



CABINET – 22 NOVEMBER 2019

**DELIVERING WELLBEING AND OPPORTUNITY IN
LEICESTERSHIRE: ADULTS AND COMMUNITIES DEPARTMENT
AMBITIONS AND STRATEGY 2020-24 – PERMISSION TO CONSULT**

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

PART A

Purpose of the Report

- 1 The purpose of this report is to seek the Cabinet's approval to consult on the draft '*Delivering Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020–2024*'.

Recommendations

- 2 It is recommended that:
 - a) The draft '*Delivering Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020–2024*' (attached as Appendix A to this report), and the associated consultation document (attached as Appendix B) be approved for consultation;
 - b) A further report be submitted to the Cabinet in summer 2020 presenting the outcome of the consultation and the final Strategy for approval.

Reasons for Recommendations

- 3 The Director of Adults and Communities requires the Cabinet's permission to undertake a formal consultation exercise on the ambitions and Strategy for adult social care, library, museums and heritage, and adult learning service delivery in the coming four-year period.
- 4 The draft Strategy for 2020-24 has been developed to fulfil statutory duties and provide a basis for the Adult and Communities Department's vision, planning, commissioning and delivery of services up until 2024.
- 5 The views of service users and other stakeholders are necessary to inform the Department's future approach and to determine how this can be best achieved through the provision and commissioning of services.

Timetable for Decisions (including Scrutiny)

- 6 Subject to the Cabinet's approval a 14-week public consultation will run from the 16 December 2019 to 22 March 2020.
- 7 The Adults and Communities Overview and Scrutiny Committee considered the draft Strategy at its meeting on the 11 November and was supportive of the approach. Its comments will be reported to the Cabinet.
- 8 The outcome of the consultation will be reported to the Adults and Communities Scrutiny Committee on 8 June 2020, with a view to the final Strategy being approved by the Cabinet on 23 June 2019.

Policy Framework and Previous Decisions

- 9 The draft Strategy 2020-24 will align to 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.
- 10 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.
- 11 The draft Strategy provides a framework for policy on, investment in and delivery of services by the Department, working with its partners.
- 12 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.
- 13 The Adults and Communities Overview and Scrutiny Committee discussed and commented on the draft Strategy and consultation process at its meeting on the 11 November. The Committee's was supportive of the proposals; its comments will be reported to the Cabinet and taken into account alongside responses during the formal consultation period.

Resources Implications

- 14 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. The Department will

maintain the sustainability of services whilst ensuring the best outcomes for people using the inherent strengths of people and communities.

- 15 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 dedicated video. This cost will be met from existing Adults and Communities budgets.
- 16 The Strategy will set the direction for the development of policy, strategic priorities, demand management and resource allocation in the department during the four-year period. It will provide the context within which budgets are produced and presented through the Medium Term Financial Strategy.
- 17 The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Circulation under the Local Issues Alert Procedure

- 18 This report will be circulated to all Members of the County Council.

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PART B**Background**

- 19 The Adults and Communities Department has developed a new integrated draft Strategy from 2020 to 2024, setting out the vision and ambition for its services. As part of its commitment to engagement with the citizens of Leicestershire, the Council therefore wishes to consult on the draft document, titled *Delivering Wellbeing and Opportunity in Leicestershire: Adults and Communities Department Ambitions and Strategy for 2020 – 2024*, attached as Appendix A to this report.
- 20 The draft Strategy builds on the current Adult Social Care, Adult Learning and Community and Wellbeing Service strategies. It recognises the value of bringing together all the Department’s work into a single Strategy which recognises the County Council’s role in promoting wellbeing.
- 21 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;
- 22 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 Strategies 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), and the actions the Department and its partners will take to achieve this vision (pages 9-17).
- 23 The design and delivery of services will continue to be based on the “right” model, to ensure 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).
- 24 The Strategy goes on to set out the already well-established approach to monitoring and managing 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.

- 25 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.
- 26 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.
- 27 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

- 28 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.
- 29 Subject to the Cabinet's approval a 14-week public consultation will run from 16 December 2019 to 22 March 2020, allowing time for Christmas and New Year.
- 30 The public consultation will involve targeted engagement with adult social care service users including those with learning disabilities, mental health issues, older adults and those 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.
- 31 The consultation and engagement will be promoted through a variety of methods, including social media channels, and media suitable for those not able

to use the internet. 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.

- 32 Feedback from the public consultation will be analysed and where appropriate incorporated into the final Strategy.
- 33 The Adults and Communities Overview and Scrutiny Committee discussed the draft Strategy at its meeting on 11 November 2019 and will receive a further report on the outcome of the consultation prior to seeking Cabinet approval.

Equality and Human Rights Implications

- 34 An Equalities and Human Rights Impact Assessment (EHRIA) screening has been produced. 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 end 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.

Environmental Impact

- 35 The County Council declared a Climate Emergency at its meeting on 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.
- 36 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;
 - Increase 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

37 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

38 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.

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/349UdqU>

Report to Adults and Communities Overview and Scrutiny Committee: 11 November 2019 – Consultation on the Adults and Communities Department Ambitions and Draft Strategy 2020-24 –

http://politics.leics.gov.uk/documents/s149258/Final_Draft%20AC%20Strategy%202020-24.pdf

Appendices

Appendix A - Draft Delivering Wellbeing and Opportunity: Adults and Communities Department Ambitions and Strategy for 2020 – 2024.

Appendix B - Draft consultation document.

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