

Adults and Communities Draft Strategy:

Foreword

We are delighted to present Leicestershire County Council’s Adult and Communities strategy. We are ambitious in our vision to deliver wellbeing and opportunity in Leicestershire and ensure that all adults living in Leicestershire, lead active, independent, and fulfilling lives.

Our focus on wellbeing and prevention is reflected in how we plan and deliver flexible and responsive adult social care and community wellbeing services. We endeavour to deliver person-centred and strength-based care, and have a strong commitment to equalities, diversity, and inclusion, striving to improve outcomes for people who are likely to experience inequalities.

Partnership-working is integral to the delivery of our priorities and as such we collaborate with partner agencies, including to jointly-commission services where this improves outcomes for people. We regularly communicate with and support providers to identify and mitigate any risks, assure the sufficiency of the care market, and continuously improve the quality of care.

Co-production is imperative to ensuring that our services reflect and address the views and experiences of our residents, and we are keen to embed it as an integral part of our service design and delivery. Feedback from people who receive our services tells us what we are doing well, and where, and how services could improve. We will continue to adopt new ways to engage with people in our communities and those who draw on our services.

We want people to be able to live their best lives and will support people through participation in their communities; through spiritual and cultural activities; through learning and skill development; and through the provision of services to gain, regain and maintain people’s independence.

Key to this ambition is to ensure we deliver the right services, in the right place, at the right time, and to ensure we deliver the best value to local people through cost effective support and continuous improvement

As leaders, we continue to champion our culture, heritage, learning and adult social care services to ensure that services support the best outcomes for people in Leicestershire.

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Glossary

[Glossary to be added following the work of the Plain English Group \(users of services who have reviewed the strategy language 22.10.2024\)](#)

Introduction

This is the 2025 to 2029 strategy for the Adults and Communities Department, Leicestershire County Council (LCC). It details the ambitions, aims and goals of the department to inform future business planning.

The Adults and Communities Department covers a wide range of service areas who work collectively to deliver Wellbeing and Opportunity to the people of Leicestershire. These are:

Culture Leicestershire: Covers Leicestershire’s Libraries; Museums and Heritage; Collections and Learning and Cultural Participation services. These are delivered across the county from over 56 venues, community spaces and own home or care settings. Where services are provided, the commitment is to be as cost and energy efficient as possible, using renewable energy sources and supporting biodiversity.

Services are delivered by a paid workforce and a range of volunteers that enhance and extend the offer. Together they provide services that contribute significantly to improving people's health and wellbeing whilst supporting community cohesion and building resilience.

Culture Leicestershire aims to create space to spark imagination, celebrate communities and enhance wellbeing. They also work to the Investment Principles set by Arts Council England: Dynamism, Ambition & Quality; Environmental Responsibility; Inclusivity & Relevance .

Adult Learning Service: Uses education as a vehicle for social mobility to improve life chances.

LCC's Adult learning courses not only improve educational attainment but support the development of skills required for work and career progression *and* skills and knowledge required to support self-care and resilience. The service contributes to the local economy through income generated when providing its courses and also from recent learners who secure paid employment.

In collaboration with regional partners, including voluntary organisations and further education colleges, the service offers learning around the following key themes:

Improving essential skills - English, English for Speakers of Other Languages(ESOL), Mathematics and Digital; Engagement and/or Building Confidence; Preparation for Employment; Career Progression; Preparation for Further Learning; Promoting Health and Wellbeing; Equipping Parents/Carers to Support Children's Learning and Developing Stronger Communities.

Our Adult Learning Service is guided by the Ofsted Education Inspection Framework. All our programmes are *learner centred* and tailored to individual needs.

Adult Social Care: Promotes, supports and maintains the independence of people in Leicestershire.

Adult Social Care wants every person in Leicestershire to live in the place they call home, with the people and things that they love, in communities where they look out for one another, doing the things that matter to them.

To achieve this aim, they will provide:

Quality information provision – providing access to guidance, advice and support to enable people to live well and make best use of their local resources.

Assessments and support – assessing need, working together with the person, their family, friends and networks to build the best support.

Living independently at home – this could be through adaptations, short-term care, care technology equipment or paid and non-paid support.

Supported accommodation – this could be a Care Home, Supported Living or Extra-Care, providing an environment suitable to meet someone's ongoing care and support needs.

Supporting carers – assessing the needs of those in a caring role and providing information, guidance and support.

Protecting adults at risk – through our functions of Safeguarding; Deprivation of Liberty Safeguards; Advocacy and Voluntary services; Mental Capacity and Mental Health Act duties, we will work to

keep people safe and well. We are committed to improving practice and outcomes by positively and proactively seeking feedback from people who have had need to call on our services or received safeguarding interventions.

Commissioning and Quality – ensuring Adult Social Care services are safe and meet the needs of the public.

Adult Social Care Finance - provide a consistent and fair framework for everyone receiving adult care services following an assessment of their individual care needs and of their individual financial circumstances.

Our Values

As a Local Authority, we have adopted the following core values and are committed to delivering these, in all that we do.



Our Values

Positivity – we find the best way to get things done and aspire to be the best we can be. We deliver quality services and inspire others to deliver results

Trust and respect – we take ownership and accountability for our actions. We value diversity. We are inclusive and listen to the views of others

Flexibility – we adapt to support the needs of the business. We work creatively, collaboratively and support our colleagues

Openness and transparency – we are honest with the people we work with and serve. We share information and communicate clearly.

Delivering the aims and outcomes of this strategy will also support the delivery of Leicestershire County Council's Strategic Plan.

How we have come to the outcomes in this strategy

This strategy has been developed through the process of co-production and engagement with the public we serve; our providers of services, our colleagues who work with us and our partners. Along with reviewing the progress made in our previous strategy, we have used local data and our statutory requirements to inform our vision, ambitions and aims.

We have taken learning from the challenges of the last strategy period and recognise some may continue. We aim for this strategy to be responsive to the current and future challenges whilst driving progress and success.

We have reviewed our demographic data. The population of Leicestershire aged 18 or over is expected to reach 614,970 by 2028, an increase of 4.4% from the mid-year estimate in 2023. This includes a 10.6% increase of people aged 65 or over - an additional 16,300 people compared with 2023. Furthermore, the population aged 85 or over is also expected to grow by 10.4% by 2028 and by 33.3% by 2032 (an extra 6,650 people in this age-group).

With the increases in population and the expected impact this will have on service demand, we will ensure we use all available resources to meet the outcomes of the public and this strategy, whilst delivering on costs.

Mission Statement

As a department and with people who use our services, we concluded the following statement still identifies what we are trying to achieve:

Adults and Communities - Delivering wellbeing and opportunity in Leicestershire

Ambitions

Our overall ambition is to promote the wellbeing and independence of the people of Leicestershire. This may be through our universal service offers, which include our libraries, museums or cultural participation or through our Adult Learning and Adult Social Care.

Promoting independence is also at the heart of what we aim to achieve and partnership working will lead to this success. We will work with our partners, such as Public Health, The Integrated Care Boards (ICB's) and the charity and voluntary sector, along with the strengths that people have in their local communities and networks, to keep people as independent as possible.

Through learning offers from our Adult Learning Service and information from our libraries, people can be educated to overcome barriers to retain their independence and those with a sudden need for Adult Social Care can be supported by our short-term care teams.

The key to promoting independence is understanding what people need. Across the department, we will focus on co-production, co-design and engagement with the people of Leicestershire and our partners to design and deliver the most effective services to meet people's needs.

We will review and make improvements around our customer experience and satisfaction. When people feedback to us, whether this is through our Annual Adult Social Care surveys or through our comments, compliments and complaints procedures, we will address areas where we can make improvements.

As digital advancements become more accessible to more people in Leicestershire, we will make improvements to how people access information and interact with our services. This includes the use of new and improved technology, where appropriate, to meet a care need. We will also offer support around digital exclusion so that we are still inclusive and accessible.

We will develop and support inward investment for new social care accommodation .

As young adults with disabilities travel to adulthood, we will prepare for this through our reviewed, Young Adults with Disabilities (YAD) pathway. Through this pathway, we aim to reduce dependence on formal care and increase independence and opportunity.

To achieve the outcomes of this strategy, we will continue to develop our flexible, talented and motivated workforce. This includes offering apprenticeships to develop the skills and knowledge required to succeed in our services, whilst providing our team members with a valued qualification.

Strength-based approach

Promoting independence, utilising a person's strengths or assets, or being strength-based will be referred to throughout the aims of this strategy.

The Social Care Institute for Excellence (SCIE) details a strength-based approach to be "a collaborative process between the person supported by services and those supporting them,

allowing them to work together to determine an outcome that draws on the person's strengths and assets."

A person's strengths can come from themselves, their families, friends, professionals involved in their care and their local communities. When we work with someone, we are committed to putting the person at the centre and focussing on their strengths to enable them to take an active role in co-producing what is required to meet their needs, with the people and communities they have around them, being as independent as possible.

This means we will understand what is important to a person in need of support and what they are able to do for themselves, identify who supports them or who could support them *for example a family member, a community group/charity or a health led service*, and promote independence by utilising all of their strengths.

Promoting Independence

Promoting and maximising independence should be embedded in all that we do when working with our communities.

The potential for independence will be different from person to person and will be dependent on their current situation. We have a range of short-term care services (enablement and reablement) which can offer support at the point of a crisis or sudden change in circumstance to support someone to gain, regain or maintain their independence.

These include our Homecare Assessment and Reablement Team (HART), our Getting Help in the Neighbourhood team and our Community Reablement Workers who support reablement and enablement in our Mental Health and Learning Disability and Autism Teams.

We will:

- Build upon the HART service and the strong outcomes it achieves for people by working with our health partners to efficiently and strategically grow the service offer
- Refocus our Mental Health reablement teams to work with individuals, linking them into local communities and reducing the need for formal care services
- Develop new pathways for people of a working age focussing on time limited interventions
- Create and commission new progression services for people with learning disabilities, autism and mental health as part of their life journey towards being as independent as they can be
- Maximise the available care and support provision across a range of different care markets in the County to meet these goals

Our Strategic Approach

To deliver our strategic goals, we have developed a layered model, designed to maximise independence whilst promoting wellbeing within our communities. This strategic approach has 4 key areas which are surrounded by our goal of promoting wellbeing. These are designed to offer the right support at the right time and will vary in the amount of intervention needed by services to promote wellbeing and independence

Wellbeing - is the overarching layer encompassing the model of support, services and opportunities that our Adults and Communities department provides. Wellbeing is about 'how we

are doing' as individuals and communities. Wellbeing is the experience of happiness and prosperity. It includes life satisfaction and a sense of meaning or purpose. More generally, wellbeing is just feeling well.

The Care Act 2014 sets out wellbeing in relation to a set of outcomes for people. Local Authorities must promote wellbeing when carrying out any of their care and support functions in respect of a person.

As wellbeing will differ from one person to the next, Leicestershire County Council offers a wide range of services and opportunities to support wellbeing within our communities. This can include an Adult Learning Course on skills required to re-enter employment; a community exhibition that promotes the life and customs of a seldom heard community; a Direct Payment to employ a Personal Assistant that has been recruited by the cared for person.

Prevent Need – We will work with our partners to prevent people developing the need for specialist health and social care. We will provide information and advice, which is accessible and co-produced. We will provide services that support wellbeing that are accessible and open to all. These include libraries, adult learning, museums and heritage services.

Through working with local communities, volunteer groups and charities, we will respond better to what matters to our communities and better support them to keep safe and well. We will continue to reach out to our seldom heard communities, ensuring that we provide information and services that are accessible to all.

Reduce Need – If we identify people at risk of needing social care support in the future and intervene early in their wellbeing journey, it may reduce the need for more long term, formal services.

This targeted intervention aims to keep people as independent as possible and reduce further needs developing. Our Occupational Therapy and Care Technology teams along with our adaptations offer may provide the level of support needed to maintain someone's independence without anything more. Adult Learning courses support people at risk to develop positive behaviours that help sustain good mental health.

Delay Need – This focuses on support for people who may have experienced a crisis or who have a defined illness or disability. It may be support for someone following a life event such as a hospital admission or accident or when an illness or condition causes a deterioration in the person's ability to care for themselves.

To delay need, someone might access the Homecare Assessment and Reablement Team (HART) for targeted intervention or may be referred for short term, goal setting support to recover from mental health difficulties. Our services will work together with the individual, their families, support networks and our partners (such as the NHS) to ensure that people experience the best outcomes through the most cost-effective support.

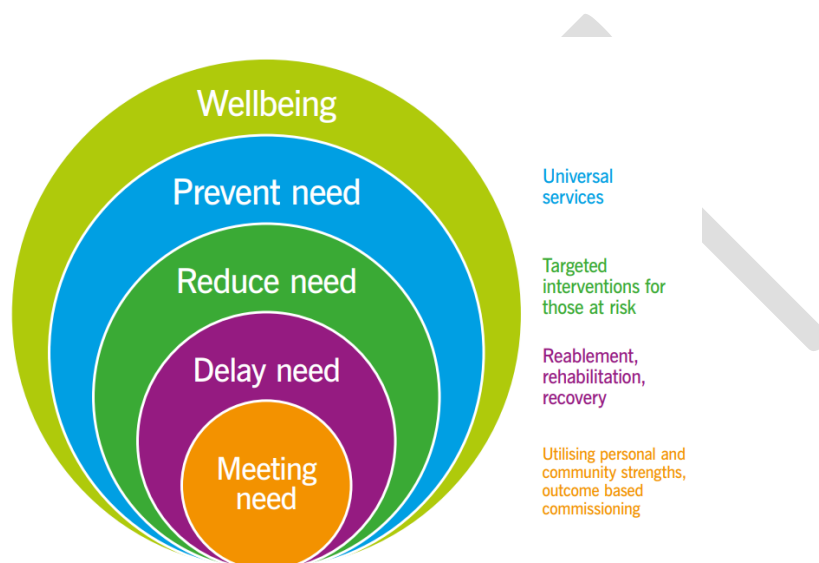
Meet Need – There may come a time when a person is utilising all of the available strengths and assets available but they still require some additional support. If this happens, Adult Social Care will work with the person and their support network to meet identified, eligible needs.

If care and support services are required, these could be provided through the provision of a personal budget. This personal budget can be taken as a Direct Payment or can be managed by the

council. The council will work with people to provide choice and control around how their care and support is met, seeking the best value for money, whilst maintaining a person's safety and independence.

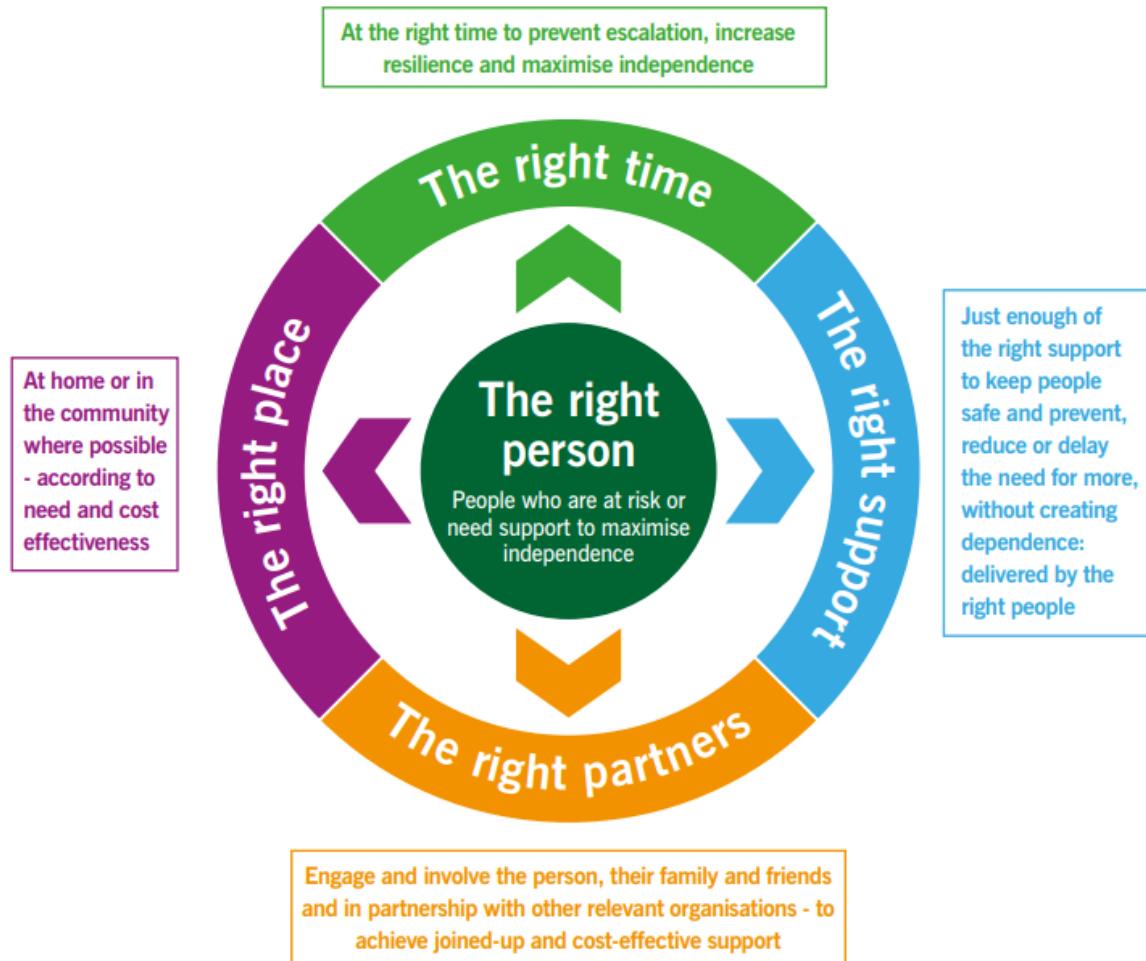
Setting clear progression outcomes with the person, whilst using their strengths and support assets will mean they can become as independent as possible, as quickly as possible. This supports the wellbeing of the person and allows Adult Social Care to ensure that any paid for support needed goes to the right person, at the right time.

In addition, we have listened to what our communities have told us and we will ensure that when we are working with a person, we will use terminology and language that supports them and their strengths.



To deliver our strength-based approach, we put the person at the centre of what we do and work with others involved in the care and support of the person. The following demonstrates this approach to doing what is 'right' for the person to maximise their independence and wellbeing.

- **The right person:** people who may need help or support are identified and prioritised
- **The right time:** to prevent matters worsening for a person, increase resilience through a focus on strengths, and maximise their independence
- **The right place:** information, care or support provided at home, in the community, or in a specialist setting according to need, and cost effectiveness
- **The right support:** to prevent, reduce or delay longer term need, without creating dependence, delivered by the right people with the right skills
- **The right partner:** working more effectively with individuals, their friends and families and in partnership with other relevant organisations – to achieve more joined up or aligned and efficient support



How we will deliver this 2025 – 2029 strategy

People

What Happens Now:

Leicestershire County Council is a values led organisation and we are committed for this strategy to be delivered by a competent, skilled and supported workforce. This includes staff employed directly by the Council but also those who work in the wider social care workforce across Leicestershire. A competent, skilled workforce not only delivers quality and efficiency in what they do, it enables our valuable staff resource to be directed to where it is needed, at the right time.

In addition to our paid workforce, some of our Communities and Wellbeing services are delivered and supported by our skilled, volunteer workforce. Our volunteers support these services to run effectively and expand the reach we have against our staff only led services.

During 2023 – 2024, within our Culture Leicestershire services, volunteers provided 19,600 hours of their time. This is around 377 hours per week. To support, all have a volunteer manager and are

offered specialist training through our learning portal. This includes training to meet statutory requirements as well as specific training appropriate to their role.

The support provided by Leicestershire's unpaid carers (families, friends, neighbours etc), to the cared for person, also delays the need for formal social care support. During 2023 to 2024, 3,722 carers were supported by commissioned services or received information and advice via an assessment.

We will:

- Have a strong recruitment and retention programme, minimising the amount of people leaving their roles
- Invest in training and development, supporting the development of talent and providing the opportunities, knowledge and skills people need to succeed
- Maximise the apprenticeship offer to develop future talent and leaders
- Have a fit for purpose and highly skilled work force, to meet the ever increasing and complex demand, through a robust training offer, including legal literacy
- Ensure our commitment to Equality, Diversity and Inclusion (EDI) remains strong, demonstrating high completion rates in learning around EDI and strengthening the role of the Department Equalities Group in driving equality actions for all
- Monitor the wellbeing of our workforce. Through our wellbeing and support services, we will reduce absence and work-related impact upon our teams
- Be adaptable to the recruitment needs of our Adult Social Care providers. This includes attracting a high-quality workforce and improving the image of the sector by promoting opportunities for career development, piloting new cross sector initiatives, dispelling myths and challenging negative perceptions
- Enable the Adult Social Care sector to diversify in digital, complex care and mental health care to meet the needs of the county. This will be achieved by promoting specialised roles, providing courses to upskill and resources to support wellbeing
- Align our care providers recruitment strategy with the Skills for Care workforce strategy. This will unify a regional approach to support our external workforce recruitment.
- Have reviewed the progress made against the current Leicester, Leicestershire and Rutland Carers Strategy (2022-2025) and by working closely with Leicestershire's carers and other partners, completed the follow up Carer's Strategy
- Support our carers through the strengthening of our early identification and recognition of their caring role. This will include improving how we signpost our carers to what they need without them having to come to Adult Social Care.
- Have completed our contingency planning project to support carers and their cared for person, should the carer not be able to fulfil their role anymore. This to be made available in emergencies to ASC and partners.

Communication and Engagement

We Will:

- Provide services which have been co-produced with our care providers, allowing them to respond better to the commissioning needs of the county and department

- Have delivered a commissioning programme to develop the Adult Social Care provider market, aiming to increase choice and availability of quality services, provide new models of support and contracting, whilst delivering value for money
- Support improvements in the quality of care of our provider market, through training, quality support for adult social care providers, recruitment and retention service and positive behaviour support
- Make it easier for people to understand their care costs and what support is available to them
- Develop our self-serve financial assessment information, allowing the public to complete their own assessments, saving time and resources
- Enable people who draw on Adult Social Care to plan for their financial future by developing resources to help people plan early, who they may want to support them to manage their finances, if the time and reason arises
- Provide the public with more accessible information about what the Adults and Communities department can offer

Wellbeing

What Happens Now:

Our libraries, archive, museums, collections and learning resources are part of the glue that binds communities together and contributes to making them resilient and stronger. They allow people to develop, grow and feel connected to their local community. They can support people to realise their own potential and experience improved wellbeing.

Culture Leicestershire works with people of all ages, including children and families, to educate, build community cohesion and provide places, activities and resources to promote wellbeing.

By supporting the development of literacy, language and social skills in early years children, to providing those aged 5 to 18 with access to a wide range of creative resources and workshops in school, Culture Leicestershire engages with individuals, families and communities to come together, celebrate, learn and have fun.

Culture Leicestershire's Cultural Participation team co-create cultural activity and resources by supporting local people to shape how culture is interpreted, experienced and enjoyed. This community empowerment influences our heritage and library services and enhances wellbeing and community cohesion.

Culture Leicestershire also provides initiatives to support wellbeing through different activities and offers, such as: a Home Library Service; various projects which are community inspired and led; cultural services and volunteering opportunities.

Our Adult Learning Service supports wellbeing by providing our communities with the learning and skills needed to overcome barriers, gain employment and support themselves and their families. Through their programmes, learners will become empowered to take greater control of their lives. They will develop a greater appreciation how they can influence things that have an impact on their own quality of life and the communities in which they live.

Equality of access is a fundamental principle for everything the Adult Learning Service provides. They understand the value of providing learning locally in the community and believe programmes should

not be limited to large centres. They aim to maintain a good range of courses in community venues such as libraries, schools and village halls to provide accessible programmes across the county. Where appropriate, online courses will be provided to support those that require additional flexibility to tailor learning around their busy lives.

The Adult Learning Service is also committed to removing barriers to success and will provide appropriate resources and support for learners with Special Educational Needs (SEN). A core element of the learning offer is a discrete programme to support learners with learning difficulties and disabilities, supporting approximately 350 learners per year.

In addition to support access to their learning, the service offers bespoke courses around promoting independence, resilience and wellbeing. These include courses that support the knowledge, skills and behaviours associated for good health and wellbeing along with supporting adults to recover from poor mental health.

The Adult Learning service also delivers a range of vocational programmes and is currently supporting over 80 apprentices to complete their training in a range of subject areas. Other workforce development programmes include the Care Certificate delivered in collaboration with Adult Social Care together with British Sign Language and Digital Skills for the wider LCC workforce. In addition, the service has a dedicated Information, Advice and Guidance (IAG) service to help adults find courses to support their next stage in learning, and/or volunteering and work experience.

Adult Social Care works with people and partners (such as the Police, District Councils and health and wellbeing services) to keep those most at risk safe from harm and abuse. If someone has needs for care and support and due to these needs is unable to protect themselves from harm and abuse (or the threat of harm or abuse) then Adult Social Care can support under its Safeguarding duties.

Adult Social Care also exercises its statutory responsibilities under other legislation, such as the Mental Capacity Act 2005 and the Mental Health Act 1983; 2007; 2022; to promote a person's legal rights and support their wellbeing.

We Will:

- Develop and deliver learning in co-production with people who may access the Adult Learning Service and the needs of the local economy
- Raise the profile of our Adult Learning Service and Adult Education offer, to better demonstrate how they deliver wellbeing within our communities.
- Provide resources, activities and opportunities through Culture Leicestershire, that enable communities and individuals to come together to share and celebrate their culture, heritage and identity
- Develop with the people of Leicestershire, in particular those who experience barriers in accessing Culture Leicestershire's services, future services to best meet their needs and interests
- Provide an archive space for our museums and collections services to expand what we can offer and show to the public
- Promote 'Nothing About you Without You' within our Adult Social Care Teams, ensuring that when we are working with a person, they are involved and at the heart throughout
- Develop our focus on 'Right's-based' practice, covering Deprivation of Liberty Safeguards (DoLS), Mental Health Act Assessments (MHAA) Safeguarding and our responsibilities to the Court of Protection

- Continue to learn from Safeguarding Adults Reviews and any other significant events that may occur, working with its partners to improve practice and implement change to keep those most in need, safe and well

[Case Study on wellbeing will be added here](#)

Prevent

What Happens Now:

Our Libraries offer a safe space and act as family hubs for communities. Their reach has expanded with the support of volunteers, different library formats and their digital offer. Libraries support to reduce isolation and improve people's mental health and overall wellbeing.

With bespoke collections and initiatives, libraries promote self-help through their Health and Wellbeing collections. These cover health related themes, such as dementia and mental health, and also learning opportunities for community growth, with their events programme on areas such as LGBTQ+ and Black History Month.

Within the museum sites in Bosworth, Castle Donington, Market Harborough, Melton and Loughborough, collections are displayed that are reflective of the local communities being served or national events. These not only support tourism into the local areas but offer educational value on key elements such as Preserving Natural Life and the impacts of climate change.

Our Adult Learning service prevents the need for more formal services by offering courses designed to improve people's health and wellbeing whilst supporting what is needed to succeed in the employment market.

Adult Social Care works alongside partners, including Public Health, who provide different preventative and support services to improve the health and wellbeing of people in Leicestershire. Through access to their resources, such as Local Area Co-ordination, First Contact Plus and Community Timebank, people are supported to access their communities' strengths or universal support, to promote independence.

We Will:

- Increase the number of people from disadvantaged neighbourhoods attending our adult learning courses
- Achieve higher graded outcomes of our learners, whilst also narrowing the gap in achievement across demographic groups
- Make our adult learning courses as accessible as possible through a developed, remote, online learning offer
- Develop Culture Leicestershire's portfolio of services to reach more diverse communities across the county
- Engage with our communities to co-create relevant cultural activities that celebrate communities, heritage and culture
- Coordinate community, asset-based registers of local groups, charities, volunteer agencies, faith groups and others, where people can reach out to and become involved with before formal paid services

- Develop how we offer our quality advice and information across all services within the department. As technology advances or becomes more accessible, we will utilise means to reach as many people, as easily and conveniently as possible
- Make contacting the right person within Adult Social Care (ASC) as quick and easy as possible. We know that people contact ASC for enquiries, information and guidance as well as seeking formal support. We will redesign this contact process to be as quick and efficient, using a range of channels
- Utilise and better understand the benefits of Care Technology, to promote a person's independence
- Tackle Digital Exclusion with our partners (where a person cannot access some of our offer as they cannot use technology-based means)

[Case Study on Prevent will be added here](#)

Reduce

What Happens Now:

We have developed the use of technology and digital information in our services. This reduces where we need formal paid support to meet the independence outcomes of people.

Using Care Technology is one way to keep a person at home for longer, avoiding hospital admissions and reducing the need for a person to provide the same, or similar support.

As of September 2024, our Care technology team has received nearly 3000 referrals into the service. Of these referrals, nearly 2500 Care Technology installations have been made, which covers over 5,100 pieces of equipment. Feedback from those who have received Care Technology showed a 100% 'very satisfied' response with the service installation.

Our Occupational Therapy (OT) team promotes independence and prevents or reduces the need for formal care services. Occupation in Occupational Therapy refers to any of the daily tasks that a person needs to complete. If a person is restricted in completing these 'occupations' through illness, disability, changing life circumstances or barriers within the environment, OTs can support.

They give advice and strategies for successful completion of tasks; recommend equipment and adaptations and the effective use of moving and handling techniques. This all works towards maximising a person's independence whilst supporting the provision of the least restrictive, care delivery.

In 2024, our Occupational Therapy team are completing on average, 180 OT assessments per month. Following this, on average 86 major adaptations referrals per month are being made. In addition, an average of 309 minor adaptation referrals are being made per month.

If a person experiences an immediate need for social care and without intervention could be at risk of needing commissioned support or even a hospital or care home admission, then our Homecare Assessment and Reablement Team (HART) can be referred to. HART will focus on a person's aims and goals whilst working in partnership with teams such as NHS Community Therapy, OTs and Care Technology, to produce a reablement plan to help the person maximise their independence.

Following this short-term intervention, a large majority of people do not need longer term support, reducing the need for formal commissioned services. In 2023 - 2024 our HART team worked with 4,300 referrals. Of these, only 10% required longer term support, or more support than what was already in place before the immediate need for care and the HART service.

If someone is supported by a council commissioned service (or jointly alongside the ICB) and are experiencing behaviours of concern, our Positive Behaviour Support (PBS) team can support. The PBS service offers a person-centred approach to support which involves understanding the reasons for behaviour and supporting staff teams to create physical and social environments in which people can thrive. The PBS service currently works to reduce restrictive practice when supporting a person with behaviours of concern.

We Will:

- Continue to commit to working with our health partners, developing and providing services that meet both social and clinical needs, utilising both the persons, and the service area strengths
- Target those most at risk of needing formal services and working with the person and partners to reduce this
- Deliver our coordinated HART reablement and HART urgent response offer to maximise independence potential
- Offer reablement opportunities within our social care teams (through our Community Reablement Workers) to support people to achieve independence outcomes and skills they have not previously had
- Through an integrated approach with our health partners, reduce health inequalities for people with a Learning Disability
- Continue to develop and offer our Positive Behaviour Support service to reduce restrictive practice for people who have commissioned support by LCC (and jointly with the ICB) and are experiencing behaviours of concern
- Increase the use of Care Technology to meet a person's needs. This will be in partnership with those involved in the care of our people and in settings beyond a person's home

[Case Study for reduce will be added here](#)

Delay

What Happens Now:

The Home First service provides short term targeted intervention, supports hospital discharges, prevents admissions to hospital or long-term building-based care, responds to people in the community experiencing a social care crisis and supports recovery to maximise independence.

By working closely with partners and working within the community, including acute and non-acute hospitals, the service can delay a person needing long term support.

Our Care Co-Ordinator's (working in the Integrated Care Team) work within Leicestershire's Primary Care Networks (PCNs) which are groups of GP practices across the county. For people identified through a 'risk stratification tool' the service can delay (or reduce) the need for more intensive health and social care. This is achieved through early intervention and prevention, completing holistic

assessments and multi-disciplinary team (MDT) working with the person, their local community and partners for example social prescribers, community therapy teams and charities.

The Occupational Therapy Lightbulb Team works closely in partnership with our district councils across the county, to provide complex, major adaptations for adults and children. This supports people to remain in their own home, promotes independence and delays the need for a permanent residential or nursing stay.

If someone has had a hospital stay, our teams can refer to the Housing Enablement Team (HET), made up of expert housing professionals who can tackle any and all housing related issues to support to reduce the risk of readmission to hospital, due to poor or unsuitable housing conditions.

Avoiding permanent residential or nursing placements is another indicator of delaying dependency. Our long-stay admission rates for people aged 65+ during 2023 – 2024, compared to 2022 – 2023, demonstrated a reduction in placements made.

We Will:

- Support the Home First agenda of keeping people in their home for as long as possible
- Continue to work alongside our health partners, such as Community Therapy, to support people to their new independence as quickly as possible
- Have a HART (Homecare Assessment and Reablement Team) service that demonstrates a reduced cost of care to the Local Authority by enabling people who meet the criteria for the service to maximise their independence
- Further understand how our universal services can compliment to delaying the need for health and care services
- Expand on our Extra Care offer, enabling the schemes to meet more complex needs and growing the number of schemes across the county

[Case Study for delay will be added here](#)

Meet

What Happens Now:

When a person's strengths, assets and available resources are working together to keep a person independent but there is still a need for long-term support, Adult Social Care works with the person and those supporting them, to meet eligible needs.

At any given time, during 2024 our Adult Social Care services were working with over 1000 people.

Everyone in receipt of long-term, community-based support should be provided with a personal budget, preferably as a direct payment to promote choice and control for the person. During 2023 - 2024, a third of people with a personal budget took this as a direct payment. If there is a need for formal, paid support, the department aims to maximise all opportunities to deliver this within its available budget.

The Care Quality Commission (CQC) rating of Leicestershire's Adult Social Care providers is in line with the national average for those rated Good and Outstanding. The department will work with the CQC to maintain the quality of local provision.

The number of people that were supported with care in their home grew during the Covid-19 pandemic. In Leicestershire, we have seen a large increase in the number of people receiving home care. In response to this, we have increased the number of providers that we commission directly with, supporting the reduction of waiting lists for care and supporting a growing, home care market.

Our Young Adults with Disabilities (YAD) team supports the transition of identified young adults, living with a disability, from Childrens Education and Children's Social Care into adulthood.

We Will:

- Continue to listen to people's experiences of Adult Social Care and make improvements to what matters to our communities.
- Further develop our engagement activities to co-produce with the public, services and information provision
- Develop new commissioning approaches which aims to develop the local care market whilst finding new models of care. These services will be affordable, of a good quality and will keep people safe whilst delivering best value
- Work with providers to understand the changing costs our care market faces, whilst reducing provider market exit whenever possible
- Work with our providers to maximise people's opportunities for independence, health and wellbeing, recognising the importance of progression for independence
- Always promote independence through our strength-based assessments and practice and creating outcome focussed support plans. For those in receipt of services, we will identify areas for progression to seek the most independent outcome for the person
- Support our Adult Social Care to understand what makes a good life for the person
- Work in partnership with the ICB and partners to develop pathways and services to meet needs of people in the County
- Provide commissioned services to meet eligible needs when all other support assets have been utilised, that are within our available budget
- Developing a sustainable approach to the ways we work whilst recognising the financial challenges
- Continue with our ethos of promoting independence and improving outcomes for the people we support whilst managing the demand of our services
- Develop our Personal Assistant market for people of all ages who require care
- Develop efficient and effective social care pathways to adulthood and work together with partners to deliver high quality services for children and young people.

[Case Study for delay will be added here](#)

Next Steps:

This strategy has been developed to provide the aims, ambitions and direction for the Adults and Communities department. The 'We Will' statements will form part of the business plans that the service areas of the department complete.

Whilst delivering this strategy, we recognise this will be through a period when cost and demand pressures are being felt across the country. The department will need to be efficient when providing services so that we are sustainable and meet the needs of the county. We are committed to keeping

a focus on our finances and will maximise the effective use of the available budgets to support people in line with the aims of the strategy.

How we will monitor our success:

We will use a range of measures to track our progress over the course of this strategy. Some of these will be ones we report nationally along all other local authorities and some will be local targets and measures that we will develop with those who support the delivery of this strategy.

This includes:

- The invaluable feedback we receive from the public and people we work with
- The outcomes for people receiving services across the department
- Our performance relating to the statutory duties
- The Care Quality Commission's (CQC) assessment of our Adult Social Care service
- Arts Council England and The National Archives accreditation schemes
- The Visitor Attraction Quality Assurance Scheme
- Ofsted's assessment of our Adult Learning Service