



**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**  
**2 SEPTEMBER 2024**

**LEICESTERSHIRE COUNTY COUNCIL ADULT SOCIAL CARE**  
**REGULATED SERVICES**

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

**Purpose of the Report**

1. The purpose of this report is to provide the Committee with an overview of the Adults and Communities Department's in-house provision of services which are required to be regulated and inspected by the Care Quality Commission (CQC).

**Policy Framework and Previous Decisions**

2. On 20 July 2021, the Cabinet agreed that:
  - i) The refurbished facilities at The Trees in Hinckley be used for the provision of short breaks, taking the total number of beds at the site to 12;
  - ii) The Smith Crescent facility in Coalville be closed as a place for the provision of short breaks;
  - iii) Alternative provision for existing users of the short break services at the Smith Crescent facility, tailored for each individual, be provided at one of the other in-house short breaks facilities at Hinckley, Melton Mowbray and Wigston;
  - iv) The proposal for a replacement short breaks facility at the Cropston Drive site in Coalville, previously agreed in 2019, be withdrawn as it was not possible to achieve an economically viable development, and the existing demand could be accommodated within the remaining Short Breaks Services;
  - v) Revised development proposals for the Cropston Drive site in Coalville are now developed for future consideration by the Cabinet.
3. On 14 December 2021, the Cabinet agreed changes to the Council's in-house Community Life Choices (CLC) services as follows:
  - i) The in-house short breaks services integrate a CLC offer as part of people's short breaks stay at the existing facilities in Melton Mowbray, Wigston and Hinckley;
  - ii) The services for adults currently providing long-term maintenance CLC packages to be closed to new referrals and appropriate alternative provision be sourced for existing service users via the CLC Framework;
  - iii) All in-house CLC services for adults providing long term maintenance CLC packages to cease, and such services to be provided in future through the CLC Framework.

4. Services highlighted in this report contribute to both the County Council's Strategic Plan and Adult and Communities Department 2020-2024 '*Delivering Wellbeing and Opportunity in Leicestershire*' Strategy, with associated Medium Term Financial Strategy savings targets.

### **Current In-House Services**

5. The Council directly provides the following adult social care services which are all registered and regulated by the CQC:
- Melton Short Breaks, Melton Mowbray;
  - Melton Supported Living, Melton Mowbray;
  - The Trees Short Breaks, Hinckley;
  - Carlton Drive Short Breaks, Wigston;
  - Waterlees Court Supported Living, Wigston;
  - Smith Crescent Supported Living, Coalville;
  - Leicestershire Shared Lives Scheme;
  - Homecare Assessment and Reablement Team (HART).

### **Short Breaks Services**

6. The Council directly manages and delivers overnight respite/short breaks and supported living services in the County for adults with autism and profound and multiple learning disabilities. The in-house workforce is trained in supporting people requiring positive behaviour support; and administer a number of health-delegated tasks that are pertinent to the persons health and wellbeing. The services also provide an urgent response in cases of adult safeguarding and breakdown in community based care packages.
7. The accommodation is purpose-built offering level access throughout. All locations offer single occupancy bedrooms, with most rooms providing ensuite facilities. The accommodation is suitably adapted for wheelchair access and maintains specialist equipment on site such as profile beds, ceiling track hoists to assist with the transfer of people who are non-weight bearing, and multi-sensory environments for stimuli, therapeutic interventions and relaxation. Facilities include the provision of specialist baths and shower facilities and equipment such as changing spaces/beds and shower chairs.

### **Service Performance, Risks and Issues**

8. Below is the short breaks bed utilisation for the period 2023/24:

<b>Name of Service</b>	<b>Number of beds available</b>	<b>Number of people registered to access the service</b>	<b>Total number of bed nights occupied in 2023/24</b>
<b>Melton Short Breaks</b>	5	28	940
<b>Carlton Drive Short Breaks</b>	7	49	1,427
<b>The Trees Short Breaks</b>	12	47	1,361

9. The occupancy levels within Short Breaks Services have not fully recovered post the COVID pandemic. One of the main factors limiting occupancy is sufficient staffing. Recruitment at The Trees and Melton Short Breaks has proved to be difficult and has impacted occupancy rates, a full complement of skilled staff is required to run a safe service. There has been an increase in the deployment of temporary agency staff.
10. Melton is a rural area and has limited transport infrastructure in and out of the town making it less accessible for staff who do not drive. There has also been an increase in the number of residential care homes in the area predominantly supporting older people making the market for employee's very competitive in offering choice.
11. All of our in-house short break's services predominantly offer part time contracts due to the shift patterns on offer which include working on weekends, public holidays, unsocial hours, this is not always appealing to candidates who are looking for full time contracts and/or have other personal commitments.
12. The service locations and current CQC rating for the Council's Short Breaks Services are:

<b>Service and location</b>	<b>CQC rating</b>	<b>Date of last inspection</b>
<b>Melton Short Breaks Victor Avenue, Melton Mowbray</b>	Requires Improvement	15 November 2023
<b>The Trees Short Breaks Service Deveron Way, Hinckley</b>	Good	25 October 2017
<b>Carlton Drive Short Breaks Service Carlton Drive, Wigston</b>	Good	14 October 2019

13. There is no set schedule for CQC inspections to take place.
14. Melton Short Breaks was inspected by the CQC in November 2023. The regulator highlighted some cause for concern and reported regulatory breaches. The Council has acted to address the issues, with a detailed action plan being produced that provides the activity and response to address the CQC's findings. A summary is given in the table below:

<b>Regulatory element not being met</b>	<b>Summary of actions taken</b>
<b>Regulation 11 Need for consent - The provider failed to clearly record people's mental capacity, and to ensure that relevant best interest decisions were completed</b>	<ul style="list-style-type: none"> <li>• All service staff continue to undertake refresher training in Mental Capacity Act/Best Interest Decisions.</li> <li>• The Council has developed a comprehensive bespoke training programme in regard to Mental Capacity and Liberty Safeguards training for Managers.</li> <li>• The service has adopted the Council's Mental Capacity Act Practice Guidance.</li> </ul>

	<ul style="list-style-type: none"> <li>As good practice, staff will be appraised on the principles of the Care Act to ascertain a wider understanding of the care system and objectives.</li> </ul>
<b>Regulation 12</b> <b>Safe care and treatment – The provider failed to ensure the proper and safe management of medicines</b>	<ul style="list-style-type: none"> <li>The service has conducted a full review of its Medication Pathway and Procedure.</li> <li>New systems training is being implemented at the service which will improve the safe management of medication and accountability.</li> <li>Investment in securing a permanent medication room, designated for the sole purpose of improving medication management and safety, organisation, and mitigating risks.</li> </ul>
<b>Regulation 13</b> <b>Safeguarding service users from abuse and improper treatment – Staff were not aware of their responsibilities to prevent, identify and report abuse</b>	<ul style="list-style-type: none"> <li>Safeguarding training is being refreshed for staff as good practice to update and improve knowledge, understanding in this subject and how to raise any matters of concern.</li> <li>Enhanced training and deployment of train the trainer programme in safeguarding at the service.</li> <li>All staff have completed learning in relation to the Whistleblowing Policy and Procedure and escalation reporting processes.</li> </ul>
<b>Regulation 18</b> <b>Staffing – The provider failed to ensure staff received sufficient training and support</b>	<ul style="list-style-type: none"> <li>Full review of all mandatory and required staff training at the service.</li> <li>Refresher training in Equality, Diversity and Inclusion will be completed at the service.</li> <li>The service action plan is to review the care and support needs of all service users and this will incorporate principles of inclusivity and personalisation.</li> <li>Food hygiene and safety training and systems are being reviewed to ensure effective delivery and handling of food.</li> </ul>

15. The service continues in making improvements in the safe delivery of services and is ensuring that learning and improvements identified are implemented across all in-house provided short breaks and supported living services.

#### Feedback from those who access in-house Short Breaks Services

16. Below is some of the feedback received from parents, carers, commissioners and individuals who have received support from Short Breaks Services:
- “each time (*name*) stays he picks up extra skills, just little things mainly, but for him that’s a big deal in such a short period of time. It makes me feel better about his eventual transition from home to his own accommodation”.
  - “Just wanted to say thanks for giving (*name*) such a lovely time the last week. She really does love it and us knowing that makes such a massive difference to us as a family and lets us give the other two kids a holiday they wouldn’t normally get”.
  - “(*name*’s) improvement has been remarkable thanks to the people who have worked with (*name*) this year. we appreciate all you have done”.
  - “Its been amazing and lovely, I’ve had amazing dinners. (*Staff name*), she makes me smile, I am very happy I get my own key”.
  - “Our two sons find change and new settings difficult due to their autism. We have found the staff at The Trees to be very friendly, very helpful and very

accommodating towards us all as a family. We are grateful for all their patience and support”.

- f) “I wish to give recognition and positive feedback to all staff at The Trees who supported (*name*) during a difficult time in his life. From an adult social care perspective, working in partnership with The Trees has been a positive and productive experience. I have found staff to be knowledgeable, proactive and responsive in the face of adverse circumstances for (*name*). Their commitment to minimising (*name*’s) emotional distress has ensued a smooth transition for (*name*)”.

### **Supported Living Services**

17. The Council’s Supported Living Services provide domiciliary support for people who have learning disabilities in shared accommodation who reside with a tenancy agreement in various properties and locations in Leicestershire. Facilities are a mix of both purpose-built accommodation and traditional semi-detached/terrace housing, owned and managed by a social landlord.

### **Service Performance, Risks and Issues**

18. Recruitment at the Melton Supported Living service has proved to be difficult.
19. All of the Council’s in-house supported living services predominantly offer part time contracts due to the shift patterns on offer which include working on weekends, public holidays, unsocial hours, this is not always appealing to candidates who are looking for full time contracts and/or have other personal commitments.
20. Recruitment from overseas has been considered as an approach to increase the number of available staff for each service however the income threshold required for sponsorship is not met for support worker roles.
21. As the Council has nomination rights for the in-house supported living services in particular for Melton Supported Living and Waterlees Court; a void charge/fee can be applied by the Social Landlord to the Council for vacant rooms which is equivalent to the rent rate. The in-house supported living services utilise the Council’s Supported Living Pathway to minimise risk and ensure that suitable individuals are referred to the service.
22. The service locations, size and current CQC rating for the Council’s Supported Living Services are as follows:

<b>Service and location</b>	<b>Number of beds available</b>	<b>CQC rating</b>	<b>Date of last inspection</b>
<b>Melton Supported Living Service, Victor Avenue/ Halifax Drive, Melton Mowbray</b>	13	Good	28 May 2019
<b>Waterlees Court, Support Living Service Aylestone Lane, Wigston</b>	15	Good	27 February 2023
<b>Smith Crescent Supported Living Service, Coalville</b>	8	Good	13 November 2018*

<b>Cossington Road, Sileby and Frederick Street, Loughborough</b>			
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\* A review of the information and data available to CQC about this service was undertaken on 25 April 2023. The CQC did not find evidence that it needed to reassess the rating at that stage.

### Feedback from those who access the in-house Supported Living Services

23. Below is some of the feedback received from parents, carers, and individuals who have received support from Supported Living Services:
- a) "You have provided (*name*) with sanctuary, hospitality, food, comfort, joy, reassurance, compassion, love. You have respected his dignity and supported his right to live as independent a life as possible".
  - b) "I live here to become independent. Waterlees helps me learn things for my future".
  - c) "I would like to thank staff for all their care in dealing with (*name*) when suffering with a heart attack for their quick response and support to family.
  - d) "I never did any cooking, I now can peel potatoes and cut salad because staff showed me".
  - e) "I feel safe and like to go out alone, I'm independent".

### Shared Lives Scheme

24. Leicestershire Shared Lives Scheme provides the person with a personalised service, maintaining autonomy, and living independently in their community. This could be through living with someone else in a supportive arrangement and/or receiving day or respite provision, normally from the Shared Lives carer's home. This can be an alternative service to living in a care home and or supported living. The Shared Lives carers are self-employed and are paid for the support they provide.
25. The Leicestershire Shared Lives Scheme is a well-established scheme and celebrated its sapphire birthday in 2023. The service fosters good relations with regional/national links, Shared Lives Plus and its stakeholders including the Council's Transitions Services. Currently, there are 78 Shared Lives carers registered with the scheme accommodating 42 individuals in long-term living arrangements, supporting approximately 60 individuals with respite arrangements throughout the year, and supporting 48 individuals with day opportunities.
26. The Scheme provides services to the following people:
- older persons living with dementia;
  - young persons in transition from foster care;
  - persons with a learning disability or physical impairment;
  - persons living with mental health needs;
  - persons who are leaving hospital but are not quite ready to go home.

### Service Performance, Risks and Issues

27. The Scheme continues to recruit, promote and increase its pool of registered Shared Lives carers for long-term, respite and day service provision.

28. The service has secured a grant from the Accelerating Reform Fund and is joint working with other regional schemes in developing the service provision, delivery and growth opportunities particularly increasing our pool diverse communities.
29. The CQC last inspected the service on 31 January 2019, and the current rating is 'Good'. A review of the information and data available to CQC about the Shared Lives Scheme was undertaken on 14 December 2022. The CQC did not find evidence that it needed to reassess the rating at that stage.

#### Feedback from those who access the Leicestershire Shared Lives Scheme

30. Below is some of the feedback received from Shared Lives carers, and individuals who have received support from the Scheme:
  - a) \_“(name) is finding the Shared Lives day service and respite very beneficial. It is giving him a setting that he feels at home with to socialise with friends of his own age, enjoy their company and share experiences with them. The three young men work well together, helping with the gardening and cooking, changing beds, shopping and preparing their lunch and evening meals, if staying over. (name) understands the need for maintaining the property, doing odd jobs around the house and is using skills he has acquired from College and the WHM in order to do this. (name) is enjoying his respite from us”
  - b) "This is an extremely valuable, worthwhile and satisfying career and since becoming a Shared Lives Carer my stress level has reduced"
  - c) “I love to spend time with (SHL Carer) she helps me and listens to my worries”
  - d) “I like to go to (SHL Carer) we have a good chat together and I am looking forward to our Christmas festivities planning”
  - e) “I feel really comfy at my carers home”
  - f) (name), previously homeless: (name) states how much he enjoyed living with (SHL Carers) and family and that he would like to stay. He said he feels safe.

#### Homecare Assessment and Reablement Team

31. The Council's HART service is designed to help individuals develop the confidence and skills they need to live as independently as they can at home and in their local community. The service also provides urgent short-term support for people experiencing an immediate need for social care without which they would be at risk of hospital admission due to further deterioration, or a possible admission to a care home.
32. The team works closely with other professionals and agencies who may be involved in the person's care including Community Health, physiotherapists, and nursing staff, this is via a daily Multi-Disciplinary Team approach. The service is non-chargeable for up to six weeks, although the average duration of the support provided is approximately two weeks.
33. The service has two main areas of focus: reablement support and short-term urgent support.

### Reablement support

34. This is short-term support in the person's home to help them regain their independence and get back to managing practical aspects of day-to-day living. This may include:
- Personal care such as washing and dressing;
  - Preparing food and drink;
  - Helping the person get around their home.
35. Following completion of reablement support, the team will complete individual assessments for ongoing need and commission services as appropriate. The team will also make onward referrals to other relevant services, for example, care technology, and will also consider any informal carer impacts and complete associated assessments accordingly. The service will also ensure that where people have requirements for ongoing support they are made aware of charges and ensure financial assessments are requested for completion.

### Short-term urgent support

36. The HART team provides an intensive short-term personal care and reablement service for people who are at high risk of deterioration and require urgent social care support to help them remain independent and living at home. This service is available for up to 72 hours and focuses on:
- Supporting people in the most effective way during a period of crisis;
  - Helping people avoid admission to hospital or a care home;
  - Providing safe and well checks for people who are frail or at risk, to reassure them if they have become confused or distressed;
  - Helping individuals return home from hospital quickly by providing reablement to help them restore their health, wellbeing, and independence;
  - Providing out of hours support to meet urgent need due to a crisis at home or care breakdown;
  - Supporting people with urgent nutritional needs in an emergency.

### HART Performance

37. On average, HART commences circa 100 new packages of reablement support per week. Reablement is a key element in managing demand for adult social care and performs well against national Adult Social Care Outcomes Framework (ASCOF) indicators:

- ASCOF2A: Percentage of New Clients who received Reablement Services where no further request was made for ongoing support (current calendar year):

<b>Month (2024)</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
Leicestershire %	89.6	89.5	89.6	90.7	89.8	89.6
National Average %	77.5	77.5	77.5	77.5	77.5	77.5

- ASCOF2D: Proportion of older people (65 and over) who are still at home 91 days after discharge from hospital into reablement / rehabilitation services (current calendar year):



Month (2024)	Jan	Feb	Mar	Apr	May	Jun
Leicestershire %	89.1	89.3	88.4	87.3	88.1	89.9
National Average %	82.3	82.3	82.3	82.3	82.3	82.3

38. The service is registered with CQC and was last inspected 11 December 2019. The service is currently rated as 'Good'. A review of the information and data available to CQC about HART was undertaken on 6 July 2023. The CQC did not find evidence that it needed to reassess the rating at that stage.

### **HART Service Developments**

39. HART was part of the Adult Social Care Target Operating Model work to increase productivity and flow within the service and provide a clear framework for performance targets, these changes are embedded within the service. To further support and embed this work, the service has recently been reviewed and restructure to ensure that it continues to maximise resource activity and effectiveness.
40. This work included combining HART and the former HART urgent support function of the Crisis Response Service (CRS) into a single structure to maximise flexibility and reduce travel time and mileage. Consequently, the service also aims to reduce its carbon footprint accordingly.
41. Also included within the recent restructure was additional service capacity, funded through the Discharge Grant. This funding aims to support local authorities to build additional adult social care and community-based capacity to reduce hospital discharge delays. This is currently temporary funding, with further updates awaited given the recent change in government.
42. This has resulted in increased weekly reablement new starts – the April to July 2023 average was 79.71, with April to July 2024 rising to 98.76. It should be noted that although additional capacity has been funded, challenges around recruitment into the direct social care sector remain and there continue to be vacant posts within the service.
43. Further analysis of the service, including performance, is due to be undertaken to ensure it is as effective as possible and whether there is scope for further investment to improve outcomes.

### **Feedback from those who have received support from HART**

44. Below are some case vignettes from those who have received support from the HART Service:
- a) Rose was referred to the HART Service by a member of the mental health team, which had been providing support to her. Rose is a 61-year-old woman who lived alone and had been experiencing symptoms related to depression. Rose reported that she was finding life a real challenge and at the time HART became involved she indicated that she did not feel she could wash herself or cook a meal, as she described herself as feeling really depressed. Rose also has a Stoma and it remains very important that she is able to keep herself and her environment hygienic.

Rose was struggling to maintain her personal hygiene, Rose stated that she had not had a shower since discharge from hospital in December 2023 she was reluctant to have a shower due to fear of falling. The HART service provided a morning care call, to assist Rose to work towards her goals. HART agreed the goals with Rose set goals and encouraged Rose to regain her confidence and independence. The HART service work with Rose for 3 weeks, Rose left the service with no onward package of care as Rose was confident and able to do all tasks herself.

Feedback received from Rose - All the carers were kind and compassionate. They all introduced themselves and helped me to shower. I felt safe at all times and never felt rushed. Overall I feel it was a very positive experience and I achieved the aim of improving my confidence to shower alone.

- b) Maggie is an 80 years old woman who had total left knee replacement. Prior to discharge from hospital, staff made referral to adult social care as Maggie needed support with personal care including washing and dressing, it was identified that Maggie was unable to do these tasks independently. The initial request from the hospital team was a request to support Maggie with two care calls a day. The HART services provided a period of reablement for three weeks. Maggie left the service with no onward package of care as Maggie was confident and able to do all tasks herself.

Feedback received from Maggie - What do I say about the HART team? First of all, let me say that all the staff that visited me were so nice. Every person who came into my house were wonderful. They couldn't do enough for me. What a brilliant team you have! Thank you so much. You were all great!

### **Resource Implications**

45. The following Medium Term Financial Strategy (MTFS) savings have been achieved relating to the services covered in this report:
- i) AC7 2023/24 – Review of Direct Services/Day Services/Short Breaks. Savings target of £430,000.
  - ii) AC18 2023/24 – Reprovision of in-house day services. Savings target of £300,000.
  - iii) AC16 2023/24 – Improving outcomes from homecare assessment and reablement team (HART)/(CRS). Savings target of £230,000.
  - iv) AC17 2023/24 – Alignment of HART/CRS services. Savings target of £230,000.
46. A further savings target is on track to be achieved:
- v) AC10 2024/25 – Improving outcomes from HART/CRS. Savings target of £1.27million (the total is £1.5million, which includes the previously achieved £230,000 in 2023/24).

47. Recruitment and retention of staff working in the direct care sector remains challenging, with the Council continuing to advertise a significant number of vacant posts. These include continuous recruitment of staff into the services.
48. A review is being undertaken of both the Short Breaks and Supported Living Services as part of the cross-departmental Prevention Review and departmental medium term financial planning. The reviews are expected to report before the end of the year.
49. The Short Breaks Service review will consider the current utilisation of short breaks services, potential provision of services to children and young people, the availability of external provision, the relative costs and benefits of the in-house service compared to external provision and the opportunity to increase income.
50. The Supported Living Services review will consider the costs and benefits of in-house service compared to external market provision and whether the Council should seek to operate in particular market segments

### **Background Papers**

- Report to the Cabinet: 20 July 2021- Provision of Short Breaks and Supported Living Services <https://democracy.leics.gov.uk/ieListDocuments.aspx?MIId=6445> – item 32
- Report to the Cabinet: 14 December 2021 – Provision of In-House Community Life Choices Services (Day Services) - <https://democracy.leics.gov.uk/ieListDocuments.aspx?MIId=6449> – item 87
- Leicestershire County Council Strategic Plan 2022-26
- Delivering Wellbeing and opportunity in Leicestershire – Adults and Communities Department Ambitions and Strategy for 2020-24

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

51. None.

### **Equality Implications**

52. There are no equality implications arising from this report.

### **Human Rights Implications**

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

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