

**CABINET - 17 JUNE 2025****ADULTS AND COMMUNITIES DEPARTMENT STRATEGY 2025-2029**  
**DELIVERING WELLBEING AND OPPORTUNITY IN**  
**LEICESTERSHIRE****REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES****PART A****Purpose of the Report**

1. The purpose of this report is to present the findings of the consultation on the draft Adults and Communities Department Strategy 2025-2029 “Delivering Wellbeing and Opportunity in Leicestershire” and ask the Cabinet to approve the Strategy. The Strategy and consultation findings are attached respectively as Appendix A and Appendix B to this report.
2. The Adults and Communities Department includes Adult Social Care, Culture Leicestershire (libraries, museums, heritage sites, cultural participation, collections and learning), and Leicestershire’s Adult Learning Service (LALS).

**Recommendations**

3. It is recommended that:
  - a) The outcome of the consultation on the Adults and Communities Strategy 2025-2029 “Delivering Wellbeing and Opportunity in Leicestershire 2025-2029” be noted;
  - b) The Adults and Communities Strategy 2025-2029 “Delivering Wellbeing and Opportunity in Leicestershire 2025-2029” be approved.

(Key Decision)

**Reasons for Recommendation**

4. The Strategy provides a framework for policy, process and ways of working for the Adults and Communities Department and supports the delivery of the County Council’s statutory duties, national policy and statutory guidance. The consultation feedback has informed the final Strategy.

### **Timetable for Decisions (including Scrutiny)**

5. The Health and Wellbeing Board considered the draft Strategy at its meeting on 29 May 2025. The Board noted the aims within the Strategy.
6. The Adults and Communities Overview and Scrutiny Committee considered the findings of the consultation and the draft Strategy at its meeting on 2 June 2025. The Committee's comments are set out in paragraph 39 of this report.

### **Policy Framework and Previous Decisions**

7. The Strategy builds on the Adults and Communities Department Ambitions and Strategy 2020–2024 and provides a framework for policy, process and ways of working for the Adults and Communities Department.
8. 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.
9. The 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; Health and Social Care Act 2012.
10. 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* – Ofsted.
11. On 17 December 2024, the Cabinet approved an eight-week public consultation on the refreshed, draft Strategy.

### **Resource Implications**

12. There are no resource implications arising from the Strategy. The costs associated with its production are being met from the existing departmental budget.
13. The Strategy references 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.
14. The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of this report.

**Circulation under the Local Issues Alert Procedure**

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

**Officers to Contact**

Jon Wilson  
Director of Adults and Communities  
Adults and Communities Department  
Telephone: 0116 305 7454  
Email: [jon.wilson@leics.gov.uk](mailto:jon.wilson@leics.gov.uk)

Inderjit Lahel  
Assistant Director (Strategic Commissioning)  
Adults and Communities Department  
Telephone: 0116 305 8821  
Email: [inderjit.lahel@leics.gov.uk](mailto:inderjit.lahel@leics.gov.uk)

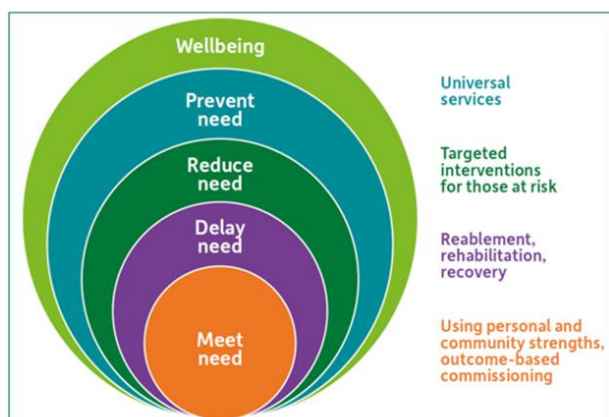
Stephen Shippey, Improvement Manager  
Adults and Communities Department  
Telephone: 0116 305 3194  
Email: [stephen.shippey@leics.gov.uk](mailto:stephen.shippey@leics.gov.uk)

## **PART B**

### **Background**

16. The 2020-2024 Strategy reached its conclusion at the end of the 2024-2025 financial year. It covered the period of the Covid-19 pandemic and its aftermath. Changes since then, for example in how people access services and how some of those services are managed, are reflected in the new Strategy.
17. The refreshed Strategy focuses on how the Department will work on key themes around promoting independence, community cohesion, and increased opportunities for the people of Leicestershire.
18. As indicated previously, the Strategy applies to all service areas within the Adults and Communities Department. With regard to adult social care services, representing approximately 97% of the Department's spend, the approach of the previous Strategy is continued: focussing on the model of Wellbeing, Preventing need, Delaying need, Reducing need and Meeting need (see diagram below).
19. The draft Strategy highlights the commitment to strength-based approaches (i.e. focusing on the strengths of the person seeking services and helping them take an active role in deciding what is provided) and promoting independence. It contains new sections to provide areas for aims and actions in relation to *People and Communication, Engagement and Supporting Delivery*. These sections bring together the aims for engagement; adult social care finance and accessible information, alongside aims for the 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.

20. Ambitions embedded within the previous Strategy remain valid and are retained with new, updated descriptors as to how they will be realised. These include:
- Improving customer experience and satisfaction;
  - Providing high quality information and advice;
  - Promoting wellbeing through universal services;
  - Building a flexible, talented, motivated workforce including apprentices;
  - Developing and supporting inward investment for new social care accommodation;
  - Enabling a seamless transition from children to adult services;
  - Promoting independence;
  - Improving use of technology;
  - Working effectively with partners including co-production, co-design and engagement.
21. The Strategy's aims and the consultation feedback will inform business planning for the Adults and Communities Department and its service areas, for 2025-2029. Progress against aims and business planning will be reported back to the departmental management team.

### **Consultation**

22. The refreshed Strategy has been created through engagement and co-production with people who draw on the different service areas in Adults and Communities and interested members of the public, officers and managers within the Department and wider Council, and care providers.
23. This included an event attended by members of the public who drew upon services that the Department provides (from Culture Leicestershire, Adult Learning and Adult Social Care services), interested members of the public, representatives from seldom heard communities, parish clerk, external committee members and volunteers.
24. Other engagement activities involved external social care providers and through the Adults and Communities Engagement Panel. This comprises of people with lived experience (for example, carers or people with long term conditions who may draw upon services provided by the County Council) who reviewed the Strategy and the language and readability.
25. The public consultation exercise took place from 18 February to 14 April 2025. This comprised a dedicated web page with the draft Strategy and an adapted version (easy read) along with an online and adapted version of the survey.
26. 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;
27. 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.
  28. A presentation was given to providers of social care services via the scheduled (four-monthly) provider briefings.
  29. All departmental staff were 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.
  30. 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 show it in team meetings and remind staff they could view it independently.
  31. Adapted (easy read) versions of the draft Strategy and survey were distributed to members of the Learning Disability Partnership Board.

### **Consultation Results**

32. The survey consisted of a number of questions including:
  - 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 answers, 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.

33. 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, and 40 people completed it (39 online and one person via the adapted survey).
34. Due to the pre-election period starting on the 17 March 2025, all promotion of the consultation (communications, public facing advertising and engagement events with external/partner agencies) drew to a planned close.

### **Key Findings**

35. The key findings are set out in Appendix B and are summarised below. The results were positive. For all questions with a scaled response, at least 80% of respondents chose Strongly agree or Tend to agree for questions set out in the paragraph 32, b) above.
36. The consultation survey identified some areas for further focus, summarised below.
- i) Those where responses of 'Tend to disagree' 'Strongly disagree' or 'Neither agree or disagree' were given in the survey:
    - a) Demonstrating how the person and or their carer's voice and needs are best captured – including how the Department engages with the public.
    - b) Informing against progress made with of the Strategy's aims, including providing details 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) Continuing to work with partners, whether they are internal, health, social care providers or the voluntary and charity sector, to meet the Strategy's aims.
  - ii) Those where the survey received responses indicating Strongly agree' or 'Tend to agree':
    - a) Placing a focus on partnership working with Health partners to achieve aims;
    - b) Recognising carers and ensure they are supported;
    - c) Tackling digital exclusion;
    - d) Ensuring that the Department's aims are followed through and there is clear planning and a review of progress;

- e) Utilising 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) Making it clear who to contact within Adult Social Care;
  - g) Utilising volunteer and specialist agencies.
37. Two additions have been made to the Strategy arising from the feedback (these can be found within the "Aims of our strategy – we will" sections on pages 19 and 21 of the Strategy):
- To refer explicitly to joined up working with local community health resources such as Local Area Coordinators and Social Prescribers;
  - To include reference to Creative Learning Services, part of Culture Leicestershire.
38. The areas for the Department to address (detailed within paragraph 36) and the aims contained within the refreshed Strategy, will form part of the Adults and Communities departmental business planning. Progress and achievements against these aims will be reported to the Department's Management Team.

#### **Comments from the Adults and Communities Overview and Scrutiny Committee**

39. The Adults and Communities Overview and Scrutiny Committee considered the findings of the consultation and the draft Strategy at its meeting on 2 June 2025. Arising from discussion the following points were made:
- a) A Member questioned the low number of responses received from the public consultation. It was noted that the consultation had been made available on the Council's website and therefore accessible to all. It had been promoted by the Communications team which had ensured responses were encouraged and promoted to carers. The Director advised that a prior consultation had taken place from late 2019 to July 2020 during the Covid pandemic which similarly yielded 61 formal responses. It was suggested that other forms of direct consultation with the public should be explored for future consultations to try and encourage a greater response.
  - b) Members were reassured that prior to the public consultation direct engagement with service users had been undertaken and their feedback had helped to shape the draft Strategy now put forward for consideration.
  - c) A Member pointed out a response to the survey, emphasising the necessity for clarity regarding whom to contact within Adult Social Care, and underscored the importance of effective communication across social care services. The Director indicated that the initial point of contact for individuals was the Customer Service Centre (CSC). Significant efforts had been made to improve process within the CSC which had resulted in an increased response rate and reduced call durations. Furthermore, it was noted that a new tool had been implemented, enabling individuals to locate their



assigned social worker on the Council's website if they had been given a named worker and reference number.

### **Equality Implications**

40. An Equality Impact Assessment (EIA), was undertaken which covered the broad impact of the draft Strategy and is attached to this report as Appendix C. The EIA identified 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 Culture Leicestershire and Adult Learning services, reference to bringing communities together; providing learning to overcome barriers; offering courses in a range of formats and venues to suit learning needs.
  - That 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.
41. 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.
42. 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 individual, Impact Assessments.

### **Human Rights Implications**

43. 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**

44. 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**

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

### **Health Implications**

46. 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.

### **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>
- Health and Social Care Act 2012 - <https://www.legislation.gov.uk/ukpga/2012/7/contents>
- [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](#)
- [Report to Health and Wellbeing Board: 29 May 2025 – Refresh of Adults and Communities Strategy 2025-29 – Delivering Wellbeing and Opportunity in Leicestershire](#)
- [Report to Adults and Communities Overview and Scrutiny Committee: 2 June 2025 - Adults and Communities Strategy 2025-29 – Delivering Wellbeing and Opportunity in Leicestershire](#)

### **Appendices**

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