

Adults and Communities Strategy 2025-2029

Delivering wellbeing and
opportunity in Leicestershire





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.



Jon Wilson
Director of Adults and
Communities

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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Introduction

This Leicestershire County Council Adults and Communities strategy details the ambitions, aims and goals of the department over the next four years (2025 – 2029).

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

This covers Leicestershire's Libraries; Museums and Heritage; Collections and Learning and Cultural Participation services.

These are delivered across the county from over 50 venues, community spaces and people's homes 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

The Adult Learning Service uses education to improve life chances.

Our adult learning courses are not only designed to improve adults' educational attainment, they also support the development of skills required for work and career progression and the 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 from recent learners who have gone on to secure paid employment.

Working alongside our regional partners, including voluntary organisations and further education colleges, the service offers learning around the following key themes:

- Equipping parents/carers to support children's learning
- English and English for Speakers of Other languages (ESOL)
- Mathematics
- Digital
- Engagement and/or building confidence
- Preparation for employment
- Career progression
- Preparing for further learning
- Promoting health and wellbeing
- Improving essential skills
- Developing stronger communities

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





Adult Social Care

Promotes, supports and maintains wellbeing and the independence of people in Leicestershire.

Our **Adult Social Care vision** has been adapted from the Social Care Future vision:

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, the department 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 possible.

Independent living – 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 and Shared Lives providing an environment suitable to meet someone's ongoing care and support needs.

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

Protection to adults at risk – through our functions of Safeguarding; Deprivation of Liberty Safeguards (DoLS); Advocacy and Voluntary services; Mental Capacity Act and Mental Health Act duties, we will work to keep people safe and well. We will improve practice and outcomes by seeking feedback from people who have received 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 framework for everyone receiving adult care services

Our Values

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



Positivity

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



Flexibility

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



Trust and respect

We take ownership and accountability for our actions. We value diversity. We're inclusive and listen to the views of others.



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, the people we work with and our partners
- by reviewing the progress made in our previous strategy and using local data and our statutory requirements
- with learning from the challenges of the last strategy period and recognising some may be on-going. We aim for this strategy to be responsive to the current and future challenges whilst driving progress and success
- following the review of Leicestershire's demographic data. The population of Leicestershire aged 18 or over is expected to reach 621,352 by 2029, an increase of 5.5% from

the mid-year estimate in 2023. This includes a 13% increase of people aged 65 or over - an additional 20,130 people compared with 2023. Furthermore, the population aged 85 or over is also expected to grow by 15.8% by 2029 and by 44.7% by 2033 (an extra 8,900 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 our communities and this strategy, whilst ensuring services are good value for money.



Mission statement

As a department and with people who use our services, we concluded that the following statement still identifies what our department is striving 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 offer which includes our libraries, museums and cultural participation, or through our Adult Learning Service and Adult Social Care services.

Partnership working is the key to success in promoting wellbeing and independence within Leicestershire. We will work with people, their support networks and local communities, alongside our partners, including Public Health, NHS and local authority partners, adult social care providers and charity and voluntary organisations.

Through learning provided by our Adult Learning Service and information from our libraries, people can learn to overcome personal barriers to maintain their independence. Those with a sudden need for adult social care can be supported by our short-term care (reablement) 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, we will make improvements to how people access information and interact with our services. This includes, where appropriate, the use of new and improved technology to meet a care need. We will also offer support around digital exclusion (where people are not able to use the internet or devices) so that we are still inclusive and accessible.

We will encourage developers and providers to build new accommodation in the county for people who draw on care and support.

As young adults with disabilities transition into adulthood, we will work with Children and Family Services through our Preparing for Adulthood pathway. For those who will transition with our YAD service, we aim to develop independence where appropriate.

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, using 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 and 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. This enables 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 and being as independent as possible.

This means we will understand what is important to a person 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 using their strengths.

Promoting independence

When working with our communities, promoting and maximising independence should be embedded in all that we do.

The potential for independence will be different from one person to another 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 enable someone to gain, regain or maintain their independence.

These currently include the Homecare Assessment and Reablement Team (HART) and our Community Reablement Workers.

Aims of our strategy

We will

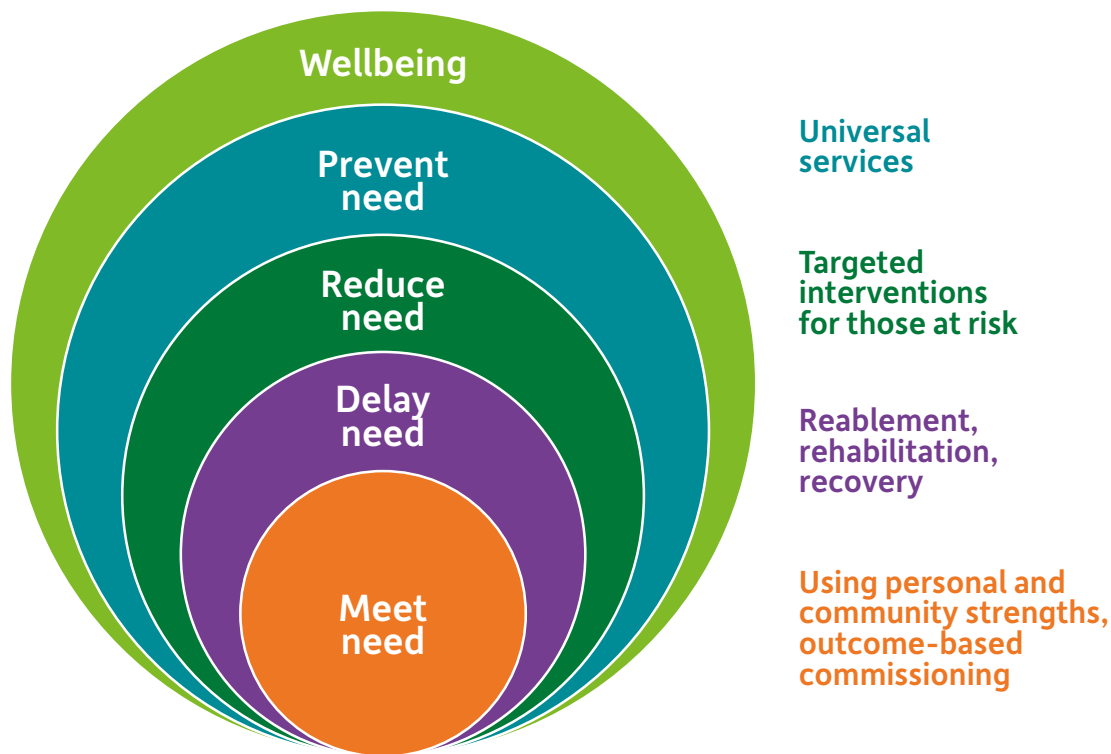
- Build upon the HART service and the strong outcomes it achieves for people by working with our health partners to grow the service offer
- Refocus our mental health reablement teams to work with individuals, linking them into local communities and reducing the need for formal care services
- Develop new pathways for people of a working age, focussing on short-term interventions
- Create and commission new progression services for people with learning disabilities, autism and mental health challenges as part of their life journey towards maximising independence



Our strategic approach

To deliver our aims and goals, we have developed a layered model that is designed to maximise a person's independence whilst promoting their wellbeing.

This strategic approach has four key areas which are surrounded by a person's wellbeing. These key areas 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 - this surrounds 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. These could be services from Culture Leicestershire, a course from our Adult Learning Service or services from Adult Social Care.

Prevent need – We will work with our partners to prevent people developing the need for specialist health and social care services. We will provide information and advice which is accessible and co-produced. We will offer services that are accessible and open to all. These include libraries, museums and heritage services and adult learning services for people over 18 years of age.

Through working with local communities, volunteer groups and charities, we will respond better to what matters to our communities to keep people 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. Attending an adult learning course may support 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 a 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 challenges. 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 using all of their available strengths 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.

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 independence, health, safety and promoting wellbeing.

Setting clear progression outcomes with the person, whilst using their strengths and support, will mean people can become as independent as possible, as quickly as possible. This supports a person's wellbeing and allows Adult Social Care to ensure that any required support goes to the right person, at the right time.

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 and 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

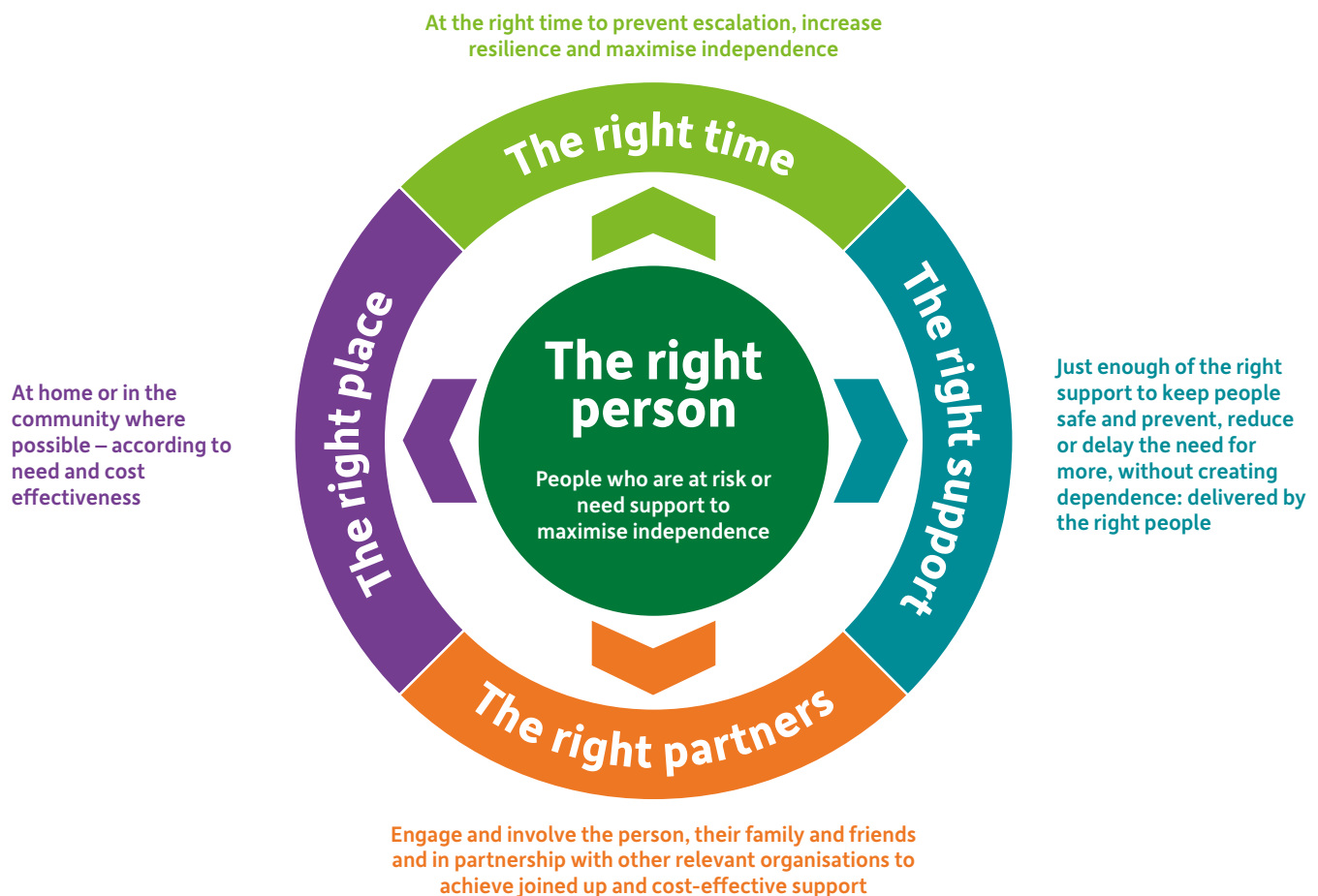
The right partner: working more effectively with individuals, their friends and families and in partnership with other relevant organisations, to achieve more joined up or aligned and efficient support.

“Setting clear progression outcomes with the person, whilst using their strengths and support...



...will mean people can become as independent as possible, as quickly as possible...”

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 words and language that supports them and their strengths.



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 enable us to reach more people. During 2023 – 2024, volunteers provided 19,600 hours of their time to support our Culture Leicestershire services.

The care provided by Leicestershire's unpaid carers (families, friends, neighbours etc) to the cared for person also supports the wellbeing of our communities. During 2023 to 2024, the council supported 3,722 carers to maintain their caring role by commissioning services or providing information and advice, following a carers assessment.





Aims of our strategy - we will

- Continue to offer our volunteers a volunteer manager and specialist training for their role
- Have a strong recruitment and retention programme, minimising the amount of people leaving their roles
- Invest in training and development, providing the opportunities, knowledge and skills people need to be highly skilled in their role
- Maximise the apprenticeship offer to develop future talent and leaders
- Ensure our commitment to Equality, Diversity and Inclusion (EDI) remains strong
- Strengthen the role of the Department Equalities Group in promoting equality actions for all
- Monitor staff wellbeing and through our wellbeing and support services, reduce absence and work-related impact on our teams
- Be adaptable to the recruitment needs of our care providers. This includes attracting a high-quality workforce, promoting opportunities for career development, piloting new cross sector initiatives and continuing to develop positive perceptions of adult social care careers
- Enable the adult social care sector to diversify in digital (where appropriate), 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 strategies 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 we will work closely with Leicestershire's carers and partners, to complete the follow up Carers' Strategy
- Support carers through stronger, early identification of their caring role. This will include improving how we signpost carers to what they need without them having to make contact with the Adult Social Care team
- Have completed our contingency planning project to support carers and their cared for person, should the carer not be able to fulfill their role

Communication, engagement and supporting delivery

What happens now

We regularly meet with people in Leicestershire who support the department to shape what we do and how we do it. We have a well-established Engagement Panel and Learning Disability Partnership Board. With our people, we co-produce and engage on topics that will impact on those who may use our services.

We provide social care provider forums and updates, offering support and guidance on a regular basis, including training and quality improvement.

Aims of our strategy - we will

- Further develop the council's Engagement Panel to increase the diversity of its members, including connecting with groups who may not usually have contact with the council
- Deliver 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
- Engage providers in developing services, allowing them to respond better to the commissioning needs of the county and department
- 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 receive adult social care support to plan for their financial future. By developing resources to help people plan early, they can identify who they may want to support them with their finances, if the time arises
- Provide the public with more accessible information about what the Adults and Communities department can offer



“I am part of a collective voice with the other members of the Engagement Panel and together we try to make a positive difference for the people of Leicestershire. This gives me great satisfaction and purpose.”

Martyn found out about the Adults and Communities Engagement Panel when receiving support from the Alzheimer’s Society. Through the experiences Martyn had following his diagnosis and the impact this had on his life, he knew he wanted to make a difference to how statutory services are provided to the public.



Martyn found the Engagement Panel to be a friendly and open place, where all voices were heard. He soon settled into being a member and is currently the elected Chair.

The Engagement Panel has directly influenced many new service delivery changes, ranging from the development of new factsheets

explaining Direct Payments, to commissioners seeking how unpaid carers could be better supported. The panel members offer their experience, oversight and comment to support changes that will impact on the people of Leicestershire.

Martyn feels it is vitally important for people who access services (now or may do so in the future) to be part of this process to ensure that the needs of the public are heard and being met, saying: “I am part of a collective voice with the other members of the Engagement Panel and together we try to make a positive difference for the people of Leicestershire. This gives me great satisfaction and purpose.”

Martyn also says that the panel’s voice is heard by senior leaders and a County Councillor, who attend the panel meetings.

Through his role in the panel, Martyn has visited other local authorities to share best practice and positive experiences.

Martyn is passionate about the next steps for the Engagement Panel and is keen to attract more members, from diverse backgrounds, whether these are cultural or linked to the condition a person is living with, so that the panel continues to have such a positive impact.

If you would like to be involved, please make contact A&C-Strategy@leics.gov.uk

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. This could be 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 in school. Culture Leicestershire engages with individuals, families and communities to come together, celebrate, learn and have fun.

The 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. These include the 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 for self and family support. Through their programmes, learners will become empowered to take greater control of their lives and develop a greater appreciation about how they can influence things that have an impact on their own quality of life.

Being accessible 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. To provide accessible programmes across the county, they aim to maintain a good range of courses in community venues such as libraries, schools and village halls. 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 resources and support for learners with Special Educational Needs (SEN). A core element of the learning offer is a programme to support learners with learning difficulties and disabilities, supporting approximately 350 people per year.

The service offers bespoke courses around promoting independence, resilience and wellbeing. These include the knowledge, skills and behaviours associated with good health and wellbeing along with how to recover from poor mental health.

The Adult Learning Service also delivers a range of vocational programmes and in 2024, delivered training to over 80 apprentices, in a range of subject areas. Other workforce development programmes include the Care Certificate in collaboration with Adult Social Care, and British Sign Language and Digital Skills for the wider council workforce.

The service provides Information, Advice and Guidance (IAG) to help adults find courses, volunteering and work experience opportunities.

Adult Social Care works with people and partners (such as the emergency services, adult social care providers, 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.

Aims of our strategy - we will

- Continue to develop and deliver learning to meet the needs of the local economy, in co-production with people who may access the Adult Learning Service
- Raise the profile of our Adult Learning Service and adult education offer and show 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 culture, heritage and identity
- Develop future Culture Leicestershire services with the people of Leicestershire. A focus will be to engage with people who experience barriers in accessing these services
- Provide an archive space for our museum and collections services
- 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 'rights-based' practice. This covers our Deprivation of Liberty Safeguards (DoLS), Mental Health Act Assessments, Safeguarding and our responsibilities to the Court of Protection
- Continue to learn from Safeguarding Adults Reviews and any other significant events that may occur. We will work with our partners to improve practice and implement change to keep those most in need, safe and well
- Creative Learning services to support pupils and teachers to develop cultural knowledge & skills through the provision of engaging learning opportunities

Russell is a 43 year old man with a learning disability. He is a very active person and is always keen to develop his skills to increase his independence.

Russell enjoys gardening and growing fruits and vegetables, keeping chickens and collecting their eggs and wanted to learn new skills in the kitchen to be able to cook a nutritious meal from scratch. This would support Russell to be more independent, leading to improved wellbeing.

Russell enrolled onto a (slow cooker) cooking course provided by the Adult Learning Service. The course was free and open to all learners. The providers of the learning contacted Russell before he was due to start to understand his learning needs and support was provided to enable him to fully participate.

During the learning, Russell prepared and cooked different dishes and learnt new skills to maximise his independence. At the end of the six weeks, all learners were presented with their own slow cooker to put their new skills into practice at home.

At home, Russell prepares and cooks meals using the slow cooker. He said the following about the course, "I liked meeting new people and all of it gave me a mental boost. I would have liked the course to have been longer... I really enjoyed it."



Prevent need

What happens now

Our libraries offer a safe space and act as family hubs for communities. They have reached more people with the support of volunteers, different library formats and their digital offer. Libraries can reduce isolation and improve people's mental health and 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, Donington-Le-Heath, Market Harborough, Melton Mowbray 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 support their independence and promote their wellbeing.



Aims of our strategy - we will

- Increase the number of people from disadvantaged neighbourhoods attending our adult learning courses
- Achieve higher graded outcomes of adult learners, whilst narrowing the gap in achievement across different learner 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 registers of local groups, charities, volunteer agencies, faith groups and others. People can reach out to their community before needing formal, paid services
- Develop our quality advice and information offer as technology becomes more accessible to more people
- 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 quick and efficient, using a range of channels
- Better understand the benefits of Care Technology (where appropriate) 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)
- Continue to work with Local Areas Coordinators and Social Prescribers to support a person's wellbeing through an enhanced network in their local area

Culture Leicestershire's Creative Expression in Libraries (CEIL) programme offered children and young people at Birstall, Oadby, Shepshed and Melton Mowbray libraries a rich experience of working in partnership with highly-skilled creative practitioners.

In Birstall, pupils from Hallam Fields Primary School co-created a comic book project that inspired new ways to explore storytelling.

In Shepshed, pupils from Iveshead School created a BookTok video that encouraged other young people to pursue their own reading journeys. Separately, other young people within Shepshed engaged in street art workshops which resulted in two pieces of their artwork now on display at Shepshed Library.

In Melton Mowbray, young people with special educational needs worked with a professional photographer to develop their photographic and creative skills. The outcome was a film which showcased the unique character of the town.

In Oadby, families with children under the age of five were the focus of eight interactive workshops to promote an increased use of the library. Following this, the library space was adapted to create an interactive area that supports families with young children with special educational needs.

In many cases, the impact of the work was profound, with one young man returning to college to pursue a qualification in photography specifically because of his involvement in the Melton Mowbray project. His parent said, "it has given him a purpose for moving on."

Over 85% of those involved in the projects reported they will engage with future cultural activities and informed they felt more connected with their local library.

Reduce need

What happens now

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

Using Care Technology, when appropriate, is one way to keep a person at home for longer. This can lead to fewer hospital admissions whilst 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 can reduce the need for formal care services. Occupation in Occupational Therapy refers to any 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.

Our OTs give advice and strategies for successful completion of tasks, moving and handling techniques and recommend equipment and adaptations. 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 were supporting on average 464 people per month. Following this, an average of 309 minor adaptation referrals per month were made, supporting people to be as independent as possible and reducing the need for long term support.

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 long-term support, reducing the need for formal commissioned services. In 2023 – 2024 our HART team worked through 4,300 referrals. Of these, only 10 % required ongoing long-term support or an increase to their previous care package before HART's intervention.

Community Reablement Workers in our Mental Health and Learning Disability and Autism services provide outcome focused, short-term support to re-able or enable people to be more independent.

If someone is supported by a council commissioned service (or jointly alongside the Integrated Care Board) 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.

Aims of our strategy - we will

- Continue to commit to working with our health partners, developing and providing services that support wellbeing and independence
- Target those most at risk of needing formal services and working with the person and our partners to reduce this risk
- 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 or are currently unable to achieve
- 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 from the council (or jointly with the ICB) and are experiencing behaviours of concern
- Increase the use of Care Technology to meet a person's needs, where appropriate. This will be in partnership with those involved in providing care and in settings beyond a person's home
- Continue to provide OT assessments and interventions which enable people to undertake tasks that are important to them and their wellbeing

Alex is a 27 year old man who was referred to the Learning Disability and Autism Community Reablement Worker (CRW) to support him to meet new people for social activities and look for paid employment.

Over the course of a few meetings, the CRW got to understand what was important to Alex and how best to engage him with services and organisations in his local community to maximise his independence.



The CRW supported Alex to attend a gaming group at a local community centre and provided him with travel training, using local public transport with support until Alex was confident to travel independently.

The CRW also recommended that Alex attend the Prince's Trust, to gain skills that could support him into paid employment. Alex signed up to their 12-week programme and through this, applied to a national retail chain and secured a permanent, paid job.

Alex wrote to the CRW with the following: "Hi Graeme, I am very pleased to be able to tell you that I have been offered a permanent contract, working 16 hours a week minimum. My family are so pleased for me. I have to say a huge thank you to you Graeme, without you telling me about the Prince's Trust programme I wouldn't have had the opportunities that have been given to me. I could never have thought that I would have been offered a job after going on the programme – it was too much to hope for."

Delay need



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-ordinators 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 review process, the service can delay the need for more intensive health and social care support. This is achieved through early intervention and prevention, the completion of holistic assessments and multi-disciplinary team working.

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). This is made up of expert housing professionals who can tackle housing related issues 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 nursing or care home admission rates for people aged 65+ during 2023 – 2024, compared to 2022 – 2023, demonstrated a reduction in placements made.

Aims of our strategy - 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 maximises the independence of those who access the service, which will delay the need for long term care
- Have an OT service that will continue to assess for adaptations in people's homes to allow them to live at home for longer, delaying the need for specific care accommodation
- Further understand how our universal services can support with delaying the need for formal 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

James is a fiercely independent gentleman, living with Muscular Dystrophy since the age of 21. His home has been adapted, through a Disabled Facilities Grant (DFG) and this allows him to meet his care and support needs independently.

Due to difficulties with standing from a seated position, James was unable to use a standard toilet without support and this meant he was unable to use it when alone. This had a significant impact on his wellbeing and led to him needing the toilet more frequently than usual.

A referral was made to our Occupational Therapy (OT) team who completed an OT assessment and identified that a Closomat, wash and dry toilet with a vertical, toilet seat raiser would allow James to toilet independently.

An urgent DFG application was made and approved and this facilitated the installation of James' new toilet and toilet seat raiser. James is independent again and can toilet with dignity. He is able to manage the transfer on and off the toilet independently and the equipment reduces the risk of James falling whilst trying to use his facilities.

James was very happy with the outcomes of his OT referral and said the following to his Occupational Therapist. "Thank you, you have gone out of your way to get me the help I have needed. You have gone above and beyond to do all this for me, you have given me back my life and I will always be grateful."



Meet need

What happens now

When a person's strengths, assets and available resources are working together to keep them independent but there is still a need for 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 Good or Outstanding for Leicestershire's Adult Social Care providers is in line with the national average. The department will work with providers and the CQC to maintain the quality of local provision.

The number of people that were supported with care in their home grew during, and since, 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 children's education and children's social care into adulthood.



Aims of our strategy - 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 services and information with the public
- Develop new commissioning approaches which aim to develop the local care market whilst finding new models of care. Services will be affordable, of a good quality, and will keep people safe whilst delivering best value
- Engage with providers to understand the challenges that our care market faces, seeking to reduce provider instability where 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 teams to understand what makes a good life for the person
- Work in partnership with the Integrated Care Board (ICB) and partners to develop pathways and services to meet needs of the people in the County
- Provide commissioned services to meet eligible needs when all other support assets have been used, that are within our available budget
- Develop a sustainable approach to the ways we work whilst recognising the financial challenges the department experiences
- Continue to promote independence and improved 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 eligible young adults

Karen's world was turned upside down when an accident at work resulted in a broken back, leading to her being unable to continue her career and requiring care and support to meet her social and daily living outcomes.

Following her Care Act assessment, Karen met with her social care worker to build a personalised care plan. Through her assessment, Karen informed what was important to her, what makes her happy, what strengths she can draw upon (herself and friends and family) and areas where she required some support.

Karen received support from a care agency to meet her needs, through a council managed budget but found their support not quite right for her. Karen wanted more flexibility with how her care was delivered and decided to have a Direct Payment instead. With support from Adult Social Care, she utilised her personal budget to employ her own Personal Assistants (PAs) which she would manage alongside her Direct Payment.

“My Direct Payment gives me freedom of choice of how to use my personal budget...”

This works very well for Karen and she said “my care gives me freedom and my PAs enable this. Having care needs can be quite isolating and friends can dwindle away. My Direct Payment gives me freedom of choice of how to use my personal budget, enables me to function and stops me being isolated. My PAs have built my confidence, increased my independence and opened up my world to a new normal following my accident. This gave me the motivation to get going again.”



Next steps

This strategy has been developed to provide the aims, ambitions and direction for the Adults and Communities department and will form part of the department's business planning.

Whilst delivering this strategy, we recognise this will be through a period when cost and demand pressures are being experienced 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 our 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 with other local authorities and some will be local targets and measures that we will develop with those who support the delivery of this strategy.

These include:

- 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

The authority will continue to submit statutory national datasets, including the new Client Level Data and make use of the developing publications of this data by the Department of Health and Social Care. Furthermore, Leicestershire County Council will play an active role in regional benchmarking to help understand and improve our outcomes for people who approach the authority for advice and support.

Leicestershire County Council is also host to a National Institute of Health and Care Research (NIHR) funded Health Determinants Research Collaboration (HDRC). This collaboration aims to embed research and evidenced-based decision making into the council. The Department will work with the HDRC where possible and will aim to adopt learning from the research to ensure findings are shared in a meaningful and useful way for the wider service.

Glossary

Word or phrase	Meaning
Adaptations	(In someone's home) Making changes or adding equipment to the home to make it easier for a person to complete their daily tasks
Adult Learning	Adult Learning means any educational activity undertaken after the age of 18
Adult Social Care	Adult social care is a system of support designed to maintain and promote the independence and wellbeing of disabled and older people, and informal carers. While often associated with the provision of personal care and support, it also includes keeping people safe, supporting people to perform parenting roles, participate in their communities and manage other day-to-day activities
Adults and Communities	This is the name of the Department within Leicestershire County Council that is responsible for adult social care, library, museum, heritage and adult learning services
Advocacy	Supporting a person to understand information, express their needs and wishes, secure their rights, represent their interests and obtain the care and support they need
Apprenticeship	Combines real work with training and study
Assessment of Need	Used to identify an individual's social care and support needs and their eligibility for care and support
Assets	With reference to this strategy, assets are people, organisations, services or places that people can use to support them in their daily life. An asset-based approach refers to an individual using resources available to them in the community. This includes links to family, friends and other
Attainment	With reference to Adult Learning, attainment is the reaching of a grade when completing or finishing a course. A higher level of attainment means that the person has reached a higher grade
Bespoke	Tailored to meet an individual's needs
Biodiversity	Biodiversity is the variety of plant and animal life in the world or in a particular habitat. A high level of biodiversity is usually considered to be important and desirable.
Care Technology	This refers to technology that can assist people to do everyday activities and help them to maintain independence such as clocks that can speak the time
Charity and Voluntary Sector	In relation to public services, these are organisations who are separate from local and national government. They do not operate to just make a profit and usually focus on providing a service to solve a social need.
Collaboration	Working together with others to achieve a shared goal
Commissioning	The process of specifying, securing and monitoring services to meet people's needs. This can be done at an individual, group and strategic level. This applies to all services, whether they are provided by a local authority, NHS, other public agencies or by the private or voluntary sectors

Word or phrase	Meaning
Community Cohesion	<p>A term referring to communities having a sense of belonging, where:</p> <ul style="list-style-type: none"> • diversity is viewed positively • there are equal opportunities for people from all backgrounds • strong, positive relationships are developed between people living in the community and local workplaces, centres, schools and neighbourhoods <p>(LGA https://www.local.gov.uk/our-support/equalities-hub/community-cohesion-inclusion-and-equality)</p>
Contingency	Preparing for an alternative in case a service or support that is usually in place, is not available. Or a provision for a possible event or circumstance which is possible but cannot be predicted with certainty
Co-production	When an individual/groups are involved as an equal partner(s) in designing the support and services they receive.
Criteria	A set of rules or principles that help to decide how, when or if something is completed
Cultural Participation Team	The outreach team for our Libraries and Heritage services who support local people to shape how culture is interpreted, experienced and enjoyed, by working with them to create and deliver cultural activity and resources
Demographic	How the population is made up
Deprivation of Liberty Safeguards (DoLS)	Restriction of a person's liberty to the extent that they may be deprived of their liberty – provisions of the Mental Capacity Act 2005 must be applied.
Dynamic or Dynamism	Showing progress and the ability to change if required to be successful
Economy	The productions and consumption of goods and services and supply of money within a country
Enable	To support someone to be able to complete a task
Enablement	To support someone to be able to learn a new skill, one they have not learnt before
Ethos	A set of beliefs
Family Hubs	A place where families can get advice, information and resources to support them from pregnancy, through a child's early years, later childhood and into young adulthood
HART – Home Assessment Reablement Team	The HART service help individuals to return home from hospital or prevent them from being admitted into the hospital and regain their independence, by providing urgent short-term support and intensive reablement and on behalf of the County Council by working collaboratively with service users, carers, health partners and other agencies involved in their care.
Health and Social Care integration	A programme to change how health and social care are delivered. It refers to joining services up to avoid duplication for people receiving care and support.
Heritage	<p>Our heritage is what we have inherited from the past to value and enjoy in the present, and to preserve and pass on to future generations.</p> <p>It includes things we can store or physically touch, e.g. traditional clothing, buildings, artworks, tools, modes of transportation; or forms of culture without a physical form, e.g. music, dance, drama, skills, cuisine, sport, crafts, and festivals</p>
Holistic	Including all that is important to the person. This includes their social needs, health needs, family, friends and communities
Inclusivity	Being accessible and available to all people, regardless of age, gender, race
Independence	This means being able to have autonomy to make choices and do the things you want in life. In the context of social care this can mean making decisions on where you live and the support you receive

Word or phrase	Meaning
Information Provision	Providing information to the public about what the council can provide. This could be information about any of the services provided by the department. This information may be a leaflet but could also be a web page or an electronic document
Interpreted	How something is understood by a person
Leicestershire County Council	Leicestershire County Council is the name of the local Council
Literacy	The ability to read and write, speak and listen to communicate (https://literacytrust.org.uk)
Occupational Therapy Lightbulb Team	The Lightbulb programme is a collaboration between the County Council, district councils and other partners designed to help older and vulnerable people stay safe and well in their own home for as long as possible.
Outcomes	The benefits to an organisation or individual that result from a service or activity
Partners	Other services or organisations who work with the council to help achieve our vision and goals
Perceptions	The way that things are thought about or viewed
Prevention	Actions to prevent people's wellbeing from deteriorating by enabling them to help themselves through information and advice and community led groups.
Primary Care Networks (PCN)	GP practices are working together with community, mental health, social care, pharmacy, hospital and voluntary services in their local areas in groups of practices known as primary care networks (PCNs) (NHS England)
Reablement	Reablement is a short and intensive service, usually delivered in the home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury to support them to regain their independence and maximum wellbeing.
Resilience	Being able to withstand difficulties
Safeguarding	The process of ensuring that adults at risk are not being abused, neglected, or exploited, and ensuring that people who are deemed "unsuitable" do not work with them.
Seldom Heard	With references to communities, these are groups where they may not usually interact with the council or services provided by the council.
Short term care	Care that is not long term and usually to help a person reach reablement goals. This covers our reablement services
Social Prescribing	Social Prescribing is when a GP, other health or social care professional refers or signposts an individual to local non-clinical activities or support which will help with their health and wellbeing.
Statutory	Means that there has been a law made by the UK Parliament and that there are parts of that law that need to be delivered or controlled
Strengths based approach	Strengths-based approaches focus on an individuals' strengths (including personal strengths and capital) and not on their weaknesses. (Please also see 'Assets')
Targeted Intervention	Specific support to meet a specific need
Universal Services	Universal services are those services provided to all adults, children, young people and their families from health, education and other community services
Viability	The ability for something to work successfully
Vocational	A course that focuses more on practical learning over exams

