



**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**  
**11 NOVEMBER 2019**

**CONSULTATION ON THE ADULTS AND COMMUNITIES DEPARTMENT**  
**AMBITIONS AND DRAFT STRATEGY 2020-24**

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

**Purpose of report**

1. The purpose of this report is to invite members of the Committee to comment on the draft '*Delivering Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020–2024*', together with the associated consultation questionnaire.

**Policy Framework and Previous Decisions**

2. The draft Strategy 2020-24 will sit under the County Council's Strategic Plan for 2018-22 '*Working Together for the Benefit of Everyone*' and aims to set out how the Adults and Communities Department will contribute to the delivery and achievement of the Council's five strategic outcomes.
3. It will support the delivery of the County Council's statutory duties for library and heritage under the Public Libraries and Museums Act 1964 and for adult social care under the Care Act 2014. There are also national policy and statutory guidance as defined by the Department of Health and Social Care, policy requirements for the integration of health and social care, the national programme of change for Learning Disabilities, and requirements that come with the receipt of Education and Skills Funding Agency funding for adult education.
4. The draft Strategy provides a framework for policy on, investment in and delivery of services by the Department, working with its partners.
5. The Department currently has an Adult Social Care Vision and Strategy, '*Promoting Independence, Supporting Communities*'; and a Communities and Wellbeing Strategy '*Providing Less, Supporting More*'. These strategies were respectively approved by Cabinet on 5 February 2016 and 18 July 2016 and cover the period 2016 to 2020.

**Background**

6. The Department has developed a new integrated draft Strategy from 2020 to 2024, setting out the vision, ambition and purpose for its work. As part of its commitment to engagement with the citizens of Leicestershire, the Council therefore wishes to consult on the draft the document, titled *Delivering*

*Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020 – 2024*, attached as Appendix A.

7. The draft Strategy builds on the current Adult Social Care, Adult Learning and Community and Wellbeing Service strategies. It recognises the value of more closely bringing together all the Department’s work since it is fundamental to the County Council’s role in promoting wellbeing.
8. The ambition at the heart of the Strategy is to improve wellbeing for the people and communities of Leicestershire including their levels of happiness, prosperity and satisfaction with life, along with their sense of meaning, purpose and connection. It also sets out other ambitions for the Department (pages 5–6 of the Strategy) including:
  - Improved customer experience and satisfaction;
  - Promoting wellbeing through universal services;
  - Investment in social care accommodation;
  - Promoting independence;
  - Working effectively with partners.
  - Providing high quality information and advice;
  - Building a flexible, talented, motivated workforce including apprentices;
  - Seamless transition from children to adult services;
  - Improved use of technology;
9. Within this frame of wellbeing, the Strategy sets out the Department’s strategic approach for helping those at risk of or in need of support, so that they can maximise their independence. As with the current Strategy this will be through a layered approach of preventing, reducing, delaying and meeting need (page 8). The Strategy sets out what this approach will mean for people, providing a vision for each layer (from overall wellbeing to meeting need) for 2024, and the actions the Department and its partners will take to achieve this vision (pages 9-17).
10. The design and delivery of services will continue to be based on the “right” model, i.e. the right people (i.e. those who are at risk or need support to maximise their independence) are receiving the right services, at the right time, in the right place and the Council is working with the right partners (page 7).
11. The Strategy goes on to set out the already well-established approach to monitoring and managing our performance (page 18). This includes departmental monitoring of a number of performance metrics against the Adult Social Care Outcomes Framework (ASCOF), and Communities and Wellbeing metrics. Each of the ASCOF domains have been aligned to the 2016-20 Adult Social Care Strategy (Prevent, Reduce, Delay, Meet), an approach that will continue under the 2020-24 Strategy.
12. The Department is developing an Adult Social Care Quality Framework with indicators against the following domains:

- Gaining or re-gaining independence;
  - Efficiency;
  - Service user and carer feedback;
  - Service user and carer aspirations.
13. The approach will be combined with indicators for Adult Learning Services and Communities and Wellbeing, to present a comprehensive overview of delivery against the new Strategy. Other examples of performance metrics for ongoing strategic priority developments and activities within the Department relate to:
- Digital technology;
  - Health and social care integration including sustainability and transformation and transforming care;
  - Workforce sustainability;
  - Sustaining cultural services;
  - Adult learning participation;
  - Delivery of a new county records office.
14. Individual programmes and projects and their quantified indicators of success will be, as they are now, set out within the Department's annual business plan, and associated project documentation.

### **Consultation**

15. Key strategic partners including the Department's Engagement Advisory Panel have contributed to the development of the draft Strategy. Partners welcomed the use of wellbeing as an overarching layer and recognised the success of previous strategies, including the effectiveness of the strategic framework and delivery models. The consensus was that the prevent, reduce, delay and meet model is working and should continue, and the emphasis within this model of utilising personal and community strengths as the starting point is good practice.
16. On 22 November 2019, approval will be sought from Cabinet for a 14-week public consultation from 29 November 2019 to 6 March 2020, allowing additional time for the Christmas period.
17. The public consultation will involve targeted engagement with adult social care service users including those with learning disabilities, mental health issues, in older age for example with dementia and ill-health and transitioning from the County Council's services for young people. It will also actively engage people who use the Council's libraries, adult learning, museums, heritage and public record services.
18. The consultation and engagement will be promoted through a variety of methods, including social media channels. The draft consultation document is attached as Appendix B; it will be adapted into a range of formats to meet differing needs including:

- Easy Read versions of the Strategy and consultation questions;
- Accessible video describing the Strategy and how people can feed back. It will include British Sign Language, dementia friendly captioning, be scripted into plain English and will be inclusive of different learning styles. This approach was suggested by and will be co-produced with the department's Engagement Advisory Panel which is comprised of representative service users and carers;
- Strategy and consultation questions on the authority's website;
- Consultation and engagement events to reach as wide an audience as possible including at provider forums, Community Managed Libraries meetings, the Communities Summit, Parish Clerk meetings, specific service user group sessions such as dementia cafes, mental health social drop-ins and the Equalities Challenge Group.

19. Feedback from the public consultation will be analysed and where appropriate incorporated into the final Strategy.

### **Resource Implications**

20. The Strategy, incorporating the new target operating model for adult social care, will continue to ensure that the County Council makes best possible use of its resources. It will also focus attention on driving improved customer experience through the most appropriate targeting of resources. We will maintain the sustainability of services whilst ensuring the best outcomes for people using the inherent strengths of people and communities.
21. There is a small cost associated with the consultation, and provision of information about the Strategy in a range of accessible formats such as easy-read and a proposed video. This will be met from existing Adults and Communities budgets.
22. The Strategy will set the direction for the development of policy, strategic priorities, demand management and resource allocation during the four-year period. It will provide the context within which budgets are drawn up and presented through the Medium Term Financial Strategy.

### **Timetable for Decisions**

23. The draft Strategy will be presented to Cabinet on the 22 November 2019 seeking approval to the 14 week public consultation from the 29 November 2019 to 6 March 2020. If approved, the Committee will be consulted as part of the consultation process at its meeting on the 20 January 2020.
24. The outcome of the consultation will be reported back to this Committee on 8 June 2020, with a view to the final Strategy being approved by Cabinet on 23 June 2020.

## **Conclusions**

25. The Committee's discussion and comments on the draft Strategy and consultation process will inform the approach to the public consultation and help the Department to shape its final Strategy.

## **Background papers**

Working Together for the Benefit of Everyone: Leicestershire County Council's Strategic Plan 2018-22

<https://bit.ly/32WcrCq>

Promoting Independence, Supporting Communities: Our Vision and Strategy for Adult Social Care 2016 – 2020

<https://bit.ly/2paQ5OZ>

Providing Less, Supporting More: Our Vision and Strategy for Communities and Wellbeing

<https://bit.ly/349UdgU>

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

26. None

## **Equality and Human Rights Implications**

27. An Equalities and Human Rights Impact Assessment (EHRIA) screening has been produced, attached as Appendix C. This will be a benchmark for the impact of the Strategy on the people and communities of Leicestershire, including users of adult social care services. The screening concludes that the Strategy is expected to have a positive impact. Despite this, a full EHRIA will be produced following the closure of the public consultation to ensure that the Strategy identifies any areas of differential impact for those with protected characteristics, and where future actions need to be targeted.

## **Other Relevant Impact Assessments**

### **Environmental Impact**

28. The County Council declared a Climate Emergency at its meeting of 15 May 2019. As a major service delivery and commissioning department, Adults and Communities contributes to carbon emissions through its operations, and through the services of its contracted providers.
29. The Department will consider how the impact of its operations can be mitigated through the Strategy and has developed an action plan which will:
- Reduce the amount of waste produced;
  - Increase the level of recycling;
  - Reduce the amount of paper used;

- Reduce business mileage;
- Increasing the number of staff that have completed environmental awareness e-learning;
- Implement mitigation measures identified in the corporate climate change risk register;
- Identify work required with contracted providers to reduce their environmental impact.

### Partnership Working

30. Delivery of the Strategy will require the Department to maintain and develop effective working relationships with a range of partners including but not limited to colleagues across all other County Council departments, community libraries, cultural organisations, voluntary and community groups, NHS, District Councils, Leicester City and Rutland Councils, blue light services, and social care service providers. All partners will be consulted on the draft Strategy; the department has arrangements in place for the ongoing strategic management of these relationships.

### Risks

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

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**Appendices**

- Appendix A - Draft of Delivering Wellbeing and Opportunities: Adults and Communities Department Ambitions and Strategy for 2020 – 2024;
- Appendix B - Draft consultation document;
- Appendix C - EHRIA.

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