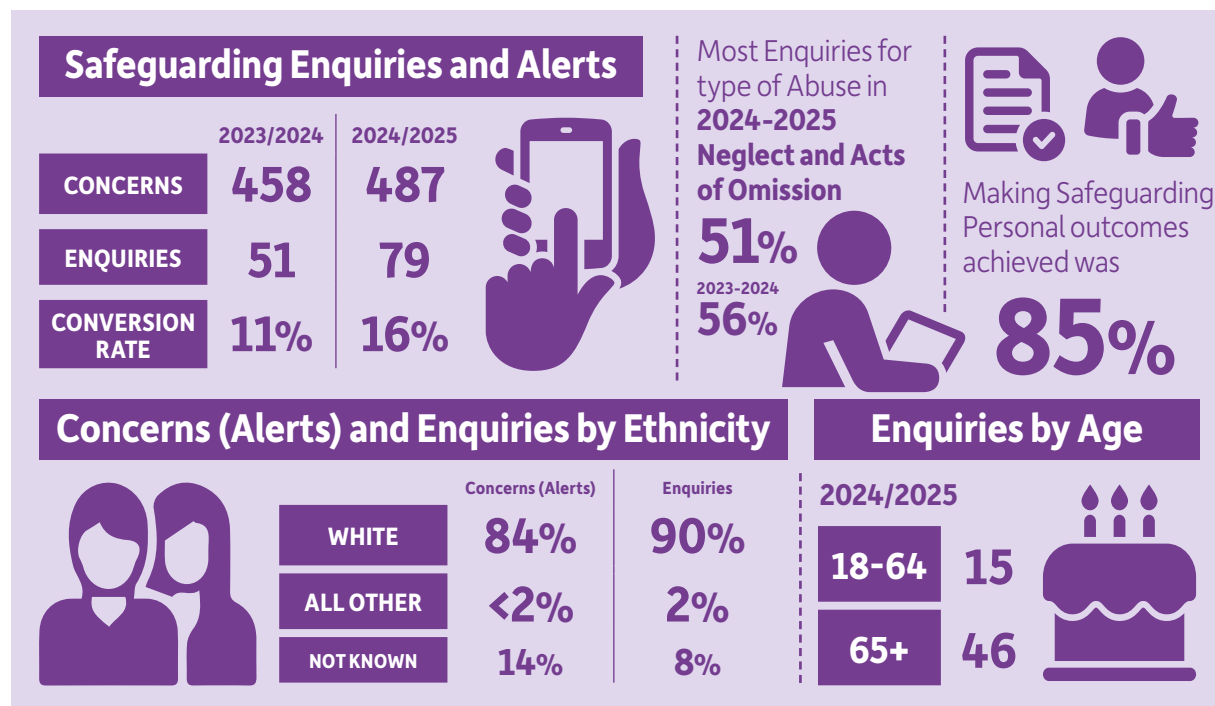
"It went well – beneficial as I wasn't aware of what was happening and was good to get the report on what was happening."

"I was part of the decision to go ahead with the investigation. It was good to see that they did follow up work. They did go to extra lengths to make sure that I was comfortable with everything. The team were very good".

Feedback from people who use Rutland services

Meeting our Strategic Priorities

The Leicestershire & Rutland Safeguarding Adults Board set a joint **Strategic Plan for 2020-2025** with the Leicester Safeguarding Adults Board. The strategic plan was developed with input from Healthwatch, and was underpinned by a robust evidence base, making use of available intelligence. It set out how adults at risk of abuse or neglect across Leicester, Leicestershire and Rutland would be helped and protected.

The strategic priorities were:

Core Priorities:

1. Ensuring Statutory Compliance – carrying out the required functions of the SAB

2. Enhancing Everyday Business of our partners

Developmental Priorities:

3. Strengthening User and Carer Engagement

4. Raising awareness within our diverse communities

5. Understanding how well we work together

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

A new **Strategic Plan for 2025-2031** will be published in 2025-2026.

The Safeguarding Adults Board also sets Business Plans to progress work as part of the Strategic Plan. The Business Plan considers the data, feedback from organisations, safeguarding adults reviews, learning and people's views to define specific areas of work with a two-year-plan to allow time to embed the outcomes of the key deliverables and, subsequently, analyse the impact of these outcomes.

The work on these business plan priorities is embedded within the assurance, training, procedure and review work of the Safeguarding Adults Board, outlined further in the following sections of this report.

The business plan priorities for 2023-2025 were Self-Neglect, Mental Capacity Act and Domestic Abuse. Further detail on these is provided later in the report.

Core Priority 1: Ensuring statutory compliance

Safeguarding Adults Reviews

Safeguarding Adults Boards have a statutory duty under Section 44 of the Care Act 2014 to undertake Safeguarding Adults Reviews (SARs) into cases where individuals with care and support needs have been seriously harmed or died, and abuse or neglect is suspected. When these reviews are undertaken, they are focused on identifying how multi-agency safeguarding systems and practice can be improved in future.

Key decisions and actions taken

During 2024-2025, the Leicestershire & Rutland Safeguarding Adults Board received four new referrals for consideration of a Safeguarding Adults Review (SAR). This is in line with the four referrals received in 2023-2024. Two decisions were pending from 2023-2024 referrals, as they were submitted late in the business year.

Of the six cases considered in 2024-2025, it was agreed that:

- Three of these met the criteria for a Safeguarding Adults Review and reviews have been commenced

- One case did not meet the criteria for a Safeguarding Adults Review

- Decisions are still pending on the other two cases.

The decisions were agreed by the Independent Chair of the Safeguarding Adults Board.

The chart below shows the number of referrals and Safeguarding Adults Reviews commenced[6] each year for the past five years. In some cases, a Safeguarding Adults Review may have been referred in one year and commenced in the next year.

■ SAR referrals   ■ SARs commenced
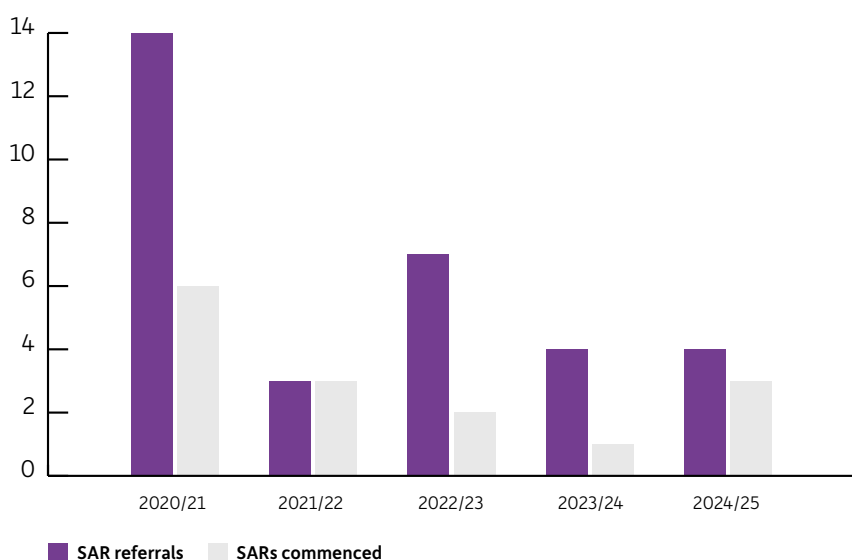
During 2024-2025, the Safeguarding Adults Board continued work on two other Safeguarding Adults Reviews, with one review put on hold due to criminal processes.

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6 A case is classed as commenced when it has been agreed to meet Safeguarding Adults Review criteria (Section 44 of the Care Act 2014).

One Safeguarding Adults Review was completed and was published on our website in April 2024. Further information about the review published in 2024-2025 is available at **Appendix 3**.

Of the seven people considered as subjects of reviews agreed, on hold, under way or published during 2024-2025:

- Three of the subjects have been male and four female

- Two were aged over 65 and one was aged under 25

- Four of the subjects have been White British, two Asian and one of White and Black mixed heritage

- Three have been self-neglect cases and one has involved an adult with a learning disability.

The Leicestershire & Rutland Safeguarding Adults Board publishes Safeguarding Adults Review reports on its website for one year. It also adds its published reviews to the **National Safeguarding Adults Review (SAR) Library** developed by the National Network for Chairs of Adult Safeguarding Boards.

Actions from reviews

Action plans are in place to respond to and monitor areas of learning from Safeguarding Adults Reviews. They are deemed to be completed when appropriate outputs have been achieved for all actions recorded and they have been presented to the Safeguarding Adults Board for agreement/assurance.

During 2024-2025, the Safeguarding Adults Board has completed all action plans implemented following Safeguarding Adults Reviews, apart from one which resulted from the most recently published review. With the action plan still ongoing, only one action remains.

Learning from Safeguarding Adults Reviews has been implemented across 2024-2025:

- It has informed the refresh and rebranding of local self-neglect guidance, with the Vulnerable Adults Risk Management process being replaced by the **Responding to Self-Neglect (including Hoarding) Guidance** from 1st December 2024.

- It has influenced the content of the mental capacity training courses offered across the year by the Safeguarding Adults Boards, with Edge Training, the commissioned provider of the training, agreeing to weave in local learning from SARs across LLR and local procedures to personalise their standard course materials.

- It has informed the content of the **Special Issue of Safeguarding Matters on the Mental Capacity Act**, published in November 2024.

- It has led to awareness raising around when a pressure sore becomes a reportable safeguarding concern and changes to national guidance.

- It has influenced work taking place in partner agencies regarding the quality of referrals and correct referral routes, which should lead to more appropriate and timely referrals being made to the correct agency.

Dissemination of learning

The Safeguarding Adults Board shared key messages from Safeguarding Adults Reviews through its quarterly **Safeguarding Matters newsletter** and **Safeguarding Matters Live events**, as well as the regular Safeguarding Matters Digest emails. Safeguarding Matters has a wide reach, with over 4700 visits to the newsletter's webpage during 2024-2025. To support workers to put learning from reviews into practice, the Board continues to use **7-Minute Briefings**. These concise documents are focused on encouraging reflection and development within teams and by individuals to develop practice in response to the learning.

How we are measuring impact

The Safeguarding Adults Assurance Framework (SAAF) in 2024-2025 was completed via a frontline practitioner survey. Some of the questions posed related to learning from Safeguarding Adults Reviews and were used to establish the level of understanding around key themes, such as when and how to seek Care Act advocacy services for adults with needs for care and support; what is meant by a Whole Family Approach when working with a multi-generational household; understanding of the term 'dual diagnosis' in relation to the Mental Capacity Act; and understanding of diagnostic overshadowing when working with adults who have learning disabilities. For details of the results of the SAAF, please see the section on Core Priority 2.

In a survey completed by Leicestershire Adults and Communities staff in August/September 2024, they were asked about how effective Leicestershire County Council are in using the learning from Safeguarding Adults Reviews to inform best practice. 78% agreed that this is effective.

Qualitative data is collated from feedback to multi-agency training delivered by the Safeguarding Adults Board. See the section on Core Priority 2 for further detail.

Second National SAR Analysis

Leicestershire & Rutland Safeguarding Adults Board provided data and information for the Second National Analysis of Safeguarding Adults Reviews in England. It was funded by Partners in Care and Health (PCH), supported by the Local Government Association (LGA) and the Association of Directors of Adult Social Services (ADASS). Its purpose was to identify priorities for sector-led improvement as a result of learning from SARs completed between 2019 and 2023, a period that included the Covid-19 pandemic. 31 priorities were produced, some of which are suitable to be taken forward locally.

A summary of the findings of the Second National Analysis of Safeguarding Adults Reviews was presented in Safeguarding Matters Live in July 2024.

Some of the priorities that the Leicester and Leicestershire & Rutland Safeguarding Adults Boards will be taking forward jointly include:

- Continue to promote the SAR library

- SARs should seek to build on previously completed reviews

- Develop and/or review a protocol for decision-making when the criteria for more than one type of review appear to be met

- Promote engagement by SABs with community safety and other partnerships to promote awareness of forced marriage, female genital mutilation, county lines and radicalisation as invoking adult safeguarding concerns

- To engage people who have been involved in safeguarding and their carers in the work of the Safeguarding Adults Board, to understand their perspective and to aid development and learning for all partners strategically and in cooperation with the safeguarding pathway.

Core Priority 2: Enhancing Everyday Business

Multi-Agency Safeguarding Procedures

Leicestershire and Rutland Safeguarding Adults Board works with Leicester Safeguarding Adults Board to maintain up-to-date multi-agency adult safeguarding policies and procedures across Leicester, Leicestershire and Rutland. These policies and procedures are hosted on our dedicated website called the MAPP (Multi-Agency Policies and Procedures): **www.llradultsafeguarding.co.uk/**.

Throughout 2024-2025, these policies and procedures continued to be reviewed and updated in line with learning from reviews, audits, and best practice.

Updates were made to the following procedures:

- Guidance for the Oversight Process of S42 Enquiries in NHS Settings
- Advance Care Planning
- Deprivation of Liberty Safeguards
- Disclosure and Barring
- Forced Marriage
- Identifying Adults who are Vulnerable to Radicalisation and Violent Extremism
- Modern Slavery
- No Recourse to Public Funds

New procedures have been published on:

- Working with People who have Lasting Power of Attorney
- Professional Curiosity
- Inherent Jurisdiction of the High Court
- Pressure Ulcers: Safeguarding Adults Protocol
- Self-Neglect and Hoarding
- Kindness, Respect and Compassion
- Safeguarding Children
- Serious Violence Duty

A full list of new chapters and amendments made can be found on the '**Amendments**' page of the **Leicester, Leicestershire and Rutland Multi-Agency Policies and Procedures**.

Individuals can receive alerts regarding procedure updates by **registering with the MAPP**. If they have any comments or feedback on the procedures, they can use the **contact form**.

Learning, Development and Training

The Leicestershire & Rutland Safeguarding Adults Board's training co-ordination and delivery function is shared with the Leicester Safeguarding Adults Board to support consistent and effective partnership working. The work of the Leicester, Leicestershire & Rutland SABs' Learning & Development Subgroup is underpinned by the **Learning and Development Training Strategy 2024-2026**.

Whilst it is the responsibility of partner organisations to ensure their own staff are appropriately trained in matters of adult safeguarding, it is the responsibility of the Learning and Development Subgroup to receive assurance from organisations that they know what levels of training are expected for their staff, have audited their needs, and that they are delivering the appropriate training in the areas of understanding abuse, raising awareness, responding effectively and prevention.

The Learning & Development Subgroup continues to support up-to-date training in single agencies, including all key partners and many care providers, through providing a **Competency Framework** to support individuals and organisations to undertake their safeguarding roles and responsibilities in a confident and competent manner. They disseminate learning from reviews and updates to procedure and legislation.

The Learning and Development Subgroup is also responsible for promoting multi-agency training within the partnership, promoting learning from Safeguarding Adults Reviews (SARs) and considering any specialist multi-agency training that may be required across the partnership relating to the Board's priorities.

A blended approach to learning is adopted, incorporating video resources and resource packs alongside online training sessions. This allows for a wide reach.

During 2024-2025, the Learning & Development Subgroup:

- Supported the launch of the LLR SABs' **Responding to Self-Neglect (including Hoarding) Guidance** during National Safeguarding Adults Week 2024 (18th-22nd November), by producing a **PowerPoint**, a **7-Minute Briefing on Self-Neglect** and a **7-Minute Briefing on Hoarding**, and an **introductory briefing video**, delivered by the Chair of the subgroup, which was used during three online briefings for practitioners.

- The briefing video is now available on the LLR SABs' YouTube channel as is a **Self-Neglect animation**, which was developed by North East SAR Champions and adapted by the Leicester, Leicester and Rutland Safeguarding Adults Boards, with their permission. Additionally, a **Hoarding video**, produced by the Hoarding Peer Group called "My Space at my Pace", has been shared on the YouTube Channel with the group members' permission. This group is supported by Leicestershire Fire & Rescue Service (LFRS). The video has been made to raise awareness of how people with hoarding behaviours feel and can be made to feel by others because of their circumstances.

Hoarding is not a dirty word.

- Commissioned Mental Capacity Act (MCA) Training, delivered by Edge Training, which covered the following areas: Mental Capacity Act basic awareness; Mental Capacity Act in practice; Advanced Mental Capacity Act training; Self-Neglect and the Mental Capacity Act.

- 24 sessions, which were a mixture of online and in-person sessions, were delivered over a 12-month period commencing from March 2024. The Subgroup commissioned 18 basic sessions (basic awareness and in practice), which included the fundamental principles to ensure practitioners are trained in the basics, and 6 advanced sessions.

Data about 18 "basic" sessions delivered during 2024-2025

Basic Awareness sessions:

- 172 people attended (out of a possible 225 places)

- Of the 53 spaces not filled, these were largely due to on-the-day drop out.

In Practice sessions:

- 140 people attended (out of a possible 200 places)

- Of the 60 spaces not filled, these were largely due to on-the-day drop out.

All courses had waiting lists, some of which exceeded 60 staff.

The Safeguarding Adults Boards ensure that all agencies raise awareness about the importance of attendance at multi-agency training.

Due to the high volume of interest in the 2024-2025 Mental Capacity Act (MCA) sessions, the Safeguarding Adults Boards have commissioned some further events for staff working across LLR for 2025. Additional bespoke courses have been commissioned on:

- » Assessing a person's capacity, particularly those who are affected by substance and alcohol misuse/ fluctuating capacity
- » Best Interest decisions and principles
- » Capacity Assessments – the principles and when to carry them out
- » MCA assessment recording and decisions
- » Capacity and drugs/alcohol misuse
- » Fluctuating capacity
- » Legal literacy in respect of coercion, executive functioning or fluctuating capacity.

- Produced a series of documents for practitioners entitled "Mental Capacity Act and safeguarding adults: what good looks like". They were adapted from documents produced by Durham SAB. They were published in November 2024 on the Multi-Agency Policies and Procedures (MAPP), alongside the existing "How To" guides. They now sit on their own sub-section of the MCA procedure. The documents focus on different elements of the MCA, including:

  » About Capacity, the Act and the Court of Protection

  » Assessment Form and Expected Standards

  » Best Interest Decision Making Process

  » Capacity Assessments

  » Next of Kin, Living Wills, Attorneys, Deputies and Office of the Public Guardian

  » Preferred communication and all practicable steps

  » Building Communities of Practice (CoP) in your area.

  Further documents are planned including one on MCA and Coercive Control.

- Re-launched a free MCA Forum for providers in 2025, with events to be held in Leicester, Leicestershire and Rutland. This was previously a Leicester City Forum only. The first forum took place in February 2025 in Leicester. Three more events will be held throughout the year.

- Continued to link in with the Performance Subgroup to receive training compliance data to gain a clear understanding of the range of staff making use of these opportunities.

Trainers' Network

The Leicester, Leicestershire & Rutland Safeguarding Adults Boards' Trainers' Network is a forum that brings together individuals that deliver any learning and development activities relating to safeguarding adults. Individuals that complete the Train the Trainer course delivered by the Leicestershire Social Care Development Group (LSCDG) are invited to join the Network.

During 2024-2025, the Trainers' Network was re-launched with two events, one online and one in person. Topics covered included updates on local and national policies and procedures and where to access these, learning from Safeguarding Adult Reviews (SARs) and audits, and the training materials available from the Leicestershire Social Care Development Group (LSCDG).

Resources

The Leicester, Leicestershire & Rutland Safeguarding Adults Boards provide numerous learning and development resources and these are available and promoted via the Safeguarding Matters newsletter, Safeguarding Matters Live events, Safeguarding Matters Digest emails and YouTube Channel. Further information is provided in **Appendix 4**.

Training Impact

During 2024-2025, more than 80 people requested they be added to the Safeguarding Matters distribution list, with nearly 800 people now signed up.

Over the two Safeguarding Matters Live events, one in June and one in December, 795 practitioners attended.

> *"I not only enjoyed all presentations, but it also helped me make a decision regarding a safeguarding I needed to raise last night. Thank you for being there with all these valuable messages you have provided us with."*

Feedback from attendee of Safeguarding Matters Live

The **Safeguarding Basic Awareness PowerPoint**, aimed at people who may work in a voluntary capacity or staff requiring a basic induction to children's and adults' safeguarding, has been visited over 9600 times this year on the website.

Regarding the impact of the MCA training delivered in 2024-2025, overall, evaluation of both the "Basic Awareness" and "In Practice" training was very positive with 97% and 96% of attendees respectively answering "Yes" to the question "Did you feel the course met its objectives?". Attendees were asked to rate their knowledge level of the Mental Capacity Act before and after the events, with 1 indicating low level knowledge and 10 the highest level. The average results demonstrate a clear increase in confidence following the training.

Basic Awareness training

4.92 knowledge level before attending session **7.62** knowledge level after attending session

In Practice training

5.59 knowledge level before attending session **7.85** knowledge level after attending session
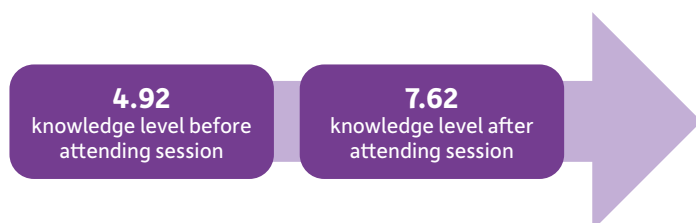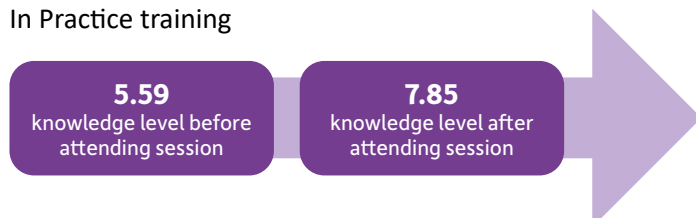
> *"I will definitely be trying to input what I have learned today when completing assessments."*
>
> *"When completing templates, I will look more closely at the MCA part. I now complete the form with more information so that anyone looking will know my reasons behind the decision and know that this can change."*
>
> *"Enables me much more to guide and inform providers I support in this area who are dealing with some very complex issues. The section on when to assess capacity was useful."*
>
> *"I hope to have greater awareness of how we can support our people with learning disabilities to assess their capacity in decision specific ways."*

Feedback from attendees of MCA training, in response to the question "how do you plan on using the learning from this event in your day-to-day role?"

Developmental Priorities 1 & 2: Strengthening User and Carer Engagement & Raising awareness within our diverse communities

The Leicester, Leicestershire & Rutland Engagement & Communications Subgroup continues to oversee the Safeguarding Adults Boards' promotion of adult safeguarding during National Safeguarding Adults Week. In 2024, this took place between 18th-22nd November. They produced a resource pack for organisations and partners.

They also supported three "See Something Say Something" campaigns in 2024-2025. These campaigns are two weeks long. The group provides assets and suggested messages to partners and stakeholders so that they can support the campaign from their social media platforms.

'What is Adult Safeguarding?' online information sessions have been regularly delivered to support those who work in Leicester, Leicestershire & Rutland, including to community members and groups. In 2024-2025, six sessions were delivered and over 80 people attended.

Attendees of the sessions are asked to provide feedback. In response to the question, "Did you find the way the information was presented accessible and easy to understand?", with 1 being not accessible and 10 very accessible, the average score was 9.43. Attendees are also asked to rate their knowledge of adult safeguarding before and after the events, with 1 indicating low level knowledge and 10 the highest level. The average results demonstrate an increase in confidence following the sessions.

7.00
knowledge level before attending session

8.51
knowledge level after attending session
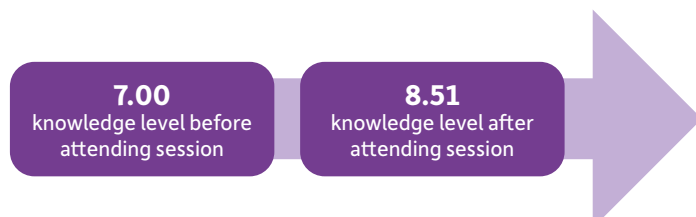
"I attend a church where vulnerable people are present. Often the things they say are concerning so it's good to know a bit more about what to do."

"This will help me spot neglect or abuse whilst volunteering with our organisation."

"Be more familiar on signs of abuse and raise concerns when notice."

"Good refresher course"

Responses from attendees of the "What is Adult Safeguarding?" information session about how attending the session will help them going forward

During 2024-2025, the Engagement & Communications Subgroup launched new Leicester, Leicestershire & Rutland safeguarding adults' resources for members of the public, co-produced with the Leicester City Making It Real group. The Making it Real Group is made up of people who draw on social care or who care for someone who does, as well as people who work in social care. By working with people with lived experience, the Safeguarding Adults Boards have produced user-friendly and accessible resources. They are available on our **Leaflets webpage**.

Since the launch of the new resources, another Safeguarding Adults Board has contacted us requesting our permission to base their leaflets on ours.

"I have absolutely loved working with you, and on such an important document. I am really proud of what we have achieved together and hope it encourages people to report."

"It is a brilliant piece of work, it's to the point, and tells you what you need to know and what to do."

Views of Making it Real group on developing and sharing the LLR Safeguarding Adult Resources

"Thanks for the quality of the materials that you have provided us with to promote awareness of safeguarding both within our organisation and to external agencies. The materials have helped us to deliver clear and consistent information regarding Safeguarding."

Feedback received on the new LLR Safeguarding Adult resources

In terms of accessibility, Safeguarding Adults Board leaflets can be made available in other languages. The Leicestershire & Rutland Safeguarding Partnerships website has a translation button on every webpage, allowing the user to select an appropriate language for their needs. In 2024-2025, Leicestershire produced a series of information videos to help people needing to access adult social care services. To support the accessibility of these videos, they worked with Sign Solutions to add British Sign Language (BSL) interpretation into them. The videos cover topics such as **Care and support assessment**, **Coming out of hospital**, **Eligibility for care and support**, **Getting help to stay at home**, and **What is a Carer's Assessment**.

Developmental Priority 3: Understanding how well we work together

Quality assurance and service improvement

The Leicester and Leicestershire & Rutland Safeguarding Adults Boards use their **Quality Assurance Framework** to support assessment of whether local safeguarding arrangements for adults are effective and deliver the outcomes that people want.

Performance data

The Leicester, Leicestershire & Rutland Safeguarding Adults Boards' Performance Subgroup collects, manages and discusses performance data and intelligence relating to safeguarding adults across the partnership.

A high-level dashboard helps the Safeguarding Adults Boards understand any fluctuation on the patch, and ensures action is taken to reduce risks or understand and consider the practice that lies under the data, to ensure partners meet their legal duties and to seek assurance about partnership working and impact. The core dashboard stays consistent, with metrics that underpin the business plan priorities added and reviewed as priorities change.

Data is collated and discussed on a quarterly basis to identify performance challenges and potential areas of good practice so that, where necessary, action can be taken to learn from or to improve safeguarding experience and to identify data approaches.

Examples of issues explored in 2024-2025 include:

- A recognition that the conversion rates from 'alert' to 'enquiry' varied between councils, leading to work to increase the consistency of recording. This has meant that we can more accurately benchmark activity within LLR.

- Identification of data about mental capacity, which helps us to understand whether people who lack capacity have support during their safeguarding episode. Whilst performance is strong, a deep dive was commissioned to understand any practice issues for the small number of people where this support was not recorded.

- A recognition that councils are not always meeting the timeliness metrics set for making threshold decisions within 5 days. This led to work to understand why this was, with further work planned during 2025-2026 on the timeliness of the 'steps' along the safeguarding pathway.

Self-Assessment

In previous years, the safeguarding partners and specific relevant agencies have carried out a Safeguarding Adults Assurance Framework (SAAF) self-assessment audit of their safeguarding effectiveness. For 2024-2025, to enhance the process of obtaining safeguarding assurance from agencies, it was agreed to undertake SAAF self-assessments using a different methodology.

A survey of frontline staff and managers was carried out to enable the Safeguarding Adults Boards to obtain assurance of the impact of recommendations and actions resulting from safeguarding reviews and multi-agency audits.

- There was a total of 226 responses to the SAAF online practitioner survey.

- There was a good mix of responses across Leicester, Leicestershire and Rutland agencies and departments.

- The survey was used as an awareness raising tool by including links to the relevant resources within the questions.

- Questions were asked about awareness and understanding of key safeguarding adults' themes.

The responses to questions about advocacy and carers are provided below. These have been key themes in both local Safeguarding Adults Reviews and multi-agency audits.

Do you know when and how to seek Care Act advocacy services for adults with needs for care and support?

Do you understand how to seek support for carers?
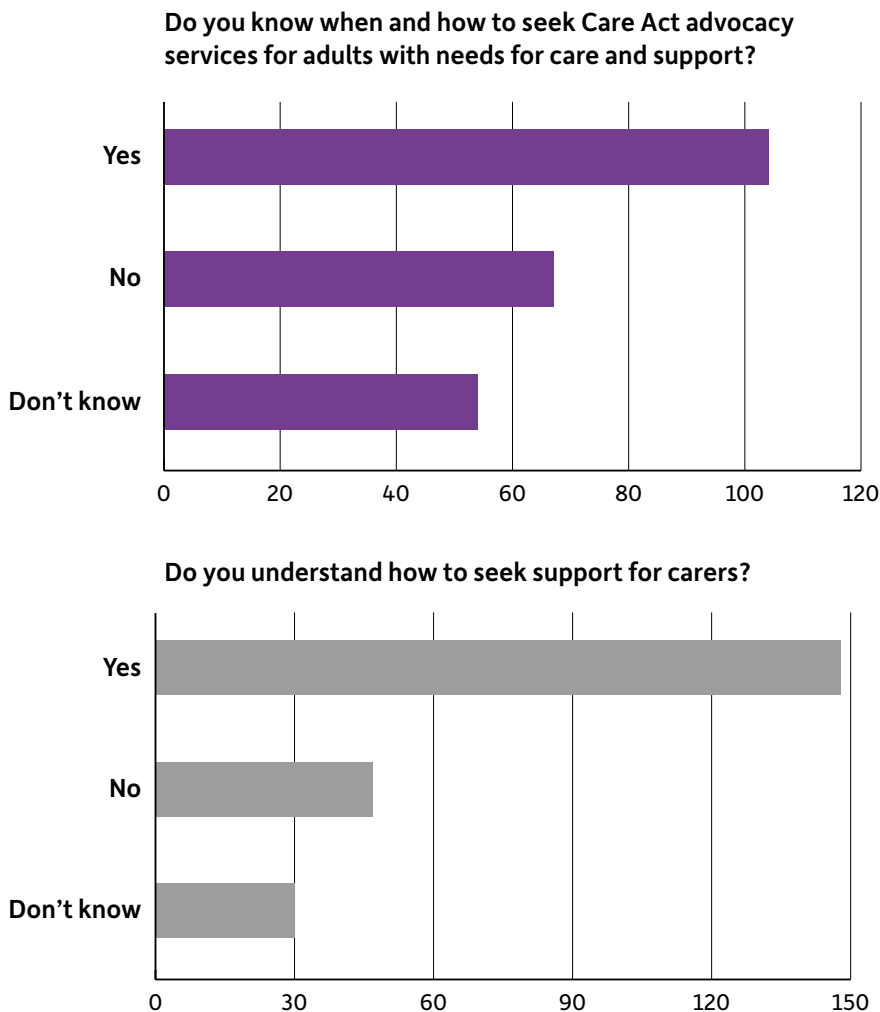
The results have been analysed and presented to the Safeguarding Adults Boards. They have been disseminated to subgroups for them to consider further work required on key themes.

Audits

The Leicester and Leicestershire & Rutland Safeguarding Adults Boards carried out two multi-agency audit processes during 2024-2025.

The audit process brings together safeguarding leads from different agencies to give a multi-agency view on practice in safeguarding, to identify areas of good practice and areas for learning and improvement. The audits focus on themes or parts of the safeguarding process. Practitioners are invited to give a frontline perspective on cases.

Learning from audits leads to recommendations and actions that are progressed and monitored. The learning is disseminated and informs changes required at both a system and practice level.

Self-Neglect Audit

The first audit, completed in Quarter 1/2, focused on self-neglect. The theme was selected as it linked to the business plan priority.

In Leicester, Leicestershire and Rutland, during the audit's scoping period, if an adult was identified as self-neglecting, had been assessed as lacking capacity in terms of the risks within the situation, and the risks were high, a Section 42/Safeguarding should have been progressed. Where the adult had capacity to understand the risks, and the risk was high, the multi-agency process should have been followed.

A Vulnerable Adults Risk Management (VARM) audit was completed by the LLR SABs' Multi-Agency Audit Subgroup in 2018, and the purpose of this audit was to analyse the quality of self-neglect practice since that time. A mixture of Section 42/Safeguarding Self-Neglect enquiries and multi-agency VARMs were audited.

The audit was completed with a view to making recommendations to the group then working on the planned new Self-Neglect Guidance, which would replace the VARM process locally.

The findings were:

- Overall, it was highlighted that relational practice leads to good outcomes and this should be celebrated.

- All cases were correctly identified as self-neglect cases and, in general, the appropriate process was used.

- The VARM cases highlighted some issues around the thresholds for this process.

- In most of the cases, consent was considered appropriately.

- The person was involved in all cases and, overall, the voice of the adult was captured in records.

- Several different issues were identified regarding advocacy.

- There were also some concerns about family/carer engagement, with issues identified regarding relational practice, working in the round, and employing a Whole Family approach.

Actions and Outcomes

The LLR SABs' Multi-Agency Audit Subgroup shared the learning from this audit with the group working on the new "LLR SAB Responding to Self-Neglect Guidance" and templates. There is more in the new guidance about risk levels and different types of services. It was published in December 2024.

As of 2024-2025, the LLR SABs' Performance Subgroup is collecting data around advocacy.

The LLR SABs' Learning & Development Subgroup has approached POhWER (advocacy service) about including a video from them on the LLR SABs' YouTube Channel.

The LLR SABs are tracking and seeking assurance from all the current work being carried out around carers.

Safeguarding Safety Plans Audit

The second audit, completed in Quarter 3/4, focused on Safety / Protection / Safeguarding Plans. The theme for this audit was selected based on learning from previous multi-agency audits.

The audit considered concluded safeguarding enquiries where a safety plan was in place at closure.

The findings were:

- In most of the cases, the initial/immediate safety plan was deemed to be appropriate and proportionate, with a view to reducing risks for the person involved.

- In most cases, the ongoing protection plan/safety plan was of a good standard, with clear and appropriate actions that could lead to change in the longer term.

- There was a range of single-agency and multi-agency plans put in place. In some cases, a single-agency plan was appropriate but, with others, it was suggested that other agencies should have been involved. Most commonly, the Police and GP Practice were omitted but should have been considered.

- In most cases, there had been no repeat safeguarding referrals and no evidence of additional safeguarding concerns in relation to issues that the safety plan sought to address.

Action and Outcome
A Safeguarding Bitesize Learning resource has been designed and disseminated with tips and guidance about involving GP Practices in safeguarding meetings.
The Principal Social Workers will meet to go through their safety plan templates. A Safeguarding Safety Plan audit has been added to the timetable for a review audit.

Other assurance work

Safe Care at Home Review

The **Safe Care at Home Review** was published in June 2023. This was a joint review led by the Home Office and Department of Health and Social Care (DHSC) into the protections and support for adults abused, or at risk of abuse, in their own home by people providing their care.

In light of some of the issues raised in this national review, the Leicester and Leicestershire & Rutland Safeguarding Adults Boards agreed to partnership agencies assessing themselves against the eight key findings. It was felt that this would provide a local overview, identifying good practice and any challenges to address considering the review. It was acknowledged that agencies may already be addressing the issues; however, the Safeguarding Adults Boards needed to understand the gaps and decide if there were actions for them or specific organisations.

In 2023-2024, the agencies assessed themselves against each area and provided a Red, Amber, Green (RAG) rating. In 2024-2025, they updated their assessments and, overall, there was an improvement from last year, with no red rated areas and an increase in green rated areas, particularly around types of harm and relevant legislation being understood by frontline professionals; frontline professionals having the necessary tools to fully protect and support people with care and support needs who are, or are at risk of being, abused in their own home by the person providing their care; and data being available and utilised on the prevalence of abuse in care relationships.

It has been acknowledged that there remain some gaps in assurance and, even though improvements have been made, more work still needs to be done. Therefore, the assessments will be reviewed again in 2025-2026.

Local response to Rough Sleeping

Following the 2022 '**Ending Rough Sleeping for Good**' strategy, a Joint Ministerial Letter was sent from the Department for Levelling Up, Housing & Communities and the Department of Health & Social Care in May 2024 to all Safeguarding Adults Boards with recommendations for how Safeguarding Adults Boards can support individuals rough sleeping.

It has been established that there were no deaths of homeless people in Leicestershire or Rutland during 2024. We will continue to monitor this. The LLR Homeless Mortality Project is now up and running and will be able to provide an annual review to the Safeguarding Adults Boards. The Boards received reports on the intensive support provided to Leicester's Target Priority Group, including from the Local Authority's Transitions Team, as well as a report on the Leicestershire & Rutland Rough Sleeping Initiative (RSI), including the work of the Outreach Team, Supported Letting Workers and Off the Streets Accommodation.

Developmental Priority 4: Prevention – helping people to stay safe, connected and resilient to reduce the likelihood of harm, abuse or neglect

Business Plan Priorities

The Leicestershire & Rutland Safeguarding Adults Board worked with the Leicester Safeguarding Adults Board to identify shared priorities for the **Joint Business Plan 2023-25**. The annual Business Plan was replaced with a two-year-plan to allow time to embed the outcomes of the key deliverables and, subsequently, analyse the impact of these outcomes. The business priorities were identified as a result of local and national learning.

The work on these business priorities was embedded within the assurance, training, procedure and review work of the Boards outlined further in the previous sections of this report.

Updates on this joint business plan were provided throughout the business year to the Boards. Progress on the following priorities was monitored throughout the year and assurance secured that actions were making a positive difference to the lived experience of local adults with care and support needs.

Self-Neglect: Seek assurance that local safeguarding partners are working together to effectively safeguard adults who self-neglect.

What we did in 2024-2025:

- Completed a multi-agency Self-Neglect audit. The learning was fed into the group who were producing the new Self-Neglect Guidance. For further details about the findings of the audit, please see the section on Developmental Priority 3.

- Replaced the Vulnerable Adults Risk Management (VARM) process with the **Responding to Self-Neglect (including Hoarding) Guidance**. This was launched during National Safeguarding Adults Week 2024 (18th-22nd November), with three online briefings for practitioners, with the change being implemented from 1st December 2024.

- Published other new resources around this guidance: a **PowerPoint**, an **introductory briefing video**, a **7-Minute Briefing on Self-Neglect**, a **7-Minute Briefing on Hoarding** and a **Self-Neglect animation**.

- Promoted the change in guidance via numerous forums, including the LLR Safeguarding Children Partnerships and Safeguarding Adults Boards Voluntary & Community Sector (VCS) Safeguarding Forum and the LLR SABs' Trainers' Network.

Outcomes and Impact:

- The local Safeguarding Adults Boards decided to move away from the Vulnerable Adults Risk Management (VARM) process, putting high risk cases into the social care safeguarding process. This change was informed by local learning from Safeguarding Adults Reviews and multi-agency audits.

- The title of the new guidance includes "Self-Neglect" to clearly show it is a response to that category of abuse in the Care Act 2014. It makes the distinction between high risk/significant harm/injury or death.

- Around 650 people attended across the three training briefings on the new Self-Neglect guidance.

- The Self-Neglect animation has been viewed over 600 times on the LLR SABs YouTube Channel.

- *"Thank you. Self-neglect and hoarding is a recurring issue and the self-neglect and hoarding toolkit will be useful."* – feedback from member of the Voluntary and Community Sector Forum on the Self-Neglect Guidance

Moving Forwards:

It is evident that this business priority has achieved a good level of assurance and so it will not be carried over to the 2025-2027 Business Plan.

It is acknowledged, though, that self-neglect is a prevalent type of abuse recorded in Safeguarding Adults Reviews nationally. The Second National Analysis of SARs notes that *"Comparison between the first and second national analyses shows a marked rise in […] self-neglect (from featuring in 45 per cent of SARs to now featuring in 60 per cent)".*[7] Additionally, the local work completed represents a significant procedural change. It will take some time for the new process and guidance to become embedded.

In 2025-2026, an audit on the new Self-Neglect guidance will be completed once it has been in place for a year. The audit will test if the new guidance is embedded and what difference it is making.

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7 "Second National Analysis of Safeguarding Adult Reviews: Final Report: Stage 1 Analysis", Local Government Association and Association of Directors of Adult Social Services (Partners in Care and Health) (June 2024), page 23, available via **https://www.local.gov.uk/publications/second-national-analysis-safeguarding-adult-reviews-april-2019-march-2023**

Mental Capacity Act: Seek assurance that local safeguarding partners are using the Mental Capacity Act to effectively safeguard adults where appropriate.

What we did in 2024-2025:

- Delivered MCA Training specific to the learning needs of the Safeguarding Adults Boards. Training delivered was a mixture of online and in-person sessions to multi-agency audiences.

- Published a suite of documents for practitioners entitled "**Mental Capacity Act and safeguarding adults: what good looks like**".

- Re-launched a free MCA Forum for providers, with events to be held in Leicester, Leicestershire and Rutland.

- Established a Community of Practice, made up of named individuals from the Learning and Development Subgroup.

- Published a **Special Issue of Safeguarding Matters on MCA** in November 2024. It included learning from reviews and multi-agency audits. MCA "Myth Busters" have been included in print issues of Safeguarding Matters since 2024.

- Received assurance regarding referrals submitted to the Deprivation of Liberty Safeguards (DoLS) Team from University Hospitals of Leicester NHS Trust (UHL). This team covers both Leicestershire and Rutland referrals.

Outcomes and Impact:

- The multi-agency training commissioned and offered by the Safeguarding Adults Boards is delivered by subject experts. Links are made between theory and practice. Different types of training have been delivered for different audiences and the training packages have filled different knowledge gaps for different people.

- Multi-agency MCA training has been delivered to over 300 people in 2024-2025, covering a range of practitioners. The training has been positively received and there is evidence that it has increased the level of knowledge of those that attended. Feedback indicates an increase in discussions around MCA; improved confidence in the workforce; increased legal literacy; and a greater ability to analyse MCA in practice and improving the theory to practice gap. For further details, please see the section on Core Priority 2.

  Below are examples of feedback from attendees of MCA training, in response to the question "how do you plan on using the learning from this event in your day-to-day role?":

  "To help me to continue to develop my understanding of the MCA and how to apply it in the situations I meet in my role. I hope to be able to continue going back to the resources to help me reflect on how I apply the principles of the Act to my work."

  "To reflect on learning and start attending MCA assessment sessions with experts at work, and then reflect on the practice and my thoughts about what I would have done/questions asked etc. To eventually feel comfortable enough to lead an assessment with support initially, and then solely."

  "Sharing knowledge and reflection with the team and in practice."

- There is now a large and continuously growing range of learning and development resources available on the theme of mental capacity. These can be used in team meetings or by individual practitioners as part of their continuous professional development.

  Below are some comments from practitioners about why they have shared learning and development resources with their services / teams / people:

  "So they can act on information and share wider with other system partners."

  "As they work with families, I want to make sure that they remain professionally curious around adult safeguarding issues when working with families."

  "There is always a need to revisit foundational understanding of safeguarding principles and to continuously raise knowledge and understanding to improve outcomes."

- 27 delegates attended the first MCA Forum for providers, held in Leicester. Attendees were satisfied with the event and their expectations were met. 100% said they would be able to implement what they learned into their practice.

  Feedback from attendees of the MCA Forum for providers about what they liked most about the session included:

  "Interactive opportunities to learn"

  "Clarity of the 5 principles and application of MCA in real life situations"

  "Scenarios and simple explanations"

  "Being provided with useful resources to take back to my workplace. The trainer was extremely knowledgeable and engaging."

- Practitioners, who are part of the Community of Practice, are able to take learning back to their organisation and add it to their training.

- The Deprivation of Liberty Safeguards (DoLS) report found that referrals were appropriate, and that the working relationship between UHL and the Local Authorities is good, with a focus on longer-stay patients being the priority. It has been agreed that DoLS referrals should be reviewed annually.

Moving Forwards:

Mental Capacity has been an ongoing theme in multi-agency audits and Safeguarding Adults Reviews, both nationally and locally. The Second National Analysis of SARs highlighted that 58% of SARs noted *"absence of attention to mental capacity"*.[8]

A lot of work has been completed around this theme. While the business priority will not be carried forward to 2025-2027, the work on this theme will continue because it is acknowledged that MCA learning and development is a process and not about a one-off learning event.

Additional bespoke training courses have been commissioned for 2025-2026 to address themes identified in local Safeguarding Adults Reviews. An audit on the Mental Capacity Act, following up from one completed in 2023-2024, will be completed in 2025-2026. The aim is to understand what change there has been since the last audit and subsequent work across the partnerships.

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8 "Second National Analysis of Safeguarding Adult Reviews: Final Report: Stage 2 Analysis", Local Government Association and Association of Directors of Adult Social Services (Partners in Care and Health) (June 2024), page 30, available via **https://www.local.gov.uk/publications/second-national-analysis-safeguarding-adult-reviews-april-2019-march-2023**

Domestic Abuse: Understand local response to domestic abuse in older people and safeguarding adults.

What we did in 2024-2025:

- Received a research report relating to the subsequent publication "Domestic abuse against older adults – What can s42 case files tell us?"[9] carried out by Durham University and supported by the Leicester, Leicestershire & Rutland Safeguarding Adults Boards.

- Fed the recommendations from the research project into the Leicester, Leicestershire & Rutland Domestic Abuse and Sexual Violence Group. This is a group that is chaired by a member of the Safeguarding Adults Boards but that does not sit under the SABs' governance structure.

- Formed a Task & Finish Group to address the learning from the research project and compiled an action plan to consider the position of partnership agencies regarding the 13 recommendations made by the research project. This is RAG (red, amber, green) rated and is reviewed quarterly by the Safeguarding Adults Boards.

Outcomes and Impact:

- The Safeguarding Adults Boards have a clearer understanding of the local position regarding the recommendations formulated by the Research Project regarding:

  » Training and understanding of professionals across all sectors

  » Ensuring our policies and practice are up to date

  » Polyvictimisation / types of abuse

  » Age stereotyping

  » Mental Capacity

  » Strategy discussions

  » Confidence to ask questions of elders, especially regarding sexual abuse

  » Data – storage and sharing

The RAG rated action plan shows a positive picture.

The short video, produced by Norfolk Safeguarding Adults Board, for Leicester, Leicestershire & Rutland about Domestic Abuse in Older People, entitled "**Hidden Harms**" and published last year, has been well received and widely viewed, with nearly 800 views on the LLR SABs YouTube Channel since its launch.

Moving Forwards:

Training across the partnership will continue within single agencies. Additionally, there will be a presentation on the learning from the Research Project and the local response and picture at Safeguarding Matters Live in July 2025. The whole event will be focused on Domestic Abuse and Safeguarding.

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9 Hannah Bows, Paige Bromley, Bridget Penhale, "Domestic abuse against older adults – What can s42 case files tell us?", The British Journal of Social Work, 2025, bcaf074, **https://doi.org/10.1093/bjsw/bcaf074**

Priorities moving forwards

The Leicestershire & Rutland Safeguarding Adults Board has developed a new joint **Strategic Plan for 2025-2031** with the Leicester Safeguarding Adults Board. The Strategy provides the framework for forward priorities of the two Boards and contains the current business plan.

The three priorities in the **Business Plan for 2025-2027** are:

Equality, diversity and inclusion	**Timeliness and proportionality**
Impact of learning	

For each of these areas, we have set out actions, leads, due dates and outcomes / impact measures. This will enable us to monitor progress and secure assurance that our actions are making a positive difference to the lived experience of adults with care and support needs.

The Safeguarding Adults Board will also work to continue to meet its statutory responsibilities and continue to develop its approach to learning and improving safeguarding of adults.

Appendix 1 –
Leicestershire & Rutland Safeguarding Adults Board and its subgroups

The structure chart below demonstrates the governance of the Board and its subgroups.

LLR Safeguarding Partners meetings

Regular meetings between the safeguarding partners (ICB, Local Authorities, Police), sometimes including the Independent Chair and Safeguarding Children Partnerships' Partners

Leicestershire & Rutland Safeguarding Adults Board

Joint meetings, number of subgroups and Independent Chair shared with Leicester Safeguarding Adults Board

Subgroups

LR Case Review Group

Remit: Recieves Safeguarding Adults Review (SAR) referrals and makes recommendations to the Independent Chair on behalf of the SAB. Oversees the commissioning and effective running of SARs and monitors resulting action plans. Considers local impact of national reviews.

LLR Procedures Subgroup

Remit: Oversees and updates Multi-Agency Policies and Procedures (MAPP) in line with local and national learning and legislative changes throughout the year.

LLR Performance Subgroup

Remit: Develops and oversees the Quality Assurance Framework (QAF) and undertakes the Safeguarding Adults Assurance Framework (SAAF) on behalf of the SABs.

LLR Multi-Agency Audit Subgroup

Remit: Undertakes multi-agency safeguarding adult audits in line with business plan objectives and monitors resulting action plans.

LLR Learning & Development Subgroup

Remit: Facilitates multi-agency safeguarding adults training, seeks training assurance from partners, and oversees the Safeguarding Matters newsletter, the Trainers, Network, and LLR YouTube channel.

LLR Engagement & Comms Subgroup

Remit: Engages with the citizens and communities of Leicester, Leicestershire and Rutland around adult safeguarding.

LLR Voluntary & Community Sector Forum

A forum for the Voluntary and Community Sector across LLR, run jointly by the Safeguarding Adults Boards and Safeguarding Children Partnerships, facilitated by LLR Business Managers.

The table below provides details of agencies that are represented on the Leicestershire & Rutland Safeguarding Adults Board and their attendance at Board meetings in 2024-2025. It may be that the Lead Officer delegated attendance to another officer.

Agency	Attendance at meetings					
	May 2024	June 2024	September 2024	November 2024	January 2025	March 2025
Leicestershire Adult Social Care	✓	✓	✓	✓	✓	✓
Rutland Adult Social Care	✓	✓	✓	✓	✓	✓
District and Borough Councils	Apologies	✓	✓	✓	✓	✓
Leicester, Leicestershire and Rutland Integrated Care Board (LLR ICB)	✓	✓	✓	✓	✓	✓
Leicestershire Partnership NHS Trust (LPT)	✓	Apologies	✓	✓	✓	✓
University Hospitals Leicester NHS Trust (UHL)	Apologies	✓	Apologies	Apologies	✓	✓
East Midlands Ambulance Service (EMAS)	✓	✓	✓	✓	✓	Apologies
Leicestershire Police	✓	✓	✓	✓	✓	✓
HMP Prisons	Apologies	✓	✓	✓	✓	✓
Probation Service LLR	Apologies	✓	✓	✓	✓	Apologies
Leicestershire Fire and Rescue Service (LFRS)	✓	✓	✓	Apologies	Apologies	Apologies
Department of Work and Pensions	Apologies	✓	✓	✓	✓	✓
EMCARE	Apologies	✓	Apologies	Apologies	✓	Apologies
Healthwatch	✓	Apologies	✓	✓	✓	✓
Leicestershire Lead Member	✓	✓	✓	✓	✓	Apologies
Rutland Lead Member	✓	✓	Apologies	✓	✓	✓

Appendix 2 – **Finance**

The work of the Safeguarding Adults Board is supported by the Leicestershire & Rutland Safeguarding Partnerships Business Office that also supports the Safeguarding Children Partnership and carries out Domestic Homicide Reviews. The Safeguarding Adults Board is funded by contributions from its partners.

A single funding arrangement for the Safeguarding Adults Boards and Safeguarding Children Partnerships for 2020 onwards has been agreed between the statutory partners for the Safeguarding Adults Boards and the Safeguarding Children Partnerships for Leicester, Leicestershire & Rutland.

The contributions from partners for the Leicestershire & Rutland Safeguarding Adults Board for 2024-2025 can be seen below alongside contributions for the previous year:

	2023-2024	2024-2025
Leicestershire County Council	£46,375	£46,375
Rutland County Council	£20,267	£20,267
Leicestershire Police	£44,083	£44,083
Leicester, Leicestershire & Rutland Integrated Care Board (LLR ICB)	£44,083	£44,083
Total income for SAB	**£154,808**	**£154,808**

Expenditure for the Safeguarding Adults Board was apportioned as follows:

	2023-2024	2024-2025
Staffing	£130,010	£147,241
Independent Chairing	£9,997	£9,968
Support Services	£0	£0
Operating Costs	£6,076	£7,180
Engagement	£75	£2,800
Case Reviews	£4,320	£0
Total Expenditure	**£150,478**	**£167,189**

Staffing costs increased because of the agreed Local Government pay award (as the staff are hosted by the Local Authority). Expenditure on Safeguarding Adults Reviews decreased due to the number of reviews already being in an advanced stage and alternative methodologies being used, as appropriate.

Costs have risen and we spent a little more than we received from partners' contributions. The shortfall was made up from reserves. Although costs have increased, we believe that the output of the Board demonstrates value for money. Despite budget constraints, we have still achieved an increased training programme linked to the Mental Capacity Act Business Priority and launched new safeguarding adults' resources.

Appendix 3 –
Safeguarding Adults Review completed in 2024-2025 by Leicestershire & Rutland Safeguarding Adults Board

Safeguarding Adults Reviews are published on our website for 1 year and are available **here**.

Past reviews are still available and accessible via the **National Safeguarding Adults Review (SAR) Library**.

Safeguarding Adults Reviews can be labelled using codes and pseudonyms, as agreed with family members where possible.

SAR "Godavari" – published 18.04.24

Godavari was an elderly woman who had several physical health problems and received support at home regarding mobility and personal care. She lived with her two adult children – one was her main carer and the other had their own care needs. When Godavari died, there were concerns about the multi-agency support provided to the family.

Learning

- Practitioners must be aware of when, how and where to refer safeguarding issues regarding pressure sores – see the Leicester, Leicestershire & Rutland Safeguarding Adults Boards Thresholds Guidance.

- Practitioners must ensure they are using the correct referral routes for services – if a referral is not sent to the appropriate service, this can lead to delay and/or confusion.

- If there is any doubt that a person has capacity, then a Mental Capacity Assessment should be carried out and the results clearly documented.

- When working with someone who lives in a multi-generational household, practitioners should take a Whole Family approach and liaise with other agencies/workers to understand the family picture.

- Practitioners should always try to ascertain a person's views on their care, even when they are supported by a carer. Opportunities should be taken to speak to the adult alone. Where English is not the person's first language, an interpreter should be considered.

- Refusal of services by a carer should raise concern.

Appendix 4 – **Learning & Development Resources**

The **LLR SABs' YouTube channel** continues to develop a bank of safeguarding videos and other resources that can be utilised by partners for learning and development – for example, in single agency training and supervision. It is used to share local and national learning content, especially that which aligns with the Safeguarding Adults Boards' Business Plan priorities.

During 2024-2025, three print issues of the **Safeguarding Matters newsletter** were published, with a focus on disseminating learning from reviews and audits and promoting procedural updates. The November 2024 issue was a **Special Issue on the Mental Capacity Act**.

Following the successful launch of **Safeguarding Matters Live** in 2022-2023, two events were held in July 2024 and December 2024. These are live online briefings for all staff across the children's and adults' multi-agency partnerships. They share learning from reviews and audits, procedure and guidance updates, and resources to support practice. The slides from the events are made available via our website and sessions are available to watch on the YouTube Channel. Topics covered in 2024-2025 included Hoarding and the Mental Capacity Act (MCA) and the Second National Safeguarding Adults Review (SAR) Analysis, with the winter event focusing on Safeguarding and the Internet.

The Safeguarding Matters Digest is a regular email, which is used to disseminate local and national safeguarding information in a concise and regular format. In June 2024, special digests were disseminated on Carer's Week and Learning Disability Week.

The Safeguarding Matters newsletters and Live PowerPoints and videos are available via our website and YouTube channel. Individuals can request to be added to the distribution list so that they are informed of publication and event dates by emailing **lrspbo@leics.gov.uk**. The Safeguarding Matters Digest is disseminated via email to those that have signed up to receive it. To be added to the distribution list, individuals can email **lscpb@leicester.gov.uk**.

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Safeguarding Adults Board
LEICESTERSHIRE & RUTLAND

Leicester
Safeguarding
Adults Board

WORKING IN PARTNERSHIP
TO KEEP ADULTS SAFE

LRSAB and LSAB

Strategic Plan 2025-2031

Foreword from LSAB and LRSAB Independent Chair `

This document is the strategic plan for Leicester Safeguarding Adults Board (LSAB) and Leicestershire and Rutland Safeguarding Adults Board (LRSAB) 2025 – 2031. The strategic plan was developed with input from the local Healthwatch and is underpinned by a robust evidence base, making use of available intelligence. It sets out how adults at risk of abuse or neglect across Leicester, Leicestershire and Rutland will be helped and protected.

Leicester has a population of around 368,000, is the most densely populated local authority area across the East Midlands, and celebrates being one of the most diverse cities in England. It is the 32nd most deprived of 317 local authority district areas and is significantly more deprived than surrounding areas.

Leicestershire has a population of around 712,300 with around 31% of the population living in rural areas and 69% living in urban areas. Overall Leicestershire is not a deprived area however pockets of significant deprivation do exist.

Rutland is England's smallest county and has a population of around 41,000. It is a rural area, and the fourth least densely populated local authority area in the East Midlands, with low levels of deprivation overall. From 2011 to 2021 there has been an increase of 31.2% in people aged 65 years and over living in Rutland.

Our communities are diverse and working in partnership is beneficial for effective safeguarding. As a statutory safeguarding adults partners Leicestershire Police is the local police force across all three local authority areas alongside Leicester, Leicestershire and Rutland Integrated Care Board (ICB). To help and protect adults at risk of abuse and neglect across the localities this strategic plan places a focus on:

- Leadership and partnership
- Performance, quality, and audit
- Meeting statutory responsibilities
- Hearing from people who use our services
- Prevention including awareness raising within our diverse communities

This strategy outlines the governance, and partnership working required to deliver LSAB and LRSAB objectives and sets out short and longer-term actions to achieve them.

Implementing the plan will require commitment and partnership working from Board members including providing high levels of support and of challenge. By helping local people to understand what adult safeguarding is, how concerns can be reported, and how agencies will respond, we also aim to build empowered communities.

Seona Douglas
Independent Chair, LRSAB and LSAB

Introduction

This strategic plan sets out local safeguarding adults arrangements as determined by the statutory safeguarding partners and independent chair in accordance with the Care Act 2014[1] and the care and support statutory guidance[2]. The strategic plan is signed off through the appropriate governance process for local statutory safeguarding adults partners: Leicester, Leicestershire and Rutland Integrated Care Board (ICB), Leicestershire Police, Leicestershire County Council, Leicester City Council, and Rutland County Council.

Alison Greenhill, Chief Operating Officer of Leicester City Council

Caroline Trevithick, Chief Executive of Leicester, Leicestershire and Rutland Integrated Care Board

John Sinnott, Chief Executive of Leicestershire County Council

Mark Andrews, Chief Executive of Rutland County Council

David Sandall, T/Chief Constable of Leicestershire Police

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[1] https://www.legislation.gov.uk/ukpga/2014/23/contents
[2] https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance

Contents

<u>Legislation and Statutory Guidance</u>

The Care Act 2014 section 3 outlines that a SAB must publish for each financial year a plan which sets out (a) its strategy for achieving its objective, and (b) what each member is to do to implement that strategy. In preparing its strategic plan, the SAB must (a) consult the Local Healthwatch organisation for its area, and (b) involve the community in its area.

Care and support statutory guidance tells us that the strategic plan should address both short and longer-term actions and that it could cover 3-5 years in order to enable the Board to plan ahead as long as it is reviewed and updated annually. The plan should be free from jargon and written in plain English with an easy read version available.

The three core duties of a SAB outlined by the care and support statutory guidance are to:

1. Publish a strategic plan for each financial year that sets how it will meet its main objective and what the members will do to achieve this.
2. Publish an annual report detailing what the SAB has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy as well as detailing the findings of any safeguarding adults reviews and subsequent action.
3. Conduct any safeguarding adults review in accordance with Section 44 of the Care Act 2014.

This strategy is underpinned by the six key principles set out in care and support statutory guidance. These six principles underpin all adult safeguarding work and are provided in Appendix 1.

<u>Objective of a SAB</u>
Section 43 of the Care Act 2015 outlines that the objective of a SAB is to help and protect adults in its area in the circumstances described in section 42(1) which are: where a local authority has reasonable cause to suspect that an adult in its area (whether or not ordinarily resident there) –

(a) has needs for care and support (whether or not the authority is meeting any of those needs),	(b) is experiencing, or is at risk of, abuse or neglect, and	(c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it
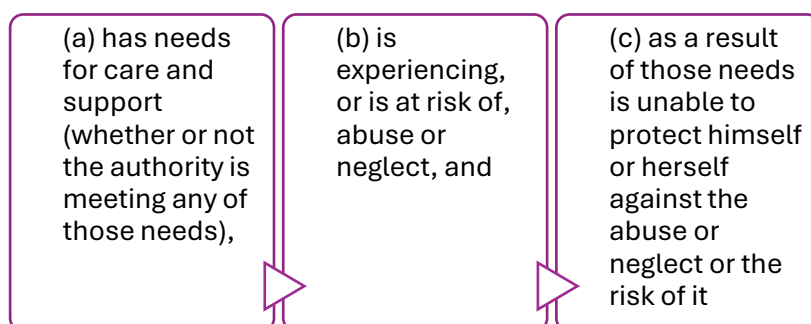
The way in which a SAB must seek to achieve its objective is by co-ordinating and ensuring the effectiveness of what each of its members does. Care and support statutory guidance outlines different types of abuse and neglect and these are provided in Appendix 2.

Ministerial Guidance
In a joint letter dated 20 May 2024 the Minister for Housing and Homelessness and the Minister for Social Care wrote that SABs should also:

- Aim to make specific reference to rough sleeping and homelessness in their strategic plans and reports
- Act as an active presence in system-wide governance discussions
- Designate a named board member for rough sleeping
- Commission safeguarding adults reviews in cases of deaths involving rough sleeping (where the criteria outlined in the Care Act 2014 is met)
- Promote workforce literacy around understanding safeguarding, relevant legislation, perceived stigma, multiple disadvantage, and the roles and responsibilities of various stakeholders in supporting individuals rough sleeping.

Geographical Area

The Care Act requires that each local authority must set up a Safeguarding Adults Board. This strategy encompasses three local authority areas (Leicester, Leicestershire and Rutland) and two Safeguarding Adults Bords: Leicestershire and Rutland Safeguarding Adults Board (LRSAB) and Leicester Safeguarding Adults Board (LSAB).

Leicester, Leicestershire & Rutland Map

Leicester
During 2021 Leicester's population reached nearly 370,000 and Leicester was noted as the

most densely populated local authority area across the East Midlands (Office of National Statistics, 2022)[3]. Leicester is one of the 10 local authority areas with the highest proportions of older people in income deprivation[4]. In Leicester 42.4% of usual residents identified their ethnic group as Asian or Asian British or Asian Welsh and 40.9% identified themselves as White. Just over half of the population of Leicester are female.

Leicestershire and Rutland

Compared with Leicester the population of Leicestershire and Rutland is less diverse, with around 10% and 3% respectively belonging to ethnic minority groups. Although Leicestershire and Rutland are not particularly deprived there are some small pockets of significant deprivation for a proportion of the population, particularly in parts of Loughborough and Coalville (Leicester, Leicestershire and Rutland Health and Wellbeing Partnership[5]).

Leicestershire

In the 2021 Census Area Profile, of all usual residents, 87.5% identified themselves as White, 8.2% as Asian, Asian British or Asian Welsh, 1.15 as Black, Black British, Black Welsh, Caribbean or African, 2.2% as Mixed or Multiple ethnic groups and 1% as other ethnic Group (Office of National Statistics[6]).

In 2021 compared with England, the population of Leicestershire is older, with higher proportions of the population aged 40-64 (32.9 percent in the county compared with 31.7 percent in England) and 65 and over (20.6 percent compared with 18.5 percent for England). Overall, the Leicestershire population is weighted towards older adults (those aged 45-59) with a considerable proportion in the 65+ age bands as a result of increased birth rate in the post-war period[7]

Rutland

In the 2021 Census Area profile, of all usual residents, 94.8% identified as White, 1.5% as Asian, Asian British or Asian Welsh, 1.3% as Black, Black British, Black Welsh, Caribbean or African, 1.8% as Mixed or Multiple ethnic groups and 0.5% as other ethnic Group (ONS).

Rutland has an older population, on average, with nearly 24% aged over 65. Rutland is more affluent than England as a whole. However, issues regarding rurality and access contribute to inequalities of other kinds[8].

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[3] Office of National Statistics (2022) How the population changed in Leicester: Census 2021 https://www.ons.gov.uk/visualisations/censusareachanges/E06000016
[4] https://assets.publishing.service.gov.uk/media/5d8e26f6ed915d5570c6cc55/IoD2019_Statistical_Release.pdf
[5] Leicester, Leicestershire and Rutland Health and Wellbeing Partnership https://leicesterleicestershireandrutlandhwp.uk/
[6] Office for National Statistics https://www.ons.gov.uk/
[7] Leicestershire County and Rutland NHS Primary Care Trust
[8] Leicester, Leicestershire and Rutland Health and Wellbeing Partnership https://leicesterleicestershireandrutlandhwp.uk/

Key Data

A safeguarding concern (known locally as an alert) is made to raise concerns that an adult is experiencing, or at risk of abuse or neglect. A concern may arise as a result of a disclosure, an incident, or other signs or indicators. A concern can be raised by anyone including the person at risk, family, friends, professionals, and other members of the public. Where concerns require further investigation under Section 42 of the Care Act 2014, a safeguarding adults enquiry is initiated. This enables concerns to be addressed promptly, minimising risk.

Risk Outcomes and Making Safeguarding Personal (MSP)	Leicester			Leicestershire			Rutland		
	21/22	22/23	23/24	21/22	22/23	23/24	21/22	22/23	23/24
Total no. concerns (alerts) raised	1867	1813	2259	5508	5005	1732	532	474	458
Total number of enquiries	703	527	493	694	494	796	44	56	51
Conversion rate of concerns to enquiries	37%	29%	22%	13%	10%	46%	8%	12%	11%
% of incidents risk removed	29%	27%	31%	38%	39%	34%	32%	17%	21%
% of incidents risk reduced	60%	61%	58%	55%	52%	63%	68%	79%	79%
% of incidents risk remained	11%	12%	11%	7%	9%	3%	0%	4%	0%
% of MSP outcomes achieved	94%	90%	88%	93%	93%	95%	93%	84%	88%

Completed enquiries by types of abuse									
	Leicester			Leicestershire			Rutland		
Abuse type	21/22	22/23	23/24	21/22	22/23	23/24	21/22	22/23	23/24
Physical Abuse	20%	21%	21%	31%	26%	28%	19%	4%	14%
Domestic Abuse	5%	6%	5%	7%	9%	11%	3%	4%	3%
Sexual Abuse	6%	3%	3%	9%	9%	6%	8%	4%	3%
Psychological Abuse	13%	13%	17%	21%	25%	25%	6%	0%	3%
Financial or Material Abuse	14%	13%	17%	24%	24%	24%	0%	13%	22%
Modern Slavery	0%	0%	0%	2%	<1%	<1%	0%	0%	0%
Discriminatory Abuse	1%	<1%	<1%	1%	<1%	<1%	0%	0%	0%
Organisational Abuse	8%	7%	6%	19%	7%	5%	0%	0%	2%
Neglects and Acts of Omission	31%	34%	30%	28%	42%	35%	64%	75%	51%
Self-Neglect	3%	4%	2%	2%	5%	2%	0%	0%	0%

KEY ▮ = highest % per local authority area each year ▯ = second highest % per local authority area each year

Leicester: % of Safeguarding Adults Concerns and Enquiries by Ethnicity						
	Safeguarding Adults Concerns			Safeguarding Adults Enquiries		
Ethnicity	21/22	22/23	23/24	21/22	22/23	23/24
White	67.2%	64.9%	62.7%	70.9%	70.9%	66.6%
Mixed/Multiple	1.9%	1.8%	2%	1.6%	1.3%	1.9%
Asian/Asian British	18.2%	18.1%	19.7%	16.3%	16.4%	18.2%
Black/Black British	4.7%	5.6%	5.5%	3.6%	4.7%	5.7%
Any other ethnic group	0.9%	1.6%	1.5%	0.8%	0.6%	1.4%
Refused	0%	0%	0.1%	0%	0%	0.2%
Not known	7.1%	8%	8.6%	7%	6%	5.9%
Total Individuals	1,071	1,094	1,631	471	464	422

Structure and Governance

Independent chair: Leicester SAB and Leicestershire and Rutland SAB made the decision, in line with the recommendation of statutory guidance, to appoint an Independent Chair. Our Independent Chair has a critical role to lead collaboratively, give advice, support and encouragement but also to offer constructive challenge and hold partner agencies to account and ensure that interfaces with other strategic functions are effective whilst also acting as a spokesperson for the SABs. An Independent Chair provides additional reassurance that the Board has some independence from the local authority and other partners.

Board meetings: The Leicester Safeguarding Adults Board (LSAB) and the Leicestershire and Rutland Safeguarding Adults Board (LRSAB) meet between four and six times each business year. At these meetings members work together to safeguard and promote the welfare of adults at risk in the local area (a membership list is provided in Appendix 3). Updates are provided on the progress of the business plan and the work of the subgroups. Appendix 4 provides a joint governance chart for LSAB and LRSAB. The following provides an overview of the work of each subgroup:

LLR Performance Subgroup – Develops and oversees the implementation of the Quality Assurance Framework (QAF) including the collection and analysis of a core dataset and quarterly safeguarding data and narratives from across the partnerships. It also undertakes the Safeguarding Adults Assurance Framework (SAAF) on behalf of the SABs.

LSAB Review Subgroup and LRSAB Case Review Group – Receives Safeguarding Adults Review (SAR) referrals and makes recommendations to the Independent Chair on behalf of the SABs. Oversees the commissioning and effective running of SARs including monitoring action plans and measuring impact completed actions. Considers local impact of national reviews.

LLR Learning and Development Subgroup – Facilitates multi-agency safeguarding adults training, seeks training assurance from partners, and oversees the Safeguarding Matters newsletter, the Trainers' Network, and the Mental Capacity Act (MCA) forums.

LLR Engagement and Communication Subgroup – Engages with the citizens and communities of Leicester, Leicestershire, and Rutland around adult safeguarding. Has oversight of the SABs' YouTube channel.

LLR Audit Subgroup – Undertakes multi-agency safeguarding adults audits in line with business plan objectives.

LLR Policy and Procedures Subgroup – Oversees and updates Multi-Agency Policies and Procedures (MAPP) in line with local and national learning and legislative changes throughout the year.

LLR VCS Safeguarding Forum – A safeguarding forum for the Voluntary and Community Sector across Leicester, Leicestershire, and Rutland (including faith sector and sports groups) run jointly between the Safeguarding Adults Boards and Safeguarding Children Partnerships.

Individuals, organisations, and partnerships leading on the following areas of work will be invited to present to the SABs on an annual basis in relation to safeguarding adults:

- Domestic abuse
- Commissioned care
- Prisons
- Deprivation of liberty safeguards (DoLS)
- Prevent
- Homelessness

The Leicester, Leicestershire and Rutland Safeguarding Adults Boards will work closely with other multi-agency strategic partnerships in the locality – including the Safeguarding Children Partnerships, Health and Wellbeing Boards, Community Safety Partnerships, Strategic Partnership Board and its subgroups, the Violence Reduction Network, and the Domestic Abuse Locality Partnership Boards – to share and support learning and priorities and avoid duplication.

Information Sharing, Escalation, and Thresholds

The local multi-agency procedures manual hosts the Escalation / Resolving Professional Differences guidance[9] which provides information about how to escalate concerns and how any disputes will be resolved.

It also provides an overview of information sharing good practice along with a link to a copy of the LLR Information Sharing Agreement for the purposes of safeguarding adults and children[10].

The 'safeguarding adults thresholds guidance'[11] to support practitioners working with adults at risk in Leicester, Leicestershire and Rutland can also be found on the local multi-agency policies and procedures (MAPP) manual.

Strategic Priorities

Leadership and Partnership
The Leicester, Leicestershire and Rutland SABs have a strategic role that is greater than the sum of the operational duties of their core partners. The local SABs will provide strategic leadership across Leicester, Leicestershire and Rutland and will oversee and lead adult safeguarding across the locality.

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[9] https://www.llradultsafeguarding.co.uk/resolving-professional-differences/?hilite=escalation
[10] https://www.llradultsafeguarding.co.uk/information-sharing/?hilite=information+sharing
[11] https://www.llradultsafeguarding.co.uk/thresholds/?hilite=thresholds

The SABs will also ensure that their membership and the membership of their subgroups is effective in leading adult safeguarding, promoting best practice, and holding each other to account. SABs members will provide each other with advice and assistance to improve their safeguarding mechanisms.

The SABs will develop and maintain effective links with other key partnerships in the locality, consciously cooperating to reduce any duplication and maximise efficiency where membership and objectives overlap.

Performance, Quality, and Audit

The SABs will analyse and interrogate data relating to adult safeguarding that increases their understanding of prevalence of abuse and neglect locally, allowing a picture to be built up over time. They will gain assurance of the effectiveness of safeguarding locally and hold each other, and other local boards and partnerships, to account.

An annual safeguarding adults assurance framework (SAAF) allows for Board member organisations to provide evidence to demonstrate a self-rating from 'not effective' through to 'fully effective' in matters of safeguarding adults. Where organisations are not 'fully effective' an improvement plan is developed.

Intermittently the SAAF will be conducted with key front-line staff and supervisors across the locality. This will be so that the SABs can be assured about how key safeguarding adults topics and resources are reaching the frontline and the impact they are having.

The SABs will oversee multi-agency audits, ensuring that good safeguarding adults practice and learning is identified and either promoted or acted upon to facilitate positive organisational change.

The quality assurance framework (QAF) of the SABs incorporates a range of other sources including experiences of adults at risk of abuse or neglect and their carers, and an annual assurance statements is developed by the Performance Subgroup on behalf of the SABs at the conclusion of each business year.

Meeting Statutory Responsibilities

The SABs will ensure that their three core duties – to publish a strategic plan, to publish an annual report, and to conduct safeguarding adults reviews – are met each business year.

This strategic plan will be reviewed and updated annually by the local Safeguarding Board Managers in conjunction with the Independent Chair and safeguarding partners.

The annual report will be written by the local Safeguarding Board Managers in conjunction with the Independent Chair and safeguarding partners. In line with statutory guidance, it will detail what each SAB has done during the year to achieve its objective and implement its strategic plan as well as the findings of local safeguarding adults reviews and subsequent action.

The SABs will progress safeguarding adults reviews using review processes that will promote timely and effective learning and improvement action to prevent future deaths or serious

harm occurring again. In line with statutory guidelines, early discussions will take place with the adult and/or family to agree how they wish to be involved in a review[12].

In addition to the core statutory duties under the Care Act 2024, in line with statutory guidance the SABs will develop and maintain multi-agency safeguarding adults policies and procedures for the locality, keeping them under review and updating them to incorporate learning from published research, peer reviews, case law and lessons from recent audits and reviews.

Whilst it is the responsibility of each organisation to ensure the effective delivery of safeguarding training to its own staff, the SABs will seek assurance from organisations about their safeguarding adults training, promote multi-agency training, and consider any specialist training that may be required in line with their Learning and Development Training Strategy 2024-2026[13].

Understanding our communities
Making Safeguarding Personal (MSP) puts the adult subject to an adult safeguarding inquiry at the centre of the decision-making process and supports their involvement. Members of the LLR SABs have embedded the process into their safeguarding activity, enabling adults to communicate what outcomes they want to achieve from the safeguarding process, along with tools to support measurement. There is an agreed statutory data set relating to MSP and this forms part of the quarterly Core Data collection, allowing regular monitoring of performance.

The SABs will also enable meaningful feedback from adults and carers who have experienced safeguarding interventions, ensuring that adults with lived experience, carers, and the local community shape the works of the SABs.

Prevention including awareness raising within our diverse communities
Board partners will work closely together to develop and promote – in person, online and via social media – adult safeguarding messages across the locality.

Producing and coproducing information accessible information that raises awareness of adult safeguarding it to increase the confidence of the local community to raise concerns.

The SABs will develop approaches to adult safeguarding which recognise the value of early intervention and prevention i.e. in relation to exploitation, and multiple exclusion homelessness.

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[12] Adults and families involved in local safeguarding adults reviews have provided the following advice for the Boards to reflect upon: *"Talking through the final report without rushing is helpful, as is taking time to explain what things mean" "Being able to ask questions and to understand what is happening was helpful" "Whilst it is important to find out 'what' happened, we feel that it is as important to find out 'why' it happened" "Having one contact person throughout and regularly being kept up to date (even if nothing was happening) was good for us" "The review process has helped us to move on a little".*

[13] https://www.leicester.gov.uk/media/240ltg3l/llr-learning-and-development-training-strategy-2024-2026.pdf

The SABs are committed to ensuring that the person's "voice" is heard in all the work undertaken by the SAB, and its subgroups to ensure feedback informs learning and any changes necessary to the way partners carry out their safeguarding duties and responsibilities.

2025-2027 Business Plan Objectives

1. Equality, diversity and inclusion			
Action	**Lead**	**Due Date**	**Outcome or Impact Measure**
Development of transitional safeguarding work in partnership with the Safeguarding Children Partnerships. Specifically, develop multi-agency Leicester, Leicestershire and Rutland transitional safeguarding[14] policy or practice guidance.	Transitional safeguarding task and finish group	Progress report by September 2025 Completion by November 2026	Once the policy or practice guidance has had time to embed, multi-agency audit, frontline survey, or voice of people who use our services (2027 onwards).
Provide resources, tools and example of feedback questions to enable Safeguarding Adults Board partners to gain meaningful feedback from adults and carers who have experienced safeguarding interventions, ensuring that adults with lived experience, carers, and the local community shape the works of the SABs.	Engagement and Communication Subgroup	November 2026	Evidence of how adults with lived experience, carers, and the local community shape the work of the SABs.
Continue to analyse safeguarding adults data, highlighting disproportionality to the SABs.	Performance Subgroup	Throughout 2025-2027 business period	Evidence of assurance provided or changes made as a result of data provided.
Continue to develop and promote – in person, online and via social media – adult safeguarding messages and information across the locality	Engagement and Communication Subgroup	Throughout 2025-2027 business period	Number of people reached. Feedback received from people who have attended. Safeguarding data.

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[14] Transitional Safeguarding is not simply transition planning for people who are moving from children's social care to adult social care services. See Local Government Association transitional safeguarding resources for more information about transitional safeguarding: Transitional safeguarding resources | Local Government Association

taking into account equality, diversity, and inclusion.			
Ensure a mechanism is implemented for notification to the two Review Subgroups of rough-sleeping deaths. The purpose being to take a view with regards to learning and safeguarding adults review criteria.	Leicester Review Subgroup + Leicestershire and Rutland Case Review Group	Mechanism to be in place by July 2025	Number of reviews relating to rough-sleeping deaths deemed to meet the criteria. Any learning (including themes) identified by the group and changes made as a result.

2. Timeliness and proportionality			
Action	Lead	Due Date	Outcome or Impact Measure
Identify how we respond to concerns including conversion to enquiries, how long it takes to make people safe, what people are doing i.e. safeguarding plans.	Performance Subgroup	Throughout 2025-2027 business period	Evidence of assurance provided or changes made as a result of data provided.
Review and update competency framework	Learning and Development Subgroup	January 2027	Once the revised competency framework has had time to embed, impact to be measured through a frontline survey, or Safeguarding Adults Assurance Framework (2027 onwards).
Threshold decision timeliness: What is helping or hindering our ambition to make threshold decisions within 5 days?	Audit Subgroup	February 2026	Changes made in response to learning identified by the audit.
Audit of safety plans	Audit Subgroup	February 2026	Changes made in response to learning identified by the audit.
Improve timeliness of learning from reviews using effective	Leicester Review Subgroup + Leicestershire	Throughout 2025-2027	Evidence of learning being identified and

methodologies (i.e. based on children's rapid review model)	and Rutland Case Review Group	business period	acted upon in a timely way.

3. Impact of learning			
Action	Lead	Due Date	Outcome or Impact Measure
Self-neglect and hoarding procedure (replacement for VARM) audit. Is the new procedure embedded and what difference is it making?	Audit Subgroup	February 2027	N/A. This action is in itself measuring impact of previous work.
Mental Capacity Act (MCA) audit. What change has there been since the last audit and subsequent work across the partnerships?	Audit Subgroup	February 2027	N/A. This action is in itself measuring impact of previous work.
Further progress the measurement of impact of safeguarding adults reviews	Review Subgroups	Throughout 2025-2027 business period	N/A. This action is in itself measuring impact of previous work.
Undertake learning and development in line with training strategy and ensure that pre and post delegate feedback is captured	Learning and Development Subgroup	Throughout 2025-2027 business period	Impact to be measured through pre and post delegate feedback.

Review

This strategic plan will be reviewed and republished on an annual basis to ensure that it remains up to date and in line with the Care Act 2014 and associated statutory guidance.

Appendix 1 – Six Principles Outlined in Care and Support Statutory Guidance

Empowerment: People being supported and encouraged to make their own decisions and informed consent.

"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."

Prevention: It is better to take action before harm occurs.

"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."

Proportionality: The least intrusive response appropriate to the risk presented.

"I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed."

Protection: Support and representation for those in greatest need.

"I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want."

Partnership: Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

"I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me."

Accountability: Accountability and transparency in delivering safeguarding.

"I understand the role of everyone involved in my life and so do they."

Appendix 2 – Types of Abuse and Neglect Outlined in Care and Support Statutory Guidance

Physical abuse including assault, hitting, slapping, pushing, misuse of medication, restraint, and inappropriate physical sanctions

Domestic violence including psychological, physical, sexual, financial, emotional abuse, so called 'honour' based violence

Sexual abuse including rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual tasing or inuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure, sexual assault, sexual acts to which the adults has not consented or was pressured into consenting

Psychological abuse including emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, cyber bullying, isolation, unreasonable and unjustified withdrawal of services or supportive networks

Financial or material abuse including theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, the misuse or misappropriation of property, possessions or benefits

Modern slavery encompassing slavery, human trafficking, forced labour and domestic servitude, traffickers and slave masters using whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment

Discriminatory abuse including forms of harassment, slurs or similar treatment because of: race, gender and gender identity, age, disability, sexual orientation, religion

Organisational abuse including neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill-treatment. It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation.

Neglect and acts of omission including ignoring medical, emotional or physical care needs, failure to provide access to appropriate health, care and support or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating

Self-neglect covering a wide range of behaviour neglecting to care for one's personal hygiene, health or surroundings and including behaviour such as hoarding. It should be noted that self-neglect may not prompt a section 42 enquiry. An assessment should be made on a case-by-case basis. A decision on whether a response is required under safeguarding will depend on the adult's ability to protect themselves by controlling their own behaviour. There may come a point when they are no longer able to do this, without external support.

Appendix 3 – LSAB and LRSAB Membership

Joint Membership LSAB and LRSAB
Department for Work and Pensions
East Midlands Ambulance Service
East Midlands Care Association (EMCARE)
Healthwatch Leicester and Leicestershire
Leicester, Leicestershire and Rutland Integrated Care Board
Leicestershire Fire and Rescue Service
Leicestershire Partnership NHS Trust
Leicestershire Police
Probation
University Hospitals Leicester
NHS England
Care Quality Commission

Individual Membership LSAB and LRSAB	
LSAB	LRSAB
HMP Leicester	District Councils Representative*
Leicester City Council – Adult Social Care	HMP Fosse Way
Leicester City Council – Children's Social Care	HMP Gartree
Leicester City Council – Community Safety	Leicestershire County Council – Adult Social Care
Leicester City Council – Housing*	Rutland County Council – Adult Social Care
Leicester City Council – Trading Standards	Rutland County Council – Prevention & Assurance*

* Named Board members for rough sleeping

In attendance LSAB and LRSAB:
Councillors (participating observers)
Legal Advisors
Safeguarding Board Office Managers and Administrators
Work-stream leads reporting progress to the Boards
In attendance at LRSAB:
Public Health (advisor)

Appendix 4: Joint LSAB and LRSAB Governance Chart

LSAB and LRSAB
Independent Chair - Seona Douglas

Performance Subgroup (LLR)

Chair: Ruth Lake, Director Adult Social Care and Safeguarding, Leicester City Council.

Remit: Develops and oversees the Quality Assurance Framework (QAF) and undertakes the Safeguarding Adults Assurance Framework (SAAF) on behalf of the SABs.

Review Subgroups x 2

Chair LSAB: Reme Humphris, Detective Superintendent, Leicestershire Police.
Chair LRSAB: Andria Woodier , Adult Social Care, Leicestershire County Council (LRSAB).

Remit: Receives Safeguarding Adults Review (SAR) referrals and makes recommendations to the Independent Chair on behalf of the SAB. Oversees the commissioning and effective running of SARs. Considers local impact of national reviews.

Learning and Development Subgroup (LLR)

Chair: Alison Taylor-Prow, Designated Professional for Safeguarding Adults, LLR Integrated Care Board.

Remit: Facilitates multi-agency safeguarding adults training, seeks training assurance from partners, and oversees the Safeguarding Matters newsletter, the Trainers' Network,

Engagement & Communication Subgroup (LLR)

Chair: Jo Dyke, Principal Social Worker, Leicester City Council.

Remit: Engages with the citizens and communities of Leicester, Leicestershire, and Rutland around adult safeguarding.

Audit Subgroup (LLR)

Chair: Susan Callis, Head of Service for Safeguarding and Mental Health at Leicestershire County Council

Remit: Undertakes multi-agency safeguarding adults audits in line with business plan objectives.

Policy & Procedures Subgroup (LLR)

Karen Stanton, Leicestershire Police.

Remit: Oversees and updates Multi-Agency Policies and Procedures (MAPP) in line with local and national learning and legislative changes throughout the year.

VCS Safeguarding Forum (LLR)

A safeguarding forum for the Voluntary and Community Sector across Leicester, Leicestershire, and Rutland, run jointly between the Safeguarding Adults Boards and Safeguarding Children Partnerships. facilitated by LLR business managers Gary Watts and Lindsey Bampton

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