



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
2 JUNE 2025

ADULTS AND COMMUNITIES STRATEGY 2025-2029
DELIVERING WELLBEING AND OPPORTUNITY IN LEICESTERSHIRE

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of the Report

- 1 The purpose of this report is to present to the Committee the findings of the consultation on the draft Adults and Communities Strategy 2025-2029 “Delivering Wellbeing and Opportunity in Leicestershire 2025-2029”. The draft Strategy is attached as Appendix A to this report.

Policy Framework and Previous Decisions

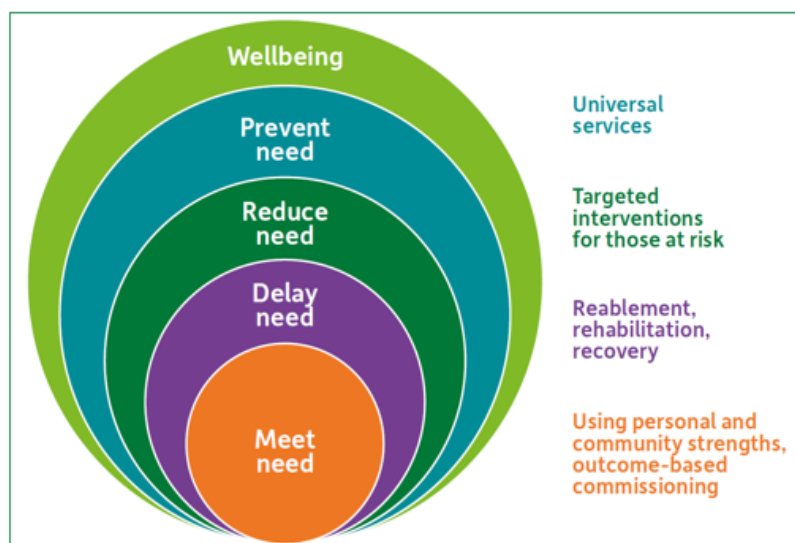
- 2 The draft Strategy follows on from the Adults and Communities Department Ambitions and Strategy for 2020–2024 and provides a framework for policy, process and ways of working for the Adults and Communities Department.
- 3 All services operate within the County Council’s frameworks and corporate strategies such as the County Council’s Strategic Plan 2022–2026, the People Strategy 2024–2028, and the Equality, Diversity and Inclusion Strategy 2024-2028.
- 4 The draft Strategy aims to support the Council to meet its statutory duties including those cited within the Care Act 2014; The Mental Health Act 1983; Mental Capacity Act 2005; Public Libraries and Museums Act 1964.
- 5 There are also different regulatory frameworks which govern Departmental activity. These include:
 - *Adult Social Care* - Care Quality Commission;
 - *Culture Leicestershire* – Arts Council England and The National Archives;
 - *Leicestershire Adult Learning Service (LALS)* – Ofsted.
- 6 On 17 December 2024, the Cabinet approved an eight-week public consultation on the refreshed, draft Strategy.

Background

- 7 The 2020-2024 Strategy reached its conclusion at the end of the 2024-2025 financial year and focussed on a time when the County was experiencing the effects of the Covid-19 pandemic. Since then, services have moved on, along with the Department’s strategic aims.

- 8 The refreshed, draft Strategy focuses on how the Department will work on key themes around promoting independence, community cohesion, and increased opportunities for the people of Leicestershire.
- 9 The Strategy applies to all of the service areas within the Adults and Communities (A&C) Department including Adult Social Care, Culture Leicestershire, and Leicestershire's Adult Learning Service (LALS).
- 10 The draft Strategy continues the strategic approach of the previous Strategy, focussing on the model of Wellbeing, Preventing need, Delaying need, Reducing need and Meeting need (please see diagram below) and provides the aims for the different services across the Adults and Communities Department.
- 11 The draft Strategy highlights the commitment to strength-based approaches (as detailed within the diagram below), whilst promoting independence. It contains new areas for aims and actions that were not part of the previous Strategy for *communication, engagement and supporting delivery* alongside aims and actions for *people* (internal and external workforce, carers and equalities, diversity and inclusion).

A&C Strategic Model



Wellbeing – Surrounds the model of support and is the experience of happiness and prosperity and feeling well.

Prevent Need – We will work with our partners to prevent people developing the need for specialist health and social care.

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

Delay Need – This focuses on support for people who may have experienced a crisis or who have a defined illness or disability. We will work with partners to provide targeted intervention and reablement.

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

Strength-based approach

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.

Promoting independence

Promoting independence should be embedded in all that we do. Our short-term care services (enablement and reablement) can offer support to someone to gain, regain or maintain their independence.

- 12 Ambitions embedded within the previous Strategy remain valid and will continue with new, updated descriptors about how the ambitions will be realised. These include:

- Improving customer experience and satisfaction.
- Promoting wellbeing through universal services.
- Developing and supporting inward investment for new social care accommodation.
- Promoting independence.
- Working effectively with partners including co-production, co-design and engagement.
- Providing high quality information and advice.
- Building a flexible, talented, motivated workforce including apprentices.
- Enabling a seamless transition from children to adult services.
- Improving use of technology.

- 13 The draft Strategy will inform business planning for the Adults and Communities Department for 2025-2029.
- 14 The refreshed, draft Strategy has been created through engagement and co-production with people who draw on the different service areas in Adults and Communities, officers and managers within the Department, and care providers.
- 15 The Adults and Communities Engagement Panel, comprising of people with lived experience (for example, carers or people with long term conditions who may draw upon services provided by the County Council) have reviewed the draft Strategy for its use of plain language and ease of read.

Consultation

- 16 The public consultation took place from 18 February to 14 April 2025. This comprised of a dedicated web page with the draft Strategy and an adapted version (easy read) along with an online and adapted version of the survey.
- 17 The communications team used a variety of means to promote the consultation, including:
 - Social media;
 - Newsletters and provider communications within various organisations;
 - Emails;
 - Public website;
 - Provider communications.
- 18 Emails detailing the consultation and how to take part, were sent on behalf of the Director of Adults and Communities to:
 - Chief Executives of District Councils in Leicestershire;
 - Volunteer and carer services (Voluntary Action South Leicestershire and Voluntary Action Leicestershire)
 - Director of Public Health;

- Health and Wellbeing Board and sub-group leads.
- 19 A presentation was given to providers of social care services via the four-monthly provider briefings.
 - 20 All departmental staff were updated about the consultation and invited to take part through the following:
 - Weekly Care Pathway update;
 - Publicising on Viva Engage (an internal social media style platform);
 - Staff roadshows which took place in January and February 2025;
 - Departmental staff newsletter;
 - Digital screens in staff offices.
 - 21 A video presentation for staff about the draft Strategy and the consultation was shared with all departmental staff via the Learning Hub (Thrive). Team managers were encouraged to use it as part of team meetings or staff could view independently.
 - 22 Adapted (easy read) versions of the draft Strategy and survey were distributed to members of the Learning Disability Partnership Board.

Consultation Results

- 23 The survey consisted of a number of questions including the following:
 - a) Role of person completing the survey (member of public, professional etc.)
 - b) A range of questions with a scaled response (strongly agree to strongly disagree), followed by a space to add reasons for their answer, on the following areas:
 - i. ambitions to meet wellbeing needs;
 - ii. ways of working;
 - iii. strategic model to meet wellbeing;
 - iv. aims of the Department;
 - v. aims for wellbeing;
 - vi. aims for prevent need;
 - vii. aims for reduce need;
 - viii. aims for delay need;
 - ix. aims for meet need;
 - x. impact of the Strategy;
 - xi. any other comments.
 - c) Demographic data on the person completing.
- 24 Google Analytics showed that the Have Your Say page with the embedded consultation survey link was viewed 406 times; 56 people opened the consultation survey, a total of 40 people completed the consultation survey (39 online and one person via the adapted survey).

- 25 Due to the pre-election period starting on the 17 March 2025, all communications, public facing advertising and engagement events with external/partner agencies ceased.

Key Findings

- 26 The key findings of the consultation survey are set out in Appendix B and are summarised below. For all questions with a scaled response, at least 80% of respondents chose *Strongly agree* or *Tend to agree* for questions in i to x (paragraph 23).
- 27 The following is a summary of responses for the Department to address to questions within the consultation survey that were scored 'Tend to disagree' 'Strongly disagree' or 'Neither agree or disagree'.
- a) Demonstrate how the person and or their carer's voice and needs are best captured – including with how the Department engages with the public.
 - b) Inform against progress made within the aims of the Strategy, including providing information relating to the strategic model for the public to access.
 - c) Make contacting the right person within Adult Social Care as quick and easy as possible.
 - d) Continue to work with partners, whether they are internal, health, social care providers or the voluntary and charity sector, to meet the aims within the Strategy.
- 28 The following is a summary of responses for the Department to address to questions within the consultation survey that were scored 'Strongly agree' or 'Tend to agree'.
- a) Place a focus on partnership working with Health partners to achieve aims;
 - b) Recognise our carers and ensure they are supported;
 - c) Tackle digital exclusion;
 - d) Ensure that the Department's aims are followed through and there is clear planning and a review of progress;
 - e) Utilise the Department's strengths (such as Adult Learning and Culture Leicestershire services) to meet aims within other service areas (such as Adult Social Care);
 - f) Make it clear and easy to know who to contact within Adult Social Care;
 - g) Utilise volunteer and specialist agencies within the Department's commissioning intentions.
- 29 Within the survey responses, there were two comments which led to additions being made to the draft Strategy. These comments are summarised within the bullet points below. The additions to the draft Strategy can be found within the "Aims of our strategy – we will" sections on pages 19 and 21 (Appendix A).
- To explicitly refer to joined up working with local community health resources such as Local Area Coordinators and Social Prescribers;
 - To include reference to Creative Learning Services which form part of Culture Leicestershire.
- 30 In addition to these two amendments, the summary of responses for the Department to address (detailed within paragraphs 27 and 28) and the aims contained within the refreshed, draft Strategy, will form part of the Adults and Communities departmental

business planning. Progress and achievements against these aims will be monitored and reported to the Department's Management Team.

Resource Implications

- 31 There are no resource implications arising from the draft Strategy. The costs associated with its production are being met from the existing departmental budget.
- 32 The draft Strategy does reference the cost and demand pressures that the County Council is facing, and the effective use of available budgets and resources required for it to be successful.
- 33 The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of this report.

Timetable for Decisions

- 34 A report on the outcome of the consultation (including comments of the Health and Wellbeing Board and this Committee) and seeking approval for the draft Strategy will be submitted to the Cabinet on 17 June 2025.
- 35 The draft Strategy has also been presented to the Health and Wellbeing Board on 29 May 2025 and its comments will be reported to the Committee.

Recommendation

- 36 The Committee is invited to comment on the outcome of the consultation.

Background papers

- Care Act 2014 - <https://www.legislation.gov.uk/ukpga/2014/23/contents>
- Mental Health Act 1983 - <https://www.legislation.gov.uk/ukpga/1983/20/contents>
- Mental Capacity Act 2005 - <https://www.legislation.gov.uk/ukpga/2005/9/contents>
- Public Libraries and Museums Act 1964 - <https://www.legislation.gov.uk/ukpga/1964/75>
- [Delivering Wellbeing and opportunity in Leicestershire – Adults and Communities Department Ambitions and Strategy for 2020-24](#)
- [Leicestershire County Council Strategic Plan 2022-26](#)
- [Leicestershire County Council People Strategy 2024-2028](#)
- [Equality, Diversion and Inclusion Strategy-2024-2028](#)
- [Report to Cabinet: 17 December 2024 - Draft Adults and Communities Strategy 2025-2029](#)

Circulation under the Local Issues Alert Procedure

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

Equality Implications

- 38 An Equality Impact Assessment (EIA), was undertaken which covered the broad impact of the draft Strategy and highlighted mainly positive impacts upon people with protected characteristics as follows:

- Reference to the County Council's People Strategy and its commitment to ensuring EDI remain a strong focus.
- Within the service offer of Culture Leicestershire and Adult Learning, reference to bringing communities together; providing learning to overcome barriers; offering courses in a range of formats and venues to suit learning needs.
- Culture Leicestershire aims to reach more diverse communities.
- References to tackling digital exclusion (i.e. providing information in a way that all can access).
- Support for vulnerable people and people living with disabilities.

39 The following mitigations will be put in place:

- To work with partners to provide people with the skills needed to tackle digital exclusion.
- To produce an adapted (easy read) version of the Strategy.
- To monitor demographic data and feedback received to ensure services are accessible and inclusive and offer good outcomes for all.

40 The Strategy covers the aims and outcomes of a wide range of services that form the Adults and Communities Department. If there are any changes to the delivery of these services or how the public will engage with these services, these should be subject to an individual, Impact Assessment.

Human Rights Implications

41 The Strategy aims to have a positive impact on a person's Human Rights through delivery of statutory provision, meeting legislative duties, a focus on rights-based practice and the promotion of family life and independent living.

Environmental implications

42 The work to deliver the Strategy will have potential impacts on the environment and climate, in terms of both the Departmental activities and those of its service providers. The Department supports the County Council's Strategic Plan and the Clean and Green outcomes cited within it.

Partnership Working

43 The Strategy references partnership working with agencies such as the emergency services, the Integrated Care Board and the charity and voluntary sector.

Health Implications

44 The Strategy aims to have a positive impact on seven of the identified 12 Health Impact domains. The remaining five have been assessed as neutral.

Appendices

- Appendix A – Adults and Communities Strategy 2024-2029 - Delivering wellbeing and opportunity in Leicestershire
- Appendix B – Key Findings of Consultation Survey

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